

MINUTES OF THE MEETINGS
OF THE
UNIVERSITY FACULTY

from

October 13, 1937, to May 13, 1942

13 October, 1937
Baker Laboratory
Main Lecture Room

The meeting was called to order by President Day at four o'clock. The minutes of the session of June 9 were read and approved.

The President made formal announcement of the death, on May 26, of Emeritus Professor McDermott and, since the last Faculty meeting, of Professors Phelps, Claassen, Hugh D. Reed, and Diederichs. On motion, he was requested to appoint committees to draft proper resolutions. He noted also the retirement of Professors Bedell and Strunk from active service and was requested to appoint committees to prepare minutes.

The Dean read communications from the President's office naming the following committees:

- (1) On the retirement from active service of Professor W. D. Bancroft---Professor F. C. Prescott, Chairman, and Professors T. R. Briggs and H. P. Weld.
- (2) On the retirement of Professor E. H. Wood---Professor W. N. Barnard, Chairman, and Professors A. C. Davis and F. G. Switzer.

- (3) On the retirement of Professor T. L. Lyon---
Professor R. A. Emerson, Chairman, and Professors O. A. Johannsen and J. A. Bizzell.

He reported also the award by the President of Eudorus C. Kenney Scholarships to Leonard Beard Morgan and Norman Elmer Tuttle, both of Truxton.

The President announced that he had appointed Professor B. S. Monroe to the Administrative Board of the Cornell University Summer Session in succession to Professor R. E. Cushman whose term expires on November 1, and he read the following list of appointments to standing committees of the University Faculty:

The Committee on Student Conduct--Professor D.L. Finlayson in place of Professor J. N. Tilton, jr., term expired, and Professor H. W. Edgerton in place of Professor H. E. Whiteside, term expired.

The Committee on Student Activities--Professor R.Y. Thatcher, in place of Professor G. H. Robinson, term expired, and Professor M. A. Shepard in place of Professor E. A. J. Johnson, term expired. Professor A. L. Winsor is designated Chairman of the Committee.

The Committee on Entrance Credits and Relations with Secondary Schools--Professor H. E. Baxter in place of Professor F. H. Bosworth, term expired, and Professor A. W. Laubengayer in place of Professor R. H. Wagner, term expired.

The Committee on Undergraduate Scholarships--Professor F. H. Bosworth in place of Professor A. C. Phelps, term expired, Professor W. M. Sale in place of Professor H. A. Wichelns, term expired, and Professor O. F. Curtis to fill the uncompleted term of Professor Claassen.

The Committee on Calendar--Professor E. M. Strong in place of Professor V. R. Gage, term expired, and Professor Marion C. Pfund in place of Professor Mary F. Henry, term expired.

The Committee on Prizes--Professor R. W. Church in place of Professor E. A. Burt, term expired, Professor Knudson was designated Chairman of the Committee.

The Committee on Music--Professor M. L. W. Laistner in place of Professor R. M. Ogden, term expired, Professor Laistner also to serve as Chairman of the Committee.

The Dean then read the following communication from the Chairman of the special committee made up of members of the Board of Trustees and of the Faculty to consider the matter of the reorganization of the library facilities of the University (see Minutes for December 9, 1936):

October 2, 1937

Professor G. W. Cunningham
Goldwin Smith Hall
Cornell University
Ithaca

Dear Professor Cunningham:

You will remember that at the meeting of our library committee on June 18, the following resolution was passed:

"In view of the fact that the General Faculty has intimate knowledge of the problems of the Library, and having before this committee the

reports which were made by the General Faculty Committee and the Law School Faculty, this committee would appreciate the cooperation and assistance of the General Faculty, and requests that they reconsider these reports which have been made to the Board of Trustees and advise this committee of the result of such reconsideration. And also requests that they advise us of the specific problems of the Library and appoint a committee to confer with this committee concerning those problems."

Inasmuch as the Trustees will be looking to me for a report, I wonder if you will bring this matter to the attention of the next meeting of the general faculty, and ask them if possible if they will follow the suggestions in this resolution and report back to me.

Sincerely yours,
(Signed) E. R. Eastman

The Professor of Philosophy, Professor Cunningham, a member of this joint committee, reviewed the history of the controverted report which led to the appointment of the joint committee, and in conclusion moved:

- (1) That the matter referred to in the first request of Mr. Eastman's letter (namely, a reconsideration of the two reports which were made to the Board of Trustees) be referred to the Committee on University Policy for consideration and report to this Faculty, and
- (2) That the Library Council be designated as the committee from the Faculty to confer with the joint committee of which Mr. Eastman is Chairman.

On request of the Professor of Education, Professor R. M. Ogden, and with the agreement of Professor Cunningham,

these motions were separated. The first motion was put to a vote and carried, viva voce. The Professor of Agricultural Economics, Professor Warren, moved as amendment to the second motion that the Committee on University Policy be substituted for the Library Council. On a show of hands, the amendment was lost by a vote of 53 ayes to 60 noes. The original motion was then put to a vote and carried.

The Faculty then turned to the special order of the day, namely, nomination of a Committee on Nominations for the place in the Committee on University Policy which will become vacant on January 1 by the retirement of Professor R. A. Emerson. In the absence of its Chairman, Professor Carver, Professor Baxter reported for last year's Nominating Committee its selection of Professors J. P. Bretz, R. F. Chamberlain, Marion Fish, Leland Spencer, and L. P. Wilson, Chairman, as the Committee for this year. Professor Canon objected that Professor Fish has resigned, and on motion the name of Professor Mary F. Henry was substituted; without dissent the report of the Committee was then adopted, carrying approval of the personnel of the new committee.

Under the head of reports of committees, the Secretary read the following minute on the retirement of Professor W. D. Bancroft from active service. The minute was adopted by unanimous vote.

The retirement of Wilder Dwight Bancroft brings to a close the active service of a member of the University Faculty who, as teacher, scholar, and citizen, has deeply influenced the life of the University and the community for more than forty years.

After graduating from Harvard, Professor Bancroft continued his scientific studies there and in the universities of Strassburg, Leipsic, Berlin, and Amsterdam, receiving his doctorate at Leipsic where he studied under Wilhelm Ostwald, in 1892. Coming to Cornell in 1895 as an assistant professor, he was appointed in 1903 to the Professorship in Physical Chemistry from which he has just retired. As a teacher he has impressed many succeeding classes by his enthusiasm, his intellectual vigor, his fertility of suggestion, his erudition extending far beyond his special field, and his independence and liberality of thought. As an investigator he has made many valuable contributions to the science of chemistry. As a citizen he has left a lasting impression on the intellectual and social life of the community.

His scientific work has obtained wide recognition. Through his books and his countless articles and reviews, and through the Journal of Physical Chemistry, of which he was co-founder, editor, and generous supporter, his influence has become national and international in scope--as is shown by the degrees he has received from American Universities and from the University of Cambridge, by his membership in many American and foreign learned and honorary

societies, and by his election to the presidency of the American Chemical and the American Electro-Chemical societies. During the World War he was Lieutenant-Colonel in the Chemical Warfare Service, and he was later chairman of the Chemical Division of the National Research Council.

Thus his scholarly achievement has brought honor to Cornell University, as his genial and sympathetic personal character has brought refreshment to his friends.

On the occasion of his retirement the University Faculty records its appreciation of the great value of his services to the University, to the nation, and to the progress of scientific thought. It extends to him its cordial felicitations, and its hope that, with relief from stated duties, he may be granted many further years of fruitful activity.

For the committee appointed to draft resolutions on the retirement of Professor T. L. Lyon, Professor Emerson read the following resolutions which were adopted by unanimous vote:

At the end of the last academic year, Thomas Lyttleton Lyon retired from active connection with the University, after an uninterrupted service of thirty-one years.

He was born in Pittsburgh, Pennsylvania, February 17, 1869. After attending the public schools he prepared for college at the Pittsburgh High School. He graduated from Cornell University in 1891, with the degree of Bachelor of Science in Agriculture. Subsequently he studied at the University of Goettingen and at Cornell University,

and from the latter he received in 1904 the degree of Doctor of Philosophy. From 1891 to 1906, he served successively as Instructor in Chemistry, Assistant Chemist, and Professor of Agriculture, in the University of Nebraska. From 1899 to 1906 he was also Associate Director of the Nebraska Agricultural Experiment Station. In 1906 he joined the faculty of Cornell University, where he has since served as Professor and Head of the Department of Agronomy.

Professor Lyon's interests have been mainly in research, and as an investigator he has achieved a wide reputation. He was the first in this country to develop lysimeters for measuring losses of fertility in drainage water. He has made important contributions to our knowledge of maintenance of soil nitrogen, the effects of plant growth on the accumulation of nitrates, nitrogen fixation, and other phases of the nitrogen cycle.

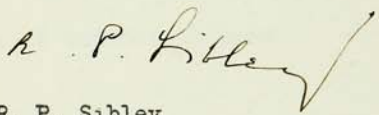
Altho primarily a research man, he has, nevertheless, maintained his interest in teaching, and has actively supervised these services in the Department. His earliest textbook, of which he was the senior author for nearly thirty years, has been used continuously by a large proportion of the agricultural colleges in the United States.

He is a member of several scientific societies, is a charter member of the American Society of Agronomy, and for many years served as its Secretary.

His fair-mindedness and more than generous appreciation of the work of others, and his modesty with reference to his own notable achievements are outstanding characteristics of Professor Lyon.

1999.

The President then addressed the Faculty informally on his conception of the proper function of the Administration in the conduct of the University, emphasizing his opinion that the role should be essentially instrumental. The Faculty adjourned at 5:20 p.m.


R. P. Sibley
Secretary

Addendum:

After adjournment of the Faculty, the Groups of Letters and of Science met separately and reported the following elections:

- (1) Of Professor M. L. W. Laistner as a representative of the Group of Letters on the Heckscher Research Council to succeed himself for a four-year term beginning November 1.
- (2) Of Professor G. L. Hamilton as a representative of the Group of Letters on the Library Council to succeed himself for a two-year term beginning November 1, and
- (3) Of Professor L. A. Maynard as a representative of the Group of Science on the Library Council for a two-year term beginning November 1, in succession to Professor A. H. Wright.

10 November, 1937
Boardman Hall
Room C

The meeting was called to order by the President at four p.m. The minutes of the session of October 13 were read and approved.

The Dean noted receipt of communications from the President's office making the following appointments:

- (1) of Professors M. L. W. Laistner, B. P. Young, and B. F. Kingsbury, Chairman, to draft resolutions on the death of Professor H. D. Reed.
- (2) of Professors O. A. Johannsen, P. J. Kruse, and E. F. Phillips, Chairman, to draft resolutions on the death of Professor Claassen.
- (3) of Professors R. E. Cushman, A. B. Recknagel, and F. G. Bosworth, Chairman, to draft resolutions on the death of Professor Phelps.
- (4) of Professors C. L. Durham, W. L. Conwell, and D. S. Kimball, Chairman, to draft resolutions on the death of Professor Diederichs.
- (5) of Professors A. E. Wells, G. B. Upton, and W. N. Barnard, Chairman, to draft resolutions on the death of Professor McDermott.
- (6) of Professors P. M. Lincoln, C. C. Murdock, and F. K. Richtmyer, Chairman, to draft resolutions on the retirement of Professor Bedell.

(7) of Professors A. M. Drummond, M. G. Bishop, and F. C. Prescott, Chairman, to draft resolutions on the retirement of Professor Strunk.

The Faculty then turned to the special order of the day. For the Committee on Nominations, its Chairman, Professor L. P. Wilson, nominated Professor W. N. Barnard and Professor P. J. Kruse as candidates for election to fill the vacancy in the Committee on University Policy made by the retirement of Professor Emerson on January 1, 1938. Nominations from the floor were invited; none were offered, and on motion of the Chairman, the names of Professors Barnard and Kruse were accepted to be balloted on by the Faculty.

Under the head of reports of committees, the Professor of Architecture, Professor Bosworth, read the following resolutions on the death of Professor Phelps. They were adopted unanimously by a rising vote.

On July fourth of the present year, Cornell University lost by the death of Albert Charles Phelps a great student and an outstanding teacher. He gave thirty-eight years of his life to this institution with little if any thought to his own

advancement or personal fame. During all of these years he was a teacher of the History of Architecture.

With each succeeding year he grew in wisdom and that kindly tolerance for a differing point of view,- a differing point of view based upon accurate study and honest conviction. Of careless thinking or of pseudo-scholarship he was a biting critic. He had a passion for accuracy and for honesty. He set for himself a high standard, scorning all sophistry or compromise. In his mind the end never justified the means, and at any such suggestion he would flash into sudden anger. His mind was quick to penetrate to the gist of the question. His intimate colleagues all remember that low chuckle, engendered by the implications unintendedly inherent in a remark of some fellow faculty member.

He was a modest man, a very quiet man who probably never realized the extent to which his influence molded and gave direction to the growth of the College of which he was a member. He joined that faculty at a time when professional education was too large an extent vocational training. He gave to that College thirty-eight years of unwavering devotion to the ideals of high scholastic attainment, and honesty of thinking. In his mind the aims of professional education and of broad scholarship were identical.

Looking back at the earlier years of his long service one may dimly appreciate the steadfast and unswerving patience, the self-forgetting patience of the man who set for himself an ideal none too well understood in those beginning years of his work at Cornell.

His was a mind too big to be confined within the artificial boundaries of an administration division, and with each added year, his influence reached out beyond his own College walls.

The last month of his life set in relief, as none others had, his self-forgetting patience and integrity. He then knew that his future was but a succession of days of increasing physical pain. This future he never mentioned to his friends in tone of complaint, but only as it was necessary in his mind for the discharge of some duty or the finishing of some uncompleted task.

Albert Charles Phelps was born in Lockport, Illinois on the eighth of April, 1873. He graduated from the University of Illinois with the degree of Bachelor of Science in 1894. Later in the year of 1897, he studied at the Bavarian Technical School in Munich. He travelled and studied in Europe in 1902, and in 1903 received the degree of Master of Architecture from his Alma Mater. In 1898 he received his architectural licence from the State of Illinois.

He came to Cornell in 1898 as an instructor, being made an assistant professor in 1903, and full professor in 1913. In 1920 he was appointed World War Memorial Professor of Architecture. In 1901 he joined the American Institute of Architects and in 1930, in recognition of his contribution to the profession, he was made a Fellow of the Institute.

He was the director of architectural tours abroad, first for the Institute of International Education of the Carnegie Foundation and later for the Bureau of University Travel, spending many of his summers in this work. He was an occasional lecturer at the Metropolitan Museum of Art in New York and contributor to various professional publications.

This brief schedule of the events of his professional life is the one his own modesty wrote. He did not care for public display or for public honors. He gave himself so wholeheartedly to the task of the teacher in all its minute details that little of the vast knowledge which he amassed found its way into print.

His codified notes, which he left to his College, are a vast mine of information to which he was ever adding. They are the evidence of what he did to fit himself to be the better teacher, but invaluable as they may prove, they cannot transcend the value of the continuing influence of the memory of his ideals.

No written testimonial can be a lasting memorial of any man but those intangibles which Albert Charles Phelps left behind will endure.

The Professor of Apiculture, Professor Phillips, read the following resolutions on the death of Professor Claassen.

The resolutions were adopted unanimously by a rising vote.

Peter Walter Claassen was born at Hillsboro, Kansas, March 17, 1886. He began his collegiate work at McPherson College but transferred to the University of Kansas, from which institution he was graduated with the degree of Bachelor of Arts in 1913. Although his major work as an undergraduate was in chemistry, on graduation he accepted a position as assistant state entomologist of Kansas and remained at the University of Kansas, continuing graduate work in his newly chosen field. He was granted a master's degree in 1915. He came to Cornell University in the autumn of 1915 as assistant in General Biology and took graduate work in entomology, receiving his doctor's degree in 1918.

For one year he returned to the University of Kansas as assistant professor of entomology, but after receiving his doctor's degree he retained his connection with Cornell University for the remainder of his life. During the academic year 1924-25, while on leave from the University, he taught at Tsing Hua College, Peking, China, where he reorganized the work of that institution in the biological sciences. In the scientific societies of his field, he played an active part.

The subject of his doctor's thesis was an ecological study of the insect inhabitants of the cattail, in the course of which work he uncovered many interesting and important facts about the numerous insect species which invade this plant. Later he undertook special studies in the Plecoptera or stone flies, his papers on this order of insects including a monograph of the nymphal stages. Shortly before his death he completed a manuscript for a catalogue of the stone flies of the world. Although chiefly interested in the taxonomic aspects of these problems he never lost sight of the possible economic applications of entomology. This is shown in his work on the grasshoppers of Kansas and his studies upon the animal life in streams polluted by milk and factory wastes.

This cold array of facts about his vocational and avocational activities fails to indicate the nature of the life and work of Professor Claassen. Not only was he a skilled observer in scientific fields, but he was outstanding as a teacher. His strength in teaching, whether formally in classes or elsewhere, rested chiefly on his happy disposition, his jovial informality, and his friendly attitude to all persons at all times. He was known affectionately to his friends and associates by his nickname and the attribute which led to this,

which might easily have been mistaken by those who knew him less well as a lack of dignity, in no degree reduced the affectionate appreciation of his merit as a student and teacher. Few men have surpassed or equalled him as a friend of all his associates of whatsoever rank, and because he showed himself a friend, others were friendly toward him. In social affairs among his associates and students he was a natural leader. That leadership was as natural to him as breath itself, and he showed unusual skill in using it to the advancement of his research and teaching.

The sudden death of Professor Claassen in Ithaca, New York on August 16, 1937, followed closely on a trip which he took to the Pacific Coast while on sabbatic leave, on which he visited many old friends and made many new ones. On this trip, as usual, he assiduously collected insects of his chosen Order and took every possible occasion better to prepare himself for his later work by consultations with those in similar work in numerous institutions across the country. He seemingly looked forward to many more years of service for Cornell University, but these hopes were blasted. By his death Cornell University loses a loyal supporter, an ardent worker, and a friendly spirit. His many friends among students, faculty and fellow citizens mourn his death but are happier and better because of their association with him. He leaves a wife and two children who are inspired by the memory of his life.

The faculty of Cornell University records its appreciation of the many years of service of their former associate and the sense of loss which members of the faculty feel in his death. The faculty extends to members of the immediate family of Professor Claassen this expression of its sympathy in their loss.

The Assistant Professor of Zoology, Professor B. P. Young, presented the following resolutions on the death of Professor H. D. Reed, and the Faculty adopted them unanimously by a rising vote.

Hugh Daniel Reed was born at Hartsville, New York, March 4, 1875. He entered Cornell University in the fall of 1895 and was graduated in 1899 with the degree of Bachelor of Science. Appointed a Fellow in Vertebrate Zoology, he pursued graduate study for four years and in 1903 was awarded the degree of Doctor of Philosophy.

From 1900 to 1910, Professor Reed served successively as Assistant, Instructor, and Assistant Professor in the Department of Neurology and Vertebrate Zoology under Dr. Burt G. Wilder, the Professor in charge. Granted leave of absence, he spent the year 1909-1910 at the University of Freiburg, Germany, working under the direction of the eminent zoologist, August Weismann, and the equally eminent comparative anatomists, Robert Wiedersheim and Ernst Gaupp. During his year abroad, Dr. Reed also represented Cornell at the International Zoological Congress at the University of Graz, Austria.

Professor Wilder retired in June, 1910, and Assistant Professor Reed was selected as head of the Department. He at once entered upon the task of organizing a Department of Zoology, offering for the first time at Cornell a unified, systematic, and complete course in zoology. In 1919 he was made Professor of Zoology.

Despite the exacting demands of reorganization and administration, Dr. Reed found time to keep in touch with advances in his field and to contribute thereto. His first scientific paper was published

in 1908, and the field of research to which he then gave his primary attention continued to hold his interest throughout the succeeding years. At the same time he was able to devote time and study to other scientific problems.

In the death of Professor Reed, Cornell University lost an administrator of marked ability and an inspiring and effective teacher. Within his department, Dr. Reed was a constant source of inspiration and advice. Those who were associated with him most intimately will not soon forget the debt they owe him as a counselor and they will also remember the emphasis which he placed on teaching in his appraisal of obligations to the institution which he served.

As an indication of the esteem in which he was held by his graduate students, we need only recall their presentation of his portrait to the University in 1934. His many personal friends will deeply regret the loss of a man in whom personal charm, wide culture and a balanced judgment were combined to an unusual degree. Friends and colleagues alike mourn his passing, and the affectionate memory of his many sterling qualities will be colored by deep admiration for the sturdy valor with which he carried on, cheerfully despite serious and long continued ill health.

In behalf of the committee appointed to draft resolutions on the death of Professor McDermott, the Secretary read the following minute which was adopted unanimously by a rising vote.

Professor Emeritus George Robert McDermott who for many years taught Naval Architecture in the College of Engineering, Cornell University, passed away on May 26, 1937.

Professor McDermott was born in Glasgow, Scotland, in 1860. He received his engineering education in the Andersonian Institute of Glasgow, then entered the employ of the famous Clydeback Shipbuilding and Engineering Company, where the Queen Mary and many other famous ships have been constructed, rising to the position of Naval Architect and Assistant to the Shipyard Manager. In 1890 he joined the Southampton Naval Works as Naval Architect and Assistant to the General Manager. He came to Cornell in 1892 as Assistant Professor of Naval Architecture, and was promoted to full professorship in 1904. From that date until his retirement in 1929, he was in charge of the work in Naval Architecture in the College of Engineering at Cornell.

Professor McDermott was much in demand as a Consulting Engineer, the Cunard and other steamship lines calling upon him frequently for advice. During the years 1910-12, while on leave of absence from the University, he was appointed by the Brazilian Government as Engineer-in-chief in the organization and construction of the Naval Repair Station of Lloyd Brasileiro at Ilka de Mucangue, Rio de Janeiro. Again on leave from the University in 1917, he was appointed by General George W. Goethals as District Officer of the U. S. Shipping Board Emergency Fleet Corporation and afterwards was appointed by Chairman E. N. Hurley as District Officer of the Corporation, which position he filled until the end of the World War.

He was always very active in the broader aspects of naval work and was recognized as an authority in such matters. In 1921 he was appointed by the United States Government as Chairman of the Government Commission on Loadlines of Mercantile Vessels for the Atlantic and Gulf Division, and he was a member of many committees interested in Marine Problems. He

was a member of the Society of Naval Architects and Marine Engineers, of Sigma Xi, and Tau Beta Pi, and he was the author of many papers and several books in his field, notably, the "Screw Propeller Computer" and "Textbook on Screw Propellers".

Professor McDermott was a most excellent teacher. His own scientific background was thorough and he had no patience with weak or slipshod methods of instruction. He was a thorough believer in instilling what he always described as the "fundamentals" into the minds of his students. Yet his vigorous lectures and his rigid classroom instruction were tempered with rare humor and a winning smile. Those who elected his work were always enthusiastic over it and the success of his students bears witness to the soundness of his methods. He was a sociable man, widely informed, honest, upright, and lovable. He will be missed by a host of friends.

For the committee appointed to draft resolutions on the retirement of Professor E. H. Wood, the Secretary read the following minute. It was adopted unanimously.

On August 13, 1937, Professor Edgar Harper Wood retired from active service and became Emeritus Professor of Mechanics of Engineering.

*Retirement
committee prepared
to June 30, 19*

Born on August 13, 1872, near Topeka, Kansas, he came to Ithaca as a boy when his father, William H. Wood, became foreman of the Woodshop in Sibley College. He became a student in this College in 1888, received the M.E. degree in 1892, and continued as a graduate student. He was granted the M.M.E. degree in 1893. After serving in various

positions, he was appointed principal of the Manual Training High School in Dayton, Ohio, in which position he served for three years. He returned to Cornell University in 1899 as instructor in drawing and was promoted to an assistant professorship in Machine Design in 1907. When the present department of Mechanics in the then Sibley College was formed in 1910, he was appointed Professor and Head of the Department, which position he held until his retirement. Professor Wood is author of a Textbook of Mechanics, and co-author of Kinematics of Machinery, and Strength of Materials. He is a member of Sigma Xi and the Society for the Promotion of Engineering Education.

An inspiring teacher, a trusted adviser, and a sound thinker, Professor Wood has endeared himself to his students and to his associates. He has encouraged those with whom he has worked by thoughtful assistance. A hard worker, he undermined his health by over work in the interests of the University and only lately has regained his old physical vitality. His mental vigor has always been prodigious. Never a self-seeker, he has given credit to others which rightly belonged to him.

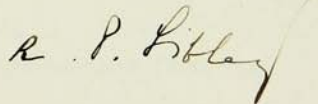
It is indeed fortunate that Professor Wood will retain his residence in Ithaca so that his kindly advice and willing assistance will be available to his associates and to the students. May he long enjoy the leisure he has so richly earned.

The Chairman of the University Faculty Committee on Student Activities, Professor Winsor, then introduced the following resolution and moved its adoption.

The Committee on Student Activities has received from the Board of Athletic Policy notice that the Board will, subsequent to December 1, assume, under the action of the Board of Trustees in May 1935, certain of the duties heretofore carried by the Committee on Student Activities. In view of this circumstance the Committee on Student Activities respectfully asks the Faculty to consider what the duties of the Committee in relation to athletics shall be, and it suggests that the matter be referred to the Committee on University Policy for report.

The Director of Athletics, Mr. Lynah, and the Dean made explanatory comments. The resolution was then adopted with the understanding that the report of the Committee on University Policy will be made to the University Faculty.

No other new business was introduced, and on motion the Faculty adjourned at 4:45 p.m.



R. P. Sibley
Secretary

12 January, 1938
Boardman Hall
Room C

A regular meeting of the University Faculty was called to order by the President at four o'clock. The minutes of the session of November 10 were read and approved.

The President made formal announcement of the death, on November 10, of Emeritus Professor E. L. Nichols, and on November 26, of Professor H. A. Hopper. At his suggestion it was voted that he be requested to appoint committees to draft appropriate resolutions.

The Dean noted the receipt of a communication from the President appointing Professor W. A. Hurwitz, Dr. H. A. Myers, and Professor A. M. Drummond, Chairman, as a committee on the award of the Forbes Heermans Prizes for this year.

The Dean read the following communication from the College of Arts and Sciences:

(1) On recommendation of the staff of the Department of Chemistry, be it resolved that, the Faculty of the College of Engineering and the University Faculty concurring, the administration of the course in Chemical Engineering be relinquished

by the College of Arts and Sciences to the College of Engineering on July 1, 1938; and

(2) resolved that, if the foregoing action be approved by the faculties concerned, the College of Arts and Sciences shall, with the approval of the University Faculty, admit thereafter no new candidates for the degree Bachelor of Chemistry.

The Dean of the College of Engineering, Professor

S. C. Hollister, then presented the following recommendation from the College of Engineering to the University Faculty:

That the Trustees be requested to authorize the College of Engineering to offer the Degree of Bachelor of Chemical Engineering (B.Chem.Eng.) to those students who have satisfactorily completed the five-year course in Chemical Engineering, as now published in the Announcement of the College of Engineering; and that undergraduates who have matriculated in Cornell University prior to June 1, 1938, and who have, before that date, registered as candidates for the degree of Bachelor of Chemistry or for the degree of Chemical Engineer, be awarded, at their option, on the satisfactory completion of the five-year course in Chemical Engineering, either the degree of Chemical Engineer or the degree of Bachelor of Chemical Engineering.

The Faculty of the College of Engineering reports to the University Faculty ~~to~~ action as follows:

1. That the degree of Chemical Engineer be awarded by Cornell University only to those applicants who hold the degree of Bachelor of Chemical Engineering granted by Cornell University.

2. That the professional degree of Chemical Engineer (Chem. Eng.) be awarded under such conditions and regulations as pertain to the professional degrees of C.E., M.E., and E.E. as now set forth in the Announcement of the College of Engineering.

In the event of the approval of the foregoing recommendations by the University Faculty and by the Board of Trustees, the Faculty of the College of Engineering:

1. Is prepared to accept responsibility for the supervision and control of the courses leading to the degrees of Bachelor of Chemical Engineering (B. Chem. Eng.) and of Chemical Engineer (Chem. Eng.), and

2. Will take the necessary steps to organize a School of Chemical Engineering within the College of Engineering.

The Dean moved that the resolutions be transmitted to the Board of Trustees with the approval of this Faculty and it was so voted.

As a special order of the day, the Dean reported the election of Professor P. J. Kruse to the Committee on University Policy in succession to Professor R. A. Emerson. Professor Kruse received a total of 197 votes out of 327 ; six ballots were invalid because they were received late, and one ballot because the containing envelope was not signed.

In behalf of the committee appointed to draft resolutions on the death of Professor Diederichs, the Professor of Latin, Professor Durham, read the following minute which was adopted unanimously by a rising vote:

The death of Herman Diederichs on August 31, 1937 removes another of those outstanding figures that have brought fame to our College of Engineering and have given luster to the University as a whole.

Born at Muenchen-Gladbach in the Rhine Province, on August 12, 1874, the German lad received his elementary education in his native city. In 1888 his parents brought the family to America, settling in Dolgeville, New York. In spite of modest circumstances, means were found to send young Diederichs to the local high school, where he won a Cornell state scholarship, walking to Herkimer, more than twenty miles distant, to take the competitive examinations. With this scholarship and a promise of financial assistance from friends, he entered Cornell University in 1893. Here, with a large measure of self-support and with only a recent acquisition of English, he not only completed his course in engineering in the prescribed four years, with a record that won him election to the honorary society of Sigma Xi, but also found time to engage in student activities, becoming prominent as a shot-putter. After receiving the degree of Mechanical Engineer in 1897, he was at the end of the following year appointed Instructor in Experimental Engineering under the late Professor Rolla C. Carpenter. In 1902 he was promoted to an Assistant Professorship, and to a Professorship in 1907, and he succeeded Professor Carpenter as Head of the Department of Experimental Engineering in 1920. In 1928 he was appointed as the first incumbent of the John E. Sweet Professorship in Engineering, which had been established in honor of the distinguished engineer who at one time was a professor at Cornell. Professor Diederichs had in 1921 become Director of the Sibley School of Mechanical Engineering, and in 1936 he was appointed to the Deanship of the College of Engineering--a well-deserved honor, which he was fated to enjoy for only a little over a single year.

The entire period of Herman Diederichs' manhood was, therefore, devoted to the service of his Alma Mater. His activities concerned not only his chosen field, but also many of the broader aspects of university life. As a member of the faculty he was often called upon to serve on important committees, and the confidence in which he was held by his colleagues is attested by his election in 1929 to serve as one of the Faculty Representatives on the Board of Trustees. For many years no important question in the College of Engineering, whether of academic or administrative character, has been decided without his advice and judgment.

Interested naturally in athletics, Professor Diederichs was over a long period a member of the Athletic Council and for several years he served as President of that body. Here, again, his sterling character impressed itself, and the appreciation of this service is shown by the following dedication of The Cornellian of 1935:

"To Herman Diederichs, who for forty-two years has served his Alma Mater as student, teacher and administrator, and, who, through his intense interest and untiring efforts, has succeeded in inaugurating a new era in Cornell Athletics. For his active participation in Campus affairs, he will long be remembered, and as a stern teacher and a sympathetic, honest friend, the Class of 1935 will revere him-- Cornell's Man of the Year." Surely student praise can attain no higher level.

He was an authority in the field of experimental engineering, and his contributions to the literature of this field were many and important. In 1930 the Melville Medal was awarded jointly to Dean Diederichs and William P. Pomeroy by the American Society of Mechanical Engineers "in recognition of a thesis of exceptional merit."

Professor Diederichs was a member of Quill and Dagger; Phi Sigma Kappa fraternity; Sigma Xi; Tau Beta Pi; Phi Kappa Phi; American Society of Mechanical Engineers; Society of Automotive Engineers; American Society of Metals; Verein Deutscher Ingenieure and Society for the Promotion of Engineering Education. Last year he was chairman of the Board of Honors and Awards of the American Society of Mechanical Engineers and also of its Nominating Committee for 1936. He was vice-president of the second district of the National Collegiate Athletic Association and Chairman of the Board of Athletic Policy of Cornell University.

His teaching naturally reflected his scholarly habits and thoroughness. Perhaps his best known undergraduate course included his lectures on Materials of Engineering which he gave to many generations of electrical and mechanical engineers. No student ever went to him for advice or help on any matter without receiving assistance, and as freshmen grew into seniors, they acquired respect, admiration, and real affection for his rugged personality. Of permanent value also has been his assistance in developing the course in experimental engineering. The engineering experimental laboratory had been conceived by the late Dr. Robert H. Thurston at Stevens Institute and brought by him to Cornell in 1885, and the background of the present course was further developed under the late Professor Carpenter. Professor Diederichs, therefore, carried with him to his death the inspiration of these two great pioneers, but it was his own labor to modify and adapt the course to an ever-changing industrial world, and this he did in a masterly manner. He also has kept alive at Cornell the spirit of research in mechanical engineering, and in spite of many handicaps, the long list of scientific publications issued under his guidance continued to grow. His influence and knowledge in this important part of the work of the college will not be forgotten.

One of Dean Diederichs' outstanding virtues was his sturdy honesty, not only in matters appertaining to his professional work and his teaching, but in all his personal contacts with people. Modest to an extreme degree, he was nevertheless essentially a sociable person with a sympathetic and tender heart.

Herman Diederichs was helpful to all around him. Cornell University and this entire community are the better because he lived and worked among us.

The Professor of Physics, Professor Murdock, read the following resolutions on the retirement of Professor Bedell. They were adopted unanimously:

The retirement of Professor Frederick Bedell after forty-five years of active service in this Faculty provides a fitting occasion for us to record our appreciation of his distinguished career.

After graduating with high honors from Yale in 1890, he received the degree Master of Science at Cornell in 1891; and Doctor of Philosophy in 1892. Following one year as instructor he was appointed Assistant Professor of Physics in 1893; and Professor of Applied Electricity in 1904.

At the time of Bedell's appointment to this Faculty his work in the then new field of Alternating Currents was already bringing him wide recognition. During the next twenty years, as one of the world's leading contributors to the literature of this subject, he laid the foundation for much that is now basic in curricula in Electrical Engineering. His activity has been continuous and always abreast of current developments. Special mention should be made of one of his books, Alternating Currents, written in collaboration with A. C. Crehore. This was a pioneer work, which appeared in 1893. It at once became the standard treatise on the subject.

It was translated into French and German and for many years was widely used in technical schools in Europe and America. The influence of this book in the now recognized field of Electrical Engineering cannot be overemphasized.

It is one of Bedell's characteristics that he has always shown the pioneer's interest in attacking new fields of applied science. In the development of such fields he has with rare skill separated out the essentials from the non-essentials--as is illustrated by his work in aeronautics. Early in 1917 President Schurman appointed Bedell an adviser in the establishment at Cornell of one of the U. S. Army Schools of Military Aeronautics. Immediately thereafter he began the investigation of airplane performance and design, to which, in addition to many articles, he contributed three important books, masterpieces of simple, yet logical, exposition. Another of the applications of Physics, which has more recently occupied Bedell's attention is the development of devices to aid the deaf by utilizing the phenomenon of sound conduction through the bones.

Professor Bedell has been active in many scientific and engineering societies. In collaboration with Professor E. L. Nichols and Professor Ernest Merritt, he edited The Physical Review, published for twenty years by Cornell University. When, in 1912, the Review became the official organ of the American Physical Society, Bedell was chosen its Managing Editor, a post which he filled for nine years. These twenty-nine years during which he served as editor of the premier journal of Physics in America coincide with the period during which physics and electrical engineering in this country developed from youth to maturity. In this development Bedell played a prominent role.

The results of his researches have fundamentally influenced scientific thought and engineering practice. As teacher, author, editor he has been a stimulating influence not only on this Campus but far beyond. His colleagues at Cornell take this occasion to wish him many happy years of useful life in his retirement from active service as a teacher.

For the committee appointed to draft resolutions on the retirement of Professor William Strunk, Jr., the Professor of Romance Languages, Professor Bishop, read the following minute which was adopted unanimously:

The retirement of William Strunk brings to a close a long and devoted service to the University. After graduating from the University of Cincinnati in 1890 he obtained his doctorate at Cornell under James Morgan Hart in 1896, studied at the University of Paris, and served in the Department of English at Cornell successively as instructor, fellow, and assistant professor. In 1909 he was appointed to the Professorship of English from which he now retires. During this connection with the University, extending over forty-six years, he has had, as teacher, scholar, and citizen, a constantly wholesome and elevating influence on the intellectual and social life of the community--an influence all the more pervasive and effectual for being characteristically quiet and unobtrusive.

He has made his teaching more effective by preparing textbooks widely used by other teachers. He has shown his scholarship in editions of many English classics--editions which are models of accuracy, concision, and critical skill. Notable for their excellence are his editions of Cynewulf's Juliana and of the works of Dryden and Shakespeare. His wide knowledge of dramatic literature has furthered the dramatic revival which has recently taken place in the University. He has served as technical advisor in the filming of "Romeo and Juliet", and

by his scholarship and artistry helped to set new standards in the commercial moving-picture.

The value of his teaching has been most strongly felt by his best students; the breadth and accuracy of his scholarship have been most fully recognized by those in his own field most competent to judge; and his unique and stimulating personality has been most highly valued by his closest friends.

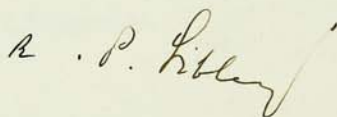
On his retirement the University Faculty records its appreciation of his valuable services to the University. It extends to him its cordial felicitations, and expresses the hope that relief from regular duties may lead to long continued activity in his chosen fields.

Under the head of general communications, the Dean reported that the Faculty of the College of Agriculture and the Faculty of the College of Home Economics have recommended that Agriculture and Home Economics be removed from the list of subjects in which Cornell offers entrance examinations. He moved approval of this recommendation and it was so voted.

The University Director of Admissions, Dr. Bradford, noted that the Progressive Education Association conducting a five-year experiment in which the University Faculty agreed to cooperate (see minutes for June 8, 1932) has asked that

the term of the experiment be extended to 1943. Dr. Bradford moved that the University Faculty approve the extension of the experiment originally approved in 1932 and his motion was carried.

The Faculty adjourned at 4:35 p.m.

A handwritten signature in dark ink, appearing to read "R. P. Sibley". The signature is written in a cursive style with a large, sweeping flourish at the end.

R. P. Sibley
Secretary

The following recommendations for the appointment of Cadet Officers in the Reserve Officers' Training Corps, Cornell University, for the academic year 1937-38, have been approved by the President and ratified by the Faculty:

To be Cadet Colonels:

Field Artillery

Williams, Edwin A.

Infantry

Bos, Peter H.

To be Cadet Lieutenant Colonels:

Field Artillery

Smith, Frederick C.

To be Cadet Majors:

Field Artillery

Arthur, William H.
Parker, Harold E.
Reimers, Frederick A.

Infantry

Rolph, Thomas W., jr.

To be Cadet Captains:

Field Artillery

Anderson, Norman R.
Asinof, Coleman D.

Cornbrooks, Carson M.
Deuel, Ray E., jr.

To be Cadet Captains:Field Artillery (continued)

Draper, Andrew M.	Palmiero, Sylvus P.
Earl, John W.	Rankin, Alexander D.
Hoke, Marshall P.	Sarnoff, Irving
Marchant, Richard W.	Shaw, Robert A.
Matheson, Robert M.	Sumner, Andrew D.
Nead, Prescott E., jr.	Taber, Robert C.

Infantry

Riera, Pelayo V.
 McCauley, James E.
 Wassell, Edward T.
 Stark, Marshall W.
 Brown, Albert S., jr.

Ordnance

Lockwood, Roy V.
 Stanley, Charles D.

Signal Corps

Backus, William A.
 Bohlke, Paul G.
 Ehrlich, Grant C.
 Skinner, Fred J.

To be Cadet 1st Lieutenants:Field Artillery

Anderson, Bror H.	Maier, Anthony C.
Aspinwall, Francis H.	Martyn, Charles
Badgley, Francis R.	Neff, Whorley J., jr.
Blunt, Charles M.	Stevens, Clair H.
Cowen, Richard S.	Strok, Michael J.
Gioia, Anthony J.	Udall, Robert H.
Greenwood, Harry D., jr.	Voegeli, Albert H.

To be Cadet 1st Lieutenants:Infantry

McGregor, Carter
 King, Walter P.
 Williams, Judson C.
 Frisbee, Edward
 Palmer, Hugh C.

Ordnance

Antrim, Joseph C.
 Crossette, Murray F., jr.
 Lyon, Stanley B.
 Argersinger, William J., jr.
 Paterson, Thomas H.
 Wheat, J. Allen

Signal Corps

Benjamin, David
 Bennett, Austin K.
 Ceperley, Florian P.
 Clow, Sherwood A.
 Dawson, Charles H.
 Franklin, Wesley C.
 Ehrhart, Gerald W.

To be Cadet 2nd Lieutenants:Field Artillery

Bellamy, Winthrop D.	Kelly, John W.
Bergquist, Clarence R.	Levy, Barnard G.
Bluestone, Harold E.	Lilly, James L.
Bradley, Edward P.	Ruffner, Clifford H., jr.
Buck, M. Dudley	Smith, Charles N.
Clement, John K.	Strite, Gordon H.
Erdheim, Morris	Washburn, Elliott S.
Faiella, John A.	Wichert, Robert
Gerwig, Theodore C., jr.	Wood, Donald A.
Hochheiser, Arthur M.	

To be Cadet 2nd Lieutenants:Infantry

Whitney, Larned S., jr.
Oswald, Edward R.
Facer, Francis A.
Eder, Harvey P.
Asai, George N.
Conklin, Donald M.
Johnson, Harper I.

Ordnance

Misner, David N.	Paurowski, Carl J.
Hobby, George W., jr.	Willcox, Charles S.
Zens, Richard G.	Allen, Reginald B.
Payne, Francis S.	Browne, Carl J.
Hemmerich, Karl H.	Cooper, John R.
May, Herbert S., jr.	Osborn, Eugene W.
Thompson, Glenn N.	

Signal Corps

Cook, Carl L.
Dibble, Edward F.
Kuppinger, Harold R.
North, Howard C.
Rhodes, Carl F.
Scott, Philip B.

9 March, 1938
Boardman Hall
Room C

The meeting was called to order by the President at four p.m. The minutes of the session of January 12 were duly read and approved.

The Dean presented a number of communications; the first was from the Board of Trustees reporting, under date of January 29, the following action:

The recommendations of the President, made with the approval of the Department of Chemistry, the Faculty of the College of Arts and Sciences, the Faculty of the College of Engineering, and the University Faculty, that (1) the responsibility for the supervision and control of courses in Chemical Engineering be transferred from the College of Arts and Sciences to the College of Engineering, effective July 1, 1938; (2) that the degree of Bachelor of Chemical Engineering be authorized; (3) and that candidates for the degrees of Bachelor of Chemical Engineering and Chemical Engineer be recommended hereafter by the College of Engineering, were approved by a majority vote of the total membership of the Board.

In accordance therewith and by concurrent vote of a majority of the total membership of the Board, it was voted to amend the Statutes of the University as required by this action, and the framing of the amendment was referred to the committee appointed to revise the University Statutes.

The establishment of a School of Chemical Engineering in the College of Engineering was authorized.

Communications from the President reported the following appointments:

- (1) As a committee to draft resolutions on the death of Professor Hopper: Professors M. W. Harper, M. E. Robinson, and F. B. Morrison, Chairman;
- (2) As a committee to draft resolutions on the death of Professor Emeritus E. L. Nichols: Professors Simon Gage, Ernest Merritt, and R. C. Gibbs, Chairman;
- (3) To be Chairman of the Committee on Student Activities during Professor Winsor's absence on leave, Professor H. C. Stephenson;
- (4) To serve on the Committee on Scholarships through the unexpired term of Professor F. H. Bosworth who has resigned from that Committee, Professor H. L. Loberg;
- (5) To serve on the Committee on Student Conduct through the unexpired term of Professor Edgerton, resigned, Professor A. J. Keefe.

The Colleges of Architecture and Engineering reported their intention to change their entrance requirements to the following effect:

Beginning September 1938, the admission requirements for the College of Architecture will be:

English	3 units
Either	
Foreign Language)	
or)
History) 3 units
or)
Science)

(c) To complete the remainder of the freshman mathematics in the following summer session.

4. To include one unit in chemistry in the requirements for admission to the course in Chemical Engineering.

The entrance requirements for all students in Engineering will then be

English, 4 years	3 units
Mathematics	4 units
Chemistry* or Physics	1 unit
One foreign language** or History	2 units
Elective	5 units
Total	<hr/> 15 units

No comment on these proposed changes was made from the floor and tacit consent to them was thus expressed by the University Faculty.

In communications from the Dean of the Graduate School the three following recommendations of the Graduate School were received and duly approved on motion of the Dean:

The Faculty of the Graduate School recommends through the University Faculty to the Board of Trustees that the degree Master of Chemical Engineering (M. Chem. E.) be established.

* Applicants for admission to Chemical Engineering must offer Chemistry, 1 unit.

**Not less than 2 units of language or two units of history must be offered. Those contemplating graduate work must meet the Graduate School language requirement of 2 units.

The Faculty of the Graduate School recommends through the University Faculty to the Board of Trustees that no more students be admitted as candidates for the degree Master of Forestry and that that degree be discontinued except in respect of students who may have registered for the degree prior to January 31, 1937.

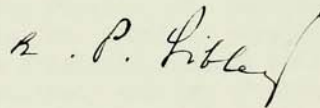
The Faculty of the Graduate School recommends through the University Faculty to the Board of Trustees that no more students be admitted as candidates for the degree of Master of Chemistry and that that degree be discontinued except in respect of students registered for that degree prior to October 31, 1938.

As there was no special order the Faculty turned next to reports of committees. For the Committee on University Policy the Dean presented that Committee's report on the reorganization of the library facilities of the University (see minutes for October 13). The Dean pointed out what seemed to him to be the essential difference between the recommendation of the Committee on University Policy and the report adopted by the Faculty in October 1936. He then moved adoption of the Committee's report in the following words: "The Faculty, in order to meet objections made to its proposals of change in University legislation relating to the administration of libraries desires to substitute the following ^(see p. 2035) for the draft of a statute and rules approved by the Faculty and submitted to the Board of Trustees in October 1936." In the discussion which ensued, the Professor of Electrical Engineering, Professor Malti, moved to amend by changing

the words "Library Council" in every instance to "Council of Libraries" with such other changes in the wording of the statutes and rules as this change would necessarily imply. The amendment was lost by a viva voce vote. The Professor of American History, Professor Bretz, moved that the Faculty adopt the report of the Committee in so far as it was expressed in Article XII. It was so voted. Professor Bretz then moved as amendment to Article III, Paragraph 2, Section A that the following words be interpolated after "The duties of the University Librarian shall be:"-----"To exercise general supervision over all University libraries;" On show of hands this amendment was carried by a vote of sixty-three to forty-nine. The Professor of Physics, Professor Kennard, moved as amendment that the paragraph beginning "Provided" under Article III, Paragraph 1, Section B, Sub-section (d) be struck out and that the following clause should be added to (d): "but such proposed changes shall be submitted to the University Faculty, and the opinion of the Faculty shall accompany any proposals submitted by the Council to the Trustees." The amendment was put to vote and lost. Adoption of Article III as amended was then moved and carried. The Dean's original motion that Articles III and XII, with the approved amendment to Article III, be sub-

stituted for the draft of the statute and rules which was approved by this Faculty and submitted to the Board of Trustees in October 1936, was then put to vote and carried.

No new business was introduced and the Faculty adjourned at 5:25.

A handwritten signature in cursive script, reading "R. P. Sibley". The signature is written in dark ink and is positioned above the printed name.

R. P. Sibley
Secretary

Report as amended and adopted March 9, 1938.

STATUTES

Article XII The Libraries of the University

1. The general care and supervision of the libraries of the University is entrusted to a Library Council. This Council shall consist of the President, the Provost of the University, ex officio, and the University Librarian who shall serve as Executive Secretary of the Council. There shall be eight other members, one of whom shall be elected by the Committee on General Administration. The remaining seven shall be members of the University Faculty. The President of the University shall nominate these seven members to the Board of Trustees. The member of the Council elected by the Committee on General Administration and the seven members appointed from the University Faculty shall serve for terms of five years each, except as hereinafter provided in this paragraph, and no member appointed from the University Faculty who has served more than three years shall be eligible for immediate reappointment. Three of the seven faculty members originally chosen shall serve for one, two, and four years respectively and two of them for three years. These five members shall be chosen by lot at the first meeting of the Council.

2. The seven faculty members shall be chosen to represent the library interests of the University as a whole, due regard being paid to both science and letters, and to the special interests of the technical and professional colleges and schools of the University, including those supported by State and Federal funds.

3. The University Librarian shall be elected by the Trustees by ballot. He shall have such duties and powers as may be imposed upon him by the Trustees or by the Library Council within the powers possessed by it.

RULES AND REGULATIONS

Article III. The Libraries of the University

1. It shall be the duty of the Library Council:

A. To apportion all funds which shall be made available by the Board of Trustees to the University Library for the purchase of books, in such manner as may best accord with the interests of the University. All business of a financial character shall be transacted through the Comptrollers.

B. (a) To deliberate upon the needs of the libraries of the University, and to recommend through the President to the Board of Trustees such measures as are deemed necessary for the improvement of their facilities.

(b) To encourage and facilitate the co-operation of the libraries of the University in dealing with their common interests and problems, both by investigation, report, and the recommendation of plans, and by seeking to secure through appropriate action the funds and facilities needed for such co-operative undertakings.

(c) To make a careful and comprehensive study of the entire library situation and to assemble and keep available data bearing upon it. To this end it shall have power to obtain full information from all of the libraries of the University.

(d) Upon the basis of its investigations to formulate desirable changes in library policy and administration and to propose such changes through the President to the Board of Trustees.

Provided: that major changes in policy, substantial modifications in the relations and powers of the libraries of the University, or enlargements of the Council's own jurisdiction, shall be submitted, with supporting reasons, to the University Faculty for their opinion, before being proposed by the Council to the Trustees.

2. The duties of the University Librarian shall be:

A. To exercise general supervision over all libraries of the University, to be responsible for the proper care of the University Library, to keep it in complete working order for the use of professors, students, and others entitled to use it; to conduct its correspondence; to make an annual report to the President of its condition and of all additions to it; and to perform such other duties as may be imposed upon him from time to time by the Trustees.

See p. 2049

- B. To serve as Executive Secretary of the Library Council, and to aid and advise it in the conduct of its investigations and the formulation of its policies, and to perform such duties as may be assigned to him by the Library Council within the powers granted to it.

3.)

4.) As in present statute.

5.)

20 April, 1938
Boardman Hall
Room C

The meeting was called to order at four o'clock by the Dean who, in the absence of the President, asked the Professor of Education, Professor R. M. Ogden, to take the chair. The minutes of March 9 were read and approved.

The Dean presented a communication from the Board of Trustees, containing the following resolution:

RESOLVED that, the Board of Trustees concurring, a committee be appointed consisting of the five (5) members of the Board of Athletic Policy, two (2) Trustees to be named by the Chairman of the Board, two (2) representatives of the Faculty to be named by the Faculty and certified through the President to the Chairman of the Board of Trustees, and ex officio the President of the University and H. E. Babcock, who has already been designated by the Committee on Funds for the Endowed Colleges as Chairman of the sub-committee to obtain funds for physical education and athletics.

This committee shall study the question of physical education and athletics and recommend to the Trustees and the Faculty a policy to the end that such policy, when approved, may form a basis for plans to be used in seeking the funds necessary for the execution of such plans.

The first meeting of the committee shall be convened by the President and the committee shall select its Chairman and Secretary.

The Dean explained the origin of the resolution and the President's interest in the matter, and moved adoption.

The Emeritus Professor of Economics, Professor Willcox, suggested that a method of choosing the Faculty representatives on the committee should first be settled; on his motion, accordingly, the Faculty voted that the Committee on University Policy be requested to name not fewer than four candidates to be balloted on at the next meeting of the Faculty. The motion of the Dean, adopting the resolution, was then put to a vote and carried.

From the Deans of the several Colleges and Schools the Dean read the following recommendation; on his motion the Faculty voted approval, noting that its approval is to be communicated to each of the several College Faculties.

The Deans of the several Colleges and Schools, at a meeting held on March 29, 1938, voted to request that any change in entrance requirements approved by the University Faculty after the Faculty's January meeting in any year be permitted to take effect not earlier than the beginning of the second academic year following the approval, in order that the General Information Number of the Official Publication, which ought to go to press not later than February, may contain timely notice of any such change.

There was no special order. Under reports of committees, the Acting Chairman of the Committee on Student Activities,

Professor H. C. Stephenson, introduced a report of which copies had been sent to all members of the University Faculty with the call for the meeting. This report concluded with the following three recommendations which, on Professor Stephenson's motion, were duly adopted by the Faculty:

1. That the system of primary student responsibility for supervising organized student social activities be continued but with a somewhat increased support and control by the Committee on Student Activities.
2. That general regulations proposed by the Student Council or other responsible student organizations shall be submitted to the Committee on Student Activities and shall be enforced only if approved by that Committee. The Committee on Student Activities shall be authorized to devise methods for closer and more continuous collaboration between itself and the responsible student organizations in respect of policy determination and administration.
3. That the Faculty request the Committee on University Policy to consider and report on the desirability of recommending to the Trustees the creation of the office of Counsellor of Men.

In behalf of the Chairman of the Committee on Entrance Credits and Relations with Secondary Schools, Dr. Bradford, who was unable to be present at the meeting, the Dean read the following resolutions approved by that Committee:

- 1) That a new number be inserted in the list of subjects accepted for entrance credit by Cornell University, the new number to be 13a, General Science, 1 unit.

2) That the time requirement in Drawing and Manual Training be decreased from the present 300 Hours for a whole unit or 150 hours for a half unit to 240 hours for a whole unit or 120 hours for a half unit.

In the ensuing discussion, the Professor of Law, Professor G. J. Thompson, moved that the question be divided and his motion was carried. The resolutions were then separately put to a vote and carried, viva voce, with the understanding that they are to be immediately effective.

The Dean reported that the Committee on the Award of the Guilford Prize has awarded that prize for this year to Boris I. Bittker, Arts 1938, for his essay "Pascal".

For the Committee on the Award of the Forbes Heermans Prizes for the best one-act play on an American theme written by an undergraduate of the University, the Dean reported that the prize has been equally divided between Boris I. Bittker for his play "Farmer's Holiday" and Harold E. Johnson for his plays "...And the Pursuit of Happiness" and "Intermission" ---the prizes of \$100 and \$50 to be divided between them, \$75 to each. The Professor of Law, Professor Thompson, ob-

served that the plays mentioned were submitted in last year's competition also and he doubted the wisdom of allowing a contestant to submit a play more than once. On his motion the Faculty voted to refer to the Committee on Prizes the question of the propriety of awarding a prize for an effort which has competed unsuccessfully in a previous year.

For the committee appointed to draft resolutions on the death of Professor Emeritus E. L. Nichols, the Chairman, Professor R. C. Gibbs, presented the following minutes which was adopted unanimously by a rising vote:

Born of American parents in Leamington, England, on September 14, 1854, Edward Leamington Nichols matriculated as a student at Cornell at the opening of the sixth year of instruction at the University. After receiving the B.S. degree from Cornell in 1875, he studied successively at the Universities of Leipzig, Berlin, and Göttingen, from the last of which he received the doctorate in physics in 1879, a degree that was re-awarded to him by that institution fifty years later. Returning to this country he sought advice from his alma mater in regard to getting a position. It was a period of depression after the panic of '73 and there were few openings. Aided by a letter from President White he secured appointment to a Fellowship at Johns Hopkins University. The following year he spent with Edison in his laboratory at Menlo Park. After serving for two years as professor of physics and chemistry at Central University

in Kentucky and for four years as professor of physics and astronomy in the University of Kansas, he returned to Cornell in 1887 where he remained head of the department of physics until his retirement from active teaching in 1919. He died in West Palm Beach, Florida, on November 10, 1937.

Professor Nichols attained a place of high scientific distinction. His extensive publications embraced **almost** every branch of the physics of his day and in several important fields such as illumination, physiological optics, and luminescence, he was recognized as a pioneer. In recognition of his pioneer work he was awarded the Ives Medal of the Optical Society, the Elliott Cresson Medal of the Franklin Institute, and the Rumford Medal of the American Academy, and was made an honorary member of the Optical Society of America and of the Illuminating Engineering Society.

With the firm conviction that the advancement of knowledge through research was an important if not the prime function of a University, Nichols exerted a widespread influence in quickening the spirit of scientific inquiry and investigation as a pattern for university as well as individual development. When he entered upon his scientific career the contributions from this country to the advancement of the physical sciences were comparatively insignificant. In only a few universities was research actually under way or even regarded as a proper function for a college teacher. The possibilities of industrial research laboratories in physics had not then been recognized. Nichols contributed more than any other physicist of his generation to change this situation and he was almost the last remaining member of that small group of men who kept physics alive in this country during the last two decades of the last century and prepared the way for the remarkable progress of the last twenty years. His enthusiasm and untiring activity as a scientific investigator served as an inspiration to others. As president of the American Physical Society, of Sigma Xi, and of the American Association for the

Advancement of Science, he kept continually before the public the importance of scientific work. He was one of the most active of the small group who organized the American Physical Society in 1899. The Physical Review, founded by Nichols in 1893 and conducted for the first twenty years under his editorship, was the first journal of physics in this country and was an important factor in stimulating scientific activity in that field.

As a member of the Cornell faculty, Nichols's influence was always in the direction of liberality of opportunity. He looked forward not backward. While he shared with his colleagues the glory that came to Cornell for more than one daring experiment in education, yet he was ever ready to recognize the fettering influence of tradition against which he continually and effectively raised his voice in protest, for to him the shackles of tradition signified narrowness, apathy, and sterility. A brief quotation from a dinner speech that he made during the Semi-Centennial celebration will serve to remind us of how he conceived a university should ever struggle for development. "My dream is of a Cornell that shall be the first to break away into the glorious freedom that surrounds us; into the glad Bohemia at our very doors --fit for the times in which we live." Essentially a radical in his educational ideals, he nevertheless recognized the importance of advancing no faster than the change could be assimilated by those most affected. He disliked the routine of administrative duties and gladly left them for others to assume. As Dean of the College of Arts and Sciences for two years, he advocated and initiated numerous educational policies of a progressive character. His wise and unprejudiced approach to the general educational problems of the University made him a most valued and trusted member of the faculty.

To those who had the good fortune to be among his students or associated with him as a colleague, his never-failing and sympathetic interest in any scientific problem brought inspiration and encouragement. His quiet dignity, his unaffected simplicity, his interest in and love of all knowledge was irresistibly infectious. Endowed with a rare combination of curiosity, creative imagination, and good judgment, he developed at Cornell a center of research in experimental physics that quickly brought the department to a position of leadership in this country. Similar developments elsewhere were stimulated by his example. More and more students found it unnecessary to go abroad for graduate study in physics. Many other departments of physics and not a few industrial laboratories owe their original development to the pioneer efforts of physicists trained by him.

Nichols's scientific activity did not cease or diminish when he retired. On the contrary the vigor and interest with which he continued his researches for considerably more than a decade beyond his retirement revealed anew his unquenchable thirst for conquest in the realm of science. This distinguished scientist, respected teacher, and beloved colleague has passed on; but his influence will remain and the memory of what his life and work has meant to Cornell we shall ever cherish as a rich heritage.

The Dean noted that Mr. Phillips Wyman, 1917, has been proposed as a candidate for the distinction of War Alumnus. Since Mr. Wyman is eligible for it, the Dean moved that the Faculty recommend him to the Trustees for the distinction and the motion was carried.

There was no new business and the Faculty adjourned
at 5:05.

R. P. Sibley

R. P. Sibley
Secretary

11 May, 1938
Boardman Hall
Room C

The meeting was called to order at four o'clock by the President, and the minutes of April 20 were read and approved.

The President made formal announcement of the death on May 7 of Emeritus Professor W. A. Hammond, a former Dean of the University Faculty; of the death, on May 8, of Professor Myron A. Lee, Professor of Industrial Engineering; of the death, on May 9, of Professor Merritt W. Harper, Professor of Animal Husbandry. On motion, he was requested to appoint committees to draft appropriate resolutions.

The Dean presented the following five communications from the Board of Trustees:

(1) "Upon recommendation of the President and with the concurrence of the University Faculty the following resolution was adopted with instructions to the committee therein appointed to report to the Board of Trustees at its June meeting:

'RESOLVED that, the University Faculty concurring, a committee be appointed consisting of the five (5) members of the Board of Athletic Policy, two (2) Trustees to be named by the Chairman of the Board, two (2) representatives of the Faculty to be named by the Faculty and certified through the President to the

Chairman of the Board of Trustees, and ex officio the President of the University and H. E. Babcock, who has already been designated by the Committee on Funds for the Endowed Colleges as chairman of the sub-committee to obtain funds for physical education and athletics.

This committee shall study the question of physical education, intramural sports and intercollegiate athletics, and recommend to the Trustees and the Faculty a policy to the end that such policy, when approved, may form a basis for plans to be used in seeking the funds necessary for the execution of such plans.

The first meeting of the Committee shall be convened by the President and the committee shall select its Chairman and Secretary.'

In accordance with this resolution, the Chairman appointed Trustees Donlon and Upson to be the Trustee members of this committee."

(2) "By concurrent vote of more than a majority of the total membership of the Board, the opening paragraph of Article XVI of the University Statutes was amended to read as follows:

'Whenever any professor, acting professor, or assistant professor has continuously served the University in one or more of such grades for at least six years he may, subject to the approval of the Board of Trustees, have leave of absence for not more than one year upon half pay or for one term upon full pay upon the following limitations and conditions.'"

(3) "The Paragraph of Section 2 of Article IV of the Rules and Regulations of the University dealing with unit courses of instruction of less than six weeks in Agriculture, Home Economics, and Hotel Administration was amended to read as follows:

'For unit courses of instruction of less than six weeks in Agriculture and Home Economics, including Hotel Administration, eleven dollars for each week or part of a week. The tuition charges for combinations of unit courses totaling six weeks in length shall be fifty-five dollars.'

The paragraph of the same Section and Article now reading:

'For the Cornell University Summer Session, University and State Summer Schools, fifty dollars;' was amended to read as follows:

'For the Cornell University Summer Session, University and State Summer Schools, fifty-five dollars;'"

(4) "Upon recommendation of the President, the upper limit of the University's participation under the Contributory Retirement Income Plan for the Endowed Colleges at Ithaca through contributions equal to those made by the beneficiaries was raised from \$250 to \$300 to cover salaries up to \$6,000 instead of up to \$5,000 as now provided.

In accordance therewith the following resolution was adopted:

RESOLVED: That Section 7c of the Retirement Income Plan as adopted by the Board of Trustees on June 21, 1937, be amended to read as follows:

The 'median salary' of a member shall be determined in accordance with the following schedules, except that in the case of any member in service on June 30, 1937, who on that date is age 40 or over, the median salary shall be taken as at least \$3,000." (There followed a table of schedules which, since it will be sent to interested parties, is not included here.)

(5) "The Trustee-Faculty Committee which was appointed to consider the reorganization of the Library facilities of the University adopted the report of the Faculty Committee, which was approved by the Faculty at a meeting on March 9, 1938, with one amendment, which was the addition of the following words to the first sentence of Section 2 of Article III of the Rules and Regulations of the University: 'subject to the control of the Library Council'. This amendment was made by the Trustee-Faculty Committee at a meeting held on April 30, 1938, at which it adopted the Faculty Committee's report as so amended as its own report.

The Trustees adopted this report as so amended and resolved that the Statutes and Rules and Regulations of the University relating to the Libraries and Library Council be amended to conform to this report.

The Statutes and Rules and Regulations newly enacted or amended to comply with this report will be furnished in the near future.

You will note that the one change or modification by the Trustee-Faculty Committee has the effect of changing the general supervision of the University libraries from the Librarian to the Library Council."

The Dean also reported the following appointments by the President:

- (1) To be a committee on the award of the Barnes Shakespeare Prize, Professor R. C. Bald, Chairman, and Professors James Hutton and E. A. Tenney.
- (2) To be a committee of award of the Corson French Prize, Professor Laurence Pumpelly, Chairman, and Professor P. E. Mosely and B. L. Rideout.
- (3) To be a committee of award of the Sherman-Bennett Prize, Professor M. A. Shepard, Chairman, and Professors P. W. Gates and G. H. Sabine.
- (4) To be a committee of award of the Graduate Prize in Philosophy, Professor G. W. Cunningham, Chairman, and Professors R. W. Church and H. R. Smart.
- (5) To be a committee of award of the Luana L. Messenger Memorial Prize, Professor H. P. Weld, Chairman, Professors H. W. Briggs and James Hutton.

The Dean also noted the award of the Graduate Prize in Philosophy to Robert Eugene Marshak, Grad., for an essay entitled

"Language and the Structure of Mathematics and Physical Fact"; and the award of the C. L. Pack Foundation Forestry Prize to Ellis F. Wallihan, Grad.

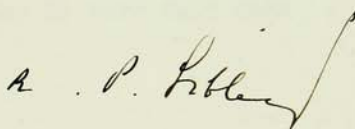
The Faculty then took up the special order of the day, namely election of two representatives to the joint-committee on Physical Education and Athletics as authorized at the last meeting. For the Committee on University Policy, the Dean nominated for the two positions Professor W. L. Conwell, Professor Donald English, Professor F. G. Marcham, and Professor H. E. Whiteside, and the Faculty proceeded to ballot. Ninety-nine ballots were cast in the first vote, of which number Professor Conwell had 52; Professor English, 47; Professor Marcham, 49; and Professor Whiteside, 49. Professor Conwell was thereupon declared elected and the Faculty balloted again for the second member. In the second ballot a total of 101 valid ballots was cast; Professor English had 32 votes; Professor Marcham, 41; Professor Whiteside, 28. The Professor of Physics, Professor Kennard, thereupon moved that Professor Marcham be declared elected and his motion was carried by a voice vote.

Under the head of general communications the Dean presented the petition of Wade L. Bascom, Agriculture 1918, that he might receive a War Alumnus certificate. Since it appears that Mr. Bascom is eligible, on the Dean's motion it was voted to recommend to the Board of Trustees that the distinction of War Alumnus be conferred on Mr. Bascom.

The Professor of Hotel Administration, Professor Meek, observed that all members of the Faculty were no doubt grateful to the Trustees for the change in the rules relating to sabbatic leaves and suggested that the President convey to the Trustees the Faculty's appreciation. His suggestion was approved by common consent but without formal vote.

The Professor of English History, Professor Marcham, noted that the three-year experiment with extension courses carrying college credit (see minutes for April 17, 1935) has expired; he moved that the director of this extension service be invited to report to the University Faculty on the outcome of the experiment. It was so voted.

No other business was brought to the floor and the
Faculty adjourned at 4:55.

A handwritten signature in cursive script, reading "R. P. Sibley", followed by a long, sweeping flourish that extends to the right.

R. P. Sibley
Secretary

8 June, 1938
Boardman Hall
Room C

The meeting was called to order by the President at four o'clock, and the minutes of the session of May 11 were duly read and approved.

The President made formal announcement of the death, on May 24, of Professor George F. Warren, Professor of Agricultural Economics and Farm Management. He was requested to appoint a committee to draft appropriate resolutions.

The Dean reported four communications from the President announcing the appointment of the following committees:

(1) As a committee to draft resolutions on the death of former Dean W. A. Hammond---Professors Cunningham and Kinkeldey, and Professor Prescott, Chairman;

(2) As a committee to draft resolutions on the death of Professor Myron A. Lee---Professors Bangs and Garrett, and Emeritus Professor Kimball, Chairman;

(3) As a committee to draft resolutions on the death of Professor M. W. Harper---Professors King and Lauman, and Professor Savage, Chairman;

(4) As a committee of award of the J. G. White Prizes, ---Professor W. H. French, Mr. E. R. Moore, and Professor Dale, Chairman.

The Dean also reported the award of the following prizes:

Of the Class of 1886 Memorial Prize in Public Speaking to Nicholas St. John LaCorte, Arts '40;

Of the Juliette MacMonnies Courant Prize in French to Anita F. Palumbo, Arts '38;

Of the Corson French Prize to Frances Rose Ransom, Arts '39;

Of the Luana L. Messenger Memorial Prize to Arthur B. Ferguson, Grad.;

Of the J. G. White Prize for excellence in Spanish to Rosary Carmen Sorbello, Arts '39.

The Committee on Award of the other J. G. White Prize in Spanish reported that the examinations presented by candidates from Latin-American republics were not considered of sufficient excellence to merit an award; there were no candidates from the Engineering College for the prize for excellence in Spanish.

The Dean also reported that the Committee on Award of the Sherman-Bennett Prize decided that neither of the two essays submitted was of high enough merit to deserve an award.

As there was no special order, the Faculty turned next to reports of committees. For the committee appointed to draft

resolutions on the death of Professor H. A. Hopper, the Chairman of that committee, Professor Morrison, read the following minute which was adopted unanimously by a rising vote:

In the death of Professor Herbert Andrew Hopper on November 26, 1937, Cornell University lost one of the pioneers in agricultural extension work in New York State and in the nation. Professor Hopper had served the University in his agricultural extension duties for twenty-seven years, having been the first extension specialist in the department of Animal Husbandry. In spite of ill health for the past several years, he had continued in his work with indomitable courage until only a few days before his death.

Professor Hopper was born on a farm in Tompkins County and was graduated from the New York State College of Agriculture in 1903, specializing in dairying and in bacteriology. From 1903 to 1907 he was instructor in dairy husbandry at the University of Illinois, and he received the degree of Master of Science from that institution. While he was in Illinois, Professor Hopper inaugurated a system of testing dairy herds for production which was one of the forerunners of the present-day system of herd testing.

From 1907 to 1908 he was extension dairy husbandman at Purdue University and went from there to the University of California, where he was assistant professor of dairy husbandry until 1911. At the University of California, Professor Hopper started a dairy course for butter and cheese makers and began a series of educational butter-scoring contests for buttermakers, which have been continued since that time.

In 1911 Professor Hopper returned to New York and operated his dairy farm near Ithaca, serving on the extension staff of the College of Agriculture during the winters as extension specialist and assistant

professor of animal husbandry, which position he held at the time of his death. He served as project leader in Animal Husbandry Extension until in 1928 poor health forced a reduction in his duties.

Professor Hopper exerted an exceedingly important influence in the development of the dairy industry of this State. He was one of the pioneers in conducting official production tests of purebred dairy cattle, and in 1915 he made one of the earliest studies on the cost of producing milk in New York. On account of his keen mind and sound judgment, his advice was valued highly by dairymen throughout the State and by his colleagues in this institution.

The Cornell University Faculty desires at this time to express its appreciation of the faithful and courageous service rendered by Professor Hopper.

In behalf of the committee appointed to draft resolutions on the death of Emeritus Professor Hammond, Professor Cunningham read the following minute which was unanimously adopted by a rising vote:

The Faculty records with sorrow the death, on May 7, 1938, of one of its most distinguished members--William Alexander Hammond.

After graduating from Harvard in 1885, teaching for three years at King's College in Canada, and studying at Leipsic where he received the doctor's degree in 1891, Professor Hammond came to Cornell as instructor in philosophy in 1892. In 1908 he was appointed to the Professorship of Ancient Philosophy which he held until his retirement. He was one of the editors of The

Philosophical Review, from 1924. From 1920 to 1930 he served as Dean of the University Faculty. After retiring he continued useful activity as Consultant in Philosophy at the Library of Congress.

Professor Hammond was an outstanding member of the remarkable group of men who guided the destinies of the University through a critical period of its history, a period in which it grew from a position of uncertainty and experiment to an established and honorable place among the universities of America. During his long term of active service he influenced the University for good in many ways, combining in high degree the three functions of the university professor--of scholarship, teaching, and administration. Since his retirement the memory of his example has continued to exert its influence and inspiration.

As a scholar he did valuable service in his translations of the Characters of Theophrastus and the De Anima of Aristotle, in his work as editor of the Philosophical Review, and, even after his retirement, in his Bibliography of Aesthetics and the Philosophy of the Fine Arts. As a teacher he inspired his advanced students in philosophy by his zeal for learning and pure scholarship, and his large classes of undergraduates in the Fine Arts by his enthusiasm and humanity. Probably even more valuable was his contribution to the wise government of the University through his long service as Dean of the University Faculty and Chairman of the Committee on Student Affairs. Here his tact, his refined and lofty ethical outlook, his worldly wisdom and shrewdness, and his knowledge of men and women, both young and old, fulfilled their highest functions. He saved many a critical situation in council and government by his good humor and his gentle methods of conciliation and intermediation. At the same time he was always sturdy and outspoken in the defense of principles which he thought popular sentiment or false expediency threatened with defeat.

For his high standards of scholarship, his refinement of taste and conduct, his kindly sympathy, his breadth of mind and magnanimity, his memory will be long honored by all friends of the University.

For the Committee on University Policy, the Dean introduced the following resolution and moved its adoption, prefacing it with a brief history of the administration of athletics at Cornell and with an explanation of the origin of this resolution:

Resolved that the University Faculty recommend to the Joint Committee of Trustees and Faculty appointed to consider athletics and physical training that the administration of athletics at Cornell University be entrusted to a single committee, a majority of which shall be members of the University Faculty; provided, that rules governing eligibility, leaves of absence, schedules, and other academic matters shall be approved by the Faculty.

In the ensuing discussion the President commented informally on the present situation of disputed jurisdiction, and on his understanding of the purpose sought by the Trustees in the erection of the Joint Committee referred to in the resolution. At length the Professor of Latin, Professor Durham, moved that the resolution be laid on the table pending receipt of a report from the Joint Committee. This motion, duly seconded, was carried by a voice vote. The Professor of Economics, Professor English, then moved that the Faculty request the Dean to inform the Committee on Athletic Policy that the Faculty considers authority in disputed matters of eligibility, leaves of absence, and scheduling, still resides in the Committee on Student Activities. His motion was seconded. The Dean observed, however, that in effect such a declaration had already been made, and with the consent of his seconder, Professor English withdrew his motion.

As Director of the Extra-Mural Courses Carrying College Credit which was set up in 1935 (see minutes for May 11), the Professor of Rural Education, Professor Moore, presented a summary of the report which he had prepared in response to the Faculty's request. The Professor of History, Professor Marcham, moved that the report be referred to the Committee on University Policy for study and subsequent recommendation to the Faculty. The Professor of Architecture, Professor Bosworth, moved as amendment that the report be referred to the Committee on University Policy with power to recommend to the Board of Trustees whether or not the three-year experiment should be continued. Professor Marcham accepted the amendment but later, with the assent of Professor Bosworth, the amendment was withdrawn. The original motion was then carried by a voice vote. The Assistant Professor of Economics, Professor Southard, thereupon moved that the Faculty recommend to the Board of Trustees that the experiment be continued for one year and the motion was seconded by the Professor of Botany, Professor Petry. It was so voted.

The Faculty adjourned at 5:15.

R. P. Sibley

R. P. Sibley
Secretary

12 October, 1938
Boardman Hall
Room C

The first regular meeting of the academic year, 1938-39, was called to order by the President at four o'clock. The minutes of the session of June 8 were read and approved.

The President made formal announcement of the death, since the last meeting, of Professor George Lincoln Burr, Professor of Medieval History, Emeritus; Professor George Walter Cavanaugh, Professor of Chemistry, Emeritus; Professor Abram Tucker Kerr, Professor of Anatomy; Professor James Ernest Boyle, Professor of Rural Economy; Professor Thomas Lyttleton Lyon, Professor of Soil Technology, Emeritus; Professor Ernest William Rettger, Professor of Mechanics of Engineering. On motion he was requested to appoint committees to draft appropriate resolutions.

The Dean read a communication, dated June 17, from the President naming Dean Ladd of the Colleges of Agriculture and Home Economics as chairman of a committee to draft resolutions on the death of Professor George F. Warren, the other members of the committee being Professors W. I. Myers and H. H. Whetzel. Also under the head of communications the Dean read the following list of appointments by

the President to standing committees of the University Faculty:

Committee on University Lectures:

F. B. Hutt, Chairman
G. B. Upton to succeed C. C. Murdock, resigned. (Professor Upton's term will extend to November 1, 1941.)

Committee on Student Conduct:

F. S. Freeman to succeed J. L. Woodward, term expired
G. E. Peabody to succeed P. J. Kruse, term expired
H. H. Dukes to succeed R. R. Birch, term expired

Committee on Student Activities:

Peter Olafson to succeed H. C. Stephenson, term expired
Dwight Sanderson to succeed A. C. Fraser, term expired

Committee on Entrance Credits and Relations with Secondary Schools:

W. B. Carver to succeed R. P. Sibley, term expired
H. W. Briggs to succeed W. C. DeVane, term expired

Committee on Undergraduate Scholarships:

W. M. Sale, Chairman
O. D. vonEngeln to succeed E. H. Kennard, term expired
M. L. Nichols to succeed B. P. Young, term expired
P. M. O'Leary to succeed J. R. Johnson, term expired
M. Slade Kendrick to succeed O. F. Curtis, resigned

Committee on Calendar:

A. M. Drummond to succeed K. M. Dallenbach, term expired
H. E. Baxter to succeed E. D. Montillon, term expired

Committee on Hygiene and Preventive Medicine:

Dean of the University Faculty, Chairman
W. A. Hagan to succeed A. T. Kerr, deceased

Committee on Prizes:

M. G. Bishop, Chairman
Leland Spencer to succeed Lewis Knudson, term expired

Committee on Music:

H. P. Weld to succeed Laurence Pumpelly, term expired

The President announced two appointments to the Administrative Board of the Summer Session: Professor H. B. Meek for four years beginning November 1 in succession to Professor H. H. Whetzel; Professor W. W. Flexner for four years beginning November 1. The last named appointment increases the Board by one member.

The Faculty then turned to the special order of the day, namely election of a nominating committee to name candidates for membership in the Committee on University Policy and for the position of Faculty Representative in the Board of Trustees. The chairman of last year's committee, Professor L. P. Wilson, offered the following nominations for this year's committee: Professor P. M. O'Leary, Chairman, Professors P. E. Underwood, H. B. Meek, W. H. Farnham, and F. H. Bosworth. The Professor of Botany, Professor Petry, moved that one ballot be cast for all nominees as proposed. His motion was carried by a voice vote and the committee as named was declared elected. Professor Wilson then moved adoption of the second part of his committee's report:

Your committee recommends that the faculty shall adopt the policy that the Nominating Committee, in proposing a committee to succeed it, shall choose one of its own number to hold over and be the chairman of the Nominating Committee for the next succeeding year.

The motion was duly seconded and carried without dissent.

Reports of Committees were called for. For the committee

appointed to draft resolutions on the death of Professor Myron A. Lee, Professor Garrett read the following minute which was unanimously adopted by a rising vote.

Professor Myron A. Lee passed away on May 8, 1938 after a brief illness. His untimely death removes another of the pioneer minds that have led the progress of the College of Engineering in more recent years.

Professor Lee was born in Auburn, New York on March 21, 1887 and attended the public schools in that city. He graduated from Cornell University in 1910 with the degree of Mechanical Engineer. After graduation he was employed by the Western Electric Company at Hawthorne, Illinois, but returned to Cornell in 1910 as an instructor in Machine Design. He enrolled in the Graduate School and received the degree of Master of Mechanical Engineering in 1913. In 1916 he was promoted to an Assistant Professorship in Machine Design.

The new course in Industrial Engineering was then being developed and Professor Lee transferred to that work as Assistant Professor of Industrial Engineering in 1921. In 1924 he was advanced to a full Professorship in Industrial Engineering and shortly thereafter he was made head of the department, which position he held at the time of his death.

During the summer vacations and sabbatic leaves of absence, Professor Lee spent much time in practical work with the McIntosh Seymour Company of Auburn, the General Electric Company, the Thomas-Morse Aircraft Corporation of Ithaca, and the Gleason Works at Rochester. For some time he was in charge of standardization work at the International Business Machines Corporation at Endicott. He was, therefore, well informed as to both the theory and the practice of his profession and because of this wide knowledge he was an unusually excellent teacher.

Professor Lee was a man of kindly and helpful disposition and his ready smile will be greatly missed. Always willing to give unsparingly of his time and effort, he

combined sound technical instruction with a common-sense practical philosophy which gave the student that extra incentive which only a real teacher can impart. He will be remembered with sorrow and affection by a very large number of alumni. He will be missed equally by his colleagues by whom he was always held in high regard.

Professor Lee's publications include three books published by the International Correspondence Schools and used widely as textbooks, namely, Motion and Time Study, Motion Economy, and Wage Payments, and many articles contributed to the technical and business magazines. He was a member of the Society for the Promotion of Engineering Education and of the honorary societies of Sigma Xi, Tau Beta Pi, and Atmos. He was also a past master of Hobasco Lodge, Free and Accepted Masons, a director of the Young Men's Christian Association and a member of St. John's Episcopal Church. He leaves a wide circle of sorrowing friends in both civic and university circles. His place will not be readily filled.

For the committee appointed to draft resolutions on the death of Professor M. W. Harper, Professor Morrison read the following minute which the Faculty adopted unanimously by a rising vote:

We record in this report with deepest regret the death of Professor Merritt Wesley Harper May 9, 1938. Born on a farm in Grove City, Ohio, October 24, 1877, Professor Harper's entire life was spent in close relation to agriculture. He received a genuine and thorough fundamental training in farm life and farm economics under his father, James Harper, while living at home. Owing to his father's close association for many years with agricultural banking in Ohio, and his own early training along this line, few men had a better knowledge of farm economic conditions and the value of land than Professor Harper.

He put this knowledge to good use as a farmer in Ohio all his life while at the same time he was teaching in our College of Agriculture. At the time of his death,

Professor Harper was successfully operating a 700-acre wheat and corn farm in Ohio.

Professor Harper received his early University education at Ohio State University, where he was graduated in 1901. He received his M. S. degree at Illinois in 1902, taught for three years at the University of Missouri, and then was brought to Cornell University as an assistant in Animal Husbandry in 1905. He was appointed instructor in 1906, and served as assistant professor from 1907 to 1912. In the latter year he received his full professorship. He was a quiet, hard-working, clear-thinking man. He was always ready to fight for anything that he thought was right and he never hesitated to do the right thing without thought as to how it might affect him or his position. It was the custom for Professor Harper's friends and colleagues to visit him in his office for his advice and comment on their problems. He will be greatly missed among us.

He will be remembered longest as a careful writer. This is evidenced by his five books, Manual of Farm Animals, 1911, revised in 1924; Practical Horse Training, 1911; Animal Husbandry for Schools, 1913, revised in 1924; Management and Breeding of Horses, 1913; Breeding Animals, 1914. Through his animal husbandry books in the secondary schools, his influence has been excellent on thousands of young students in the nation. In addition to these books, Professor Harper has to his credit several bulletins along the lines of the feeding, training, and judging of horses. His work in the University was in the horse division of the Department of Animal Husbandry. In addition to this, he did considerable teaching in advanced animal genetics.

Among his former students Professor Harper is well remembered for his painstaking work and leadership in the Round-Up Club. This club was one of his main interests for many years, and he came to the department every Monday evening throughout the College year to meet with his students to discuss all sorts of subjects. Students who graduated in those early years never fail to mention Professor Harper on their return to College and to give tribute to his teaching and leadership.

The Secretary of the Committee on Music, Professor Weaver, presented the following recommendation for that committee:

That the scheduling of all public events involving admission fees be controlled by a standing committee of the University Faculty to be established specifically for this purpose and to be called The Committee on Scheduling of Public Events.

That this committee be made up of a representative of the Committee on Music (preferably its one permanent member, the secretary), a representative of the Committee on University Lectures (preferably its chairman), a representative of the Department of Public Speaking (presumably either Professor Drummond or Professor Stainton), a representative of the Committee on Student Activities (preferably its chairman), a representative of the Department of Physical Education (presumably the individual responsible for the scheduling of athletic events), and an executive officer to be empowered with the administration of its affairs (for example, the Secretary of the University).

That this committee be given definitive and complete powers, as to both student-sponsored and faculty-sponsored events.

The Dean moved approval and adoption of this recommendation and his motion was seconded. After some discussion Professor Weaver moved ~~and substitute~~ reference of the recommendation to the Committee on University Policy for consideration and report at a later meeting of the Faculty. This motion was carried by a voice vote.

The Dean observed that suggestions have come to him for a memorial meeting of some kind to be held soon in recognition of the services of recently deceased members of the Faculty; in this connec-

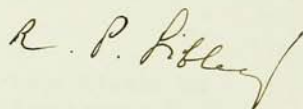
tion he noted that the whole question of memorializing members of the Faculty who have retired or died has recently been under discussion in the Committee of Deans. On his motion the Committee on University Policy was invited to consider and report upon a proper procedure for such memorials. No action was taken on the proposal for a memorial service to be held soon.

The President noted the following retirements from active service within the academic year 1937-38; in each instance the retiring member was given the title of Emeritus by action of the Trustees: Professor William Charles Baker, Professor of Drawing; Professor Madison Bentley, Professor of Psychology; Professor George Walter Cavanaugh, Professor of Chemistry; Professor Emile Monnin Chamot, Professor of Chemistry; Professor Albert Bernhardt Faust, Professor of German; Professor Oskar Augustus Johannsen, Professor of Entomology; Professor Henry Neely Ogden, Professor of Sanitary Engineering; Professor John Thomas Parson, Professor of Drawing; Professor Francis Robert Sharpe, Professor of Mathematics; Professor Frederick Miller Smith, Professor of English; Professor Virgil Snyder, Professor of Mathematics.

The President remarked that members of the science group should remain after adjournment of the Faculty to elect a member of the Heckscher Research Council in succession to Professor K. M. Wiegand whose

term expires on November 1.

The meeting adjourned at five o'clock.

A handwritten signature in cursive script, reading "R. P. Sibley". The signature is written in dark ink and is positioned above the typed name and title.

R. P. Sibley
Secretary

Addendum: At a meeting of the Science Group Professor Wiegand was elected to succeed himself for a four-year term beginning November 1, as a member of the Heckscher Research Council.

9 November, 1938
Boardman Hall
Room C

The meeting was called to order by the President at 4:05 p.m.

The minutes of the session of October 12 were read and approved.

The Dean read the following list of appointments to special committees by the President:

(1) To serve as a committee to draft resolutions on the retirement of Professor F. R. Sharpe: Professors E. H. Kennard and R. P. Agnew, and Professor Hurwitz, Chairman;

(2) To serve as a committee to draft resolutions on the death of Professor G. W. Cavanaugh: Professors M. L. W. Laistner and H. C. Troy, and Professor Browne, Chairman;

(3) To serve as a committee to draft resolutions on the retirement of Professor Madison Bentley: Professors Cooper and Kinkeldey, and Professor Dallenbach, Chairman;

(4) To serve as a committee to draft resolutions on the retirement of Professor E. M. Chamot: Professors S. H. Gage and Jacob Papish, and Professor C. W. Mason, Chairman;

(5) To serve as a committee to draft resolutions on the retirement of Professor A. B. Faust: Professors C. L. Durham and J. F. Mason, and Professor Boesche, Chairman;

(6) To serve as a committee to draft resolutions on the retirement of Professor Virgil Snyder: Professors V. S. Lawrence, jr. and C. S. Northrup, and Professor Carver, Chairman;

(7) To serve as a committee to draft resolutions on the death of Professor G. L. Burr: Professor S. H. Gage and Mr. E. R. B. Willis, and Professor Becker, Chairman;

(8) To serve as a committee to draft resolutions on the death of Dr. A. T. Kerr: Professor C. V. P. Young and Dr. D. F. Smiley, and Professor Adelmann, Chairman;

(9) To serve as a committee to draft resolutions on the retirement of Professor F. M. Smith: Professors A. M. Drummond and H. Hermannsson, and Professor Monroe, Chairman;

(10) To serve as a committee to draft resolutions on the death of Professor T. L. Lyon: Professors Richard Bradfield and E. L. Worthen, and Professor Buckman, Chairman;

(11) To serve as a committee to draft resolutions on the death of Professor J. E. Boyle: Professors Dwight Sanderson and Robert Matheson, and Professor Lauman, Chairman;

(12) To serve as a committee to draft resolutions on the retirement of Professor O. A. Johannsen: Professors G. C. Embody and P. A. Readie, and Professor Palm, Chairman;

(13) To serve as a committee to draft resolutions on the retirement of Professor W. C. Baker: Professors E. A. White and Clara L. Garrett, and Professor Bristow Adams, Chairman;

(14) To serve as a committee to draft resolutions on the death of Professor E. W. Rettger: Professors W. N. Barnard and R. Y. Thatcher, and Professor Conwell, Chairman;

(15) To serve as a committee to draft resolutions on the retirement of Professor H. N. Ogden: Professors H. S. Jacoby and C. L. Walker, and Professor George, Chairman;

(16) To serve as a committee to draft resolutions on the retirement of Professor J. T. Parson: Professors F. J. Seery and J. E. Perry, and Professor P. H. Underwood, Chairman.

The Faculty then turned to the special order of the day, namely nomination of candidates for membership in the Committee on University Policy (in succession to Professor Gibbs) and for the position of Faculty Representative on the Board of Trustees (in succession to Professor Whetzel). The Chairman of the Committee on Nominations, Professor O'Leary, nominated, for Faculty Representative on the Board of Trustees, Professor W. I. Myers and Professor J. M. Sherman; for

membership in the Committee on University Policy, Professor W. L. Conwell and Professor G. W. Cunningham. The President invited nominations from the floor; none were offered, and the President thereupon declared that the nominations proposed by the Committee would be referred to the Committee on Elections for the usual balloting by mail.

Reports of committees were called for. As a representative of the University Faculty on a joint Trustee-Faculty Committee which was established in the spring of 1938 to study and make recommendations concerning athletics and physical education (see minutes for April 10 and May 11), Professor Marcham presented a report of which copies had been distributed previously among members of the Faculty. The report included the following recommendations:

Your Committee recommends that, subject to the concurrence of the University Faculty, the organization set up by the Trustees of Cornell University on June 17, 1935, to "control the administration of intercollegiate athletics by the Cornell University Athletic Association --- and to administer intramural athletics, physical education, and certain recreational activities" (see Proceedings of the Trustees, 1934-35, pages 1428 & 1431) be amended so as to substitute for the Board of Athletic Policy and the Faculty Committee a "Council on Physical Education and Athletics".

Your Committee recommends that, subject to the authority of the Board of Trustees and the President, the Council be responsible for the policies and administration of the program of intercollegiate athletics, intramural sport, and physical education and recreation in Cornell University.

Your Committee also recommends that the Council consist of the Director of Physical Education and Athletics, who shall be chairman ex officio; the President and the Comptroller,

both ex officio; three members of the University Faculty, chosen for three-year terms in such manner as the Faculty may prescribe and with the provision that the first three members to be chosen shall serve for one, two, and three year terms respectively; two Alumni Trustees appointed annually by the Board of Trustees; and two students to be chosen in such manner as may later be determined by the President. With regard to all matters of eligibility and student leaves of absence to participate in athletic contests, sole authority shall reside in a sub-committee of the Council, consisting of the Chairman, the President, and the three Faculty members on the Council.

Professor Marcham moved approval of these recommendations and his motion was seconded. The Dean, speaking for the Committee on University Policy, supported the motion and after some discussion it was carried, viva voce. The Dean thereupon introduced the following resolutions regarding the election of Faculty representatives on the new "Council on Physical Education and Athletics" and moved their adoption:

(1) That the nomination and election of members of the Council on Physical Education and Athletics shall take place at the same time and in the same manner as that of the Faculty Representative in the Board of Trustees, except that the term of office shall be three years; further, that the first three faculty members shall be appointed by the President for terms extending one, two, and three years beyond January 1, 1939.

(2) That a member appointed or elected to the Council on Physical Education and Athletics and serving for a term of more than one year shall not be eligible to renewed appointment at the end of that term.

Both the resolutions were adopted by a voice vote.

The Chairman of the Committee on Prizes, Professor Bishop, made the following four-fold report: (1) the Committee will try to stimulate

interest in competition for prizes by wider publicity -- the use of poster advertisements and notices in the Sun. (2) The Committee will try to regularize the reporting of prize awards by the use of uniform report-forms to be distributed to chairmen of committees of award. (3) The Committee has decided to make no recommendation for a change in the present procedure which permits an unsuccessful essay to be submitted in a later competition (see minutes for April 20). (4) The Committee requested authorization for the following changes to be made in the published announcement of the J. G. White Prizes in Spanish:

Section 1. Two prizes shall be awarded for excellence in Spanish to undergraduate students who, being residents or citizens of the United States, shall not have resided for more than one year in any Spanish-speaking country. One of these two prizes shall be open to members of the junior and senior classes in the Engineering College who are candidates for their first degree. The other shall be open to members of the junior and senior classes in the other colleges of the University who are candidates for their first degree. No candidate shall be eligible unless he shall have completed successfully two terms of work in Spanish at Cornell University.

Section 2.. The third prize shall be awarded for excellence in English to undergraduates from the Latin-American Republics whose mother tongue is not English and who shall not have resided for more than four years in any English-speaking country.

Section 10. The examination for the prizes shall be held annually on the second Saturday in May, from 2 until 5 p.m., in room 277, Goldwin Smith Hall.

The Chairman explained the purpose of these several amendments and on his motion they were approved.

For the committee appointed to draft resolutions on the retirement of Professor Faust, its chairman, Professor Boesche, read the following minute which was adopted by unanimous vote.

Albert Bernhardt Faust was born at Baltimore, Maryland, on April 20, 1870. After his primary and secondary schooling in his native city, he was graduated in 1889 from Johns Hopkins University with the degree of A.B. and three years later he obtained from the same institution the degree of Ph.D. in Germanics and history. He spent the next two years abroad, dividing his time between further study at the University of Berlin and the pursuit, in Bohemia, Moravia, and Lower Austria, of leads and clues to the early life of Charles Sealsfield to whom he had already devoted his doctor's dissertation. After two years as instructor in German at Johns Hopkins University he went in 1896, as Associate Professor, to Wesleyan University where for seven years he was in charge of instruction in German. After one year, 1903-4, as Assistant Professor of German at the University of Wisconsin he came to Cornell University as Assistant Professor and, upon the retirement of Waterman Thomas Hewett in 1910, he was advanced to a full professorship. Thus, upon becoming emeritus July 1, 1938, Professor Faust had served Cornell University for thirty-four consecutive years.

Professor Faust's life work rests on a fruitful combination of the two fields of Germanics and history in which he had specialized both at Johns Hopkins and Berlin. His first scholarly publication resting on both literary and historical researches was his Charles Sealsfield (Carl Postl), Der Dichter beider Hemisphären which when it appeared at Weimar in 1897 was immediately recognized as the authoritative biography of its subject.

Professor Faust's early interests and training, together with his background as a native born American of German ancestry, bore fruit in his outstanding work on The German Element in The United States which he published in 1909. In its first draft, it had, under the auspices of the University of Chicago, been awarded the Conrad Seipp Memorial Prize, and the completed work won its author, in 1911, the Loubat Prize of the Royal Prussian Academy of Sciences. It established him as the unquestioned authority and leader in this special field of American history. As such he was invited by the University of

Vienna to deliver a course of lectures during the spring semester of 1933 and, in 1937, at its bicentennial celebration, the University of Goettingen bestowed upon him the degree of Doctor of Philosophy honoris causa.

An important contribution closely related to his major work was Professor Faust's Guide to the Materials for American History in Swiss and Austrian Archives, published in 1916. Numerous shorter publications since that time bear witness to their author's continued interest in the German and other racial contributions to American history and civilization.

While, as a teacher of German, Professor Faust has of late years naturally given much of his time and effort to the guidance of graduate work in German literature, he has never lost his keen interest in undergraduate instruction. Many generations of students will always remember his course in the history of German literature, his introduction to its contemporary writers, his interpretation of Goethe's most famous drama. To another German poet, Heinrich Heine, countless American students everywhere have been introduced by Professor Faust's richly prefaced and annotated selections from his works. A flourishing series of modern textbooks bears the imprint of his editorial supervision. The finest tribute to Professor Faust, however, may be found in the personal attachment of so many students who knew him only in the classroom, and in the deep gratitude of others, especially graduate students, over whose progress and career he has never failed to watch and will not cease to watch, just as, in the vineyard to which he has been devoted in the past, he will continue to labor with that unflagging zeal, that resourcefulness, effectiveness, and unconquerable optimism which have won him the admiration of all who knew him best.

Professor Adams, the chairman of the committee appointed to draft resolutions on the retirement of Professor Baker, read the following minute which was adopted by unanimous vote.

Professor William Charles Baker, after a long and useful career as a teacher in the College of Agriculture at Cornell University, retired from active service on the

thirtieth of June, 1938.

W. C. Baker was graduated from Cornell in 1898, just forty years before his retirement as a member of its faculty. As an undergraduate his main interests were in chemistry, botany, and athletics, as well as art.

In 1900 he was appointed an instructor in Sibley College; he went to Europe in 1904 where he studied drawing and painting in France; from 1905 to 1908 he was engaged in making drawings to illustrate Dean Liberty Hyde Bailey's Cyclopedia of American Agriculture. In 1907 he was appointed assistant professor of drawing in the College of Agriculture and was advanced to a professorship in 1914. In all he gave thirty-five years of service to the University, thirty-one of which were in the College of Agriculture.

Added to this brief resume of his career, his colleagues and students know him as a man who aroused enthusiasm in his field, and as a philosopher whose interests embrace most of man's cultural activities. His knowledge of the graphic arts, of music, literature, nature, and science gave him a sympathy with all. At a time when photography was derided by many artists, he saw and made use of its artistic possibilities.

He has the ability to communicate these interests to others, and to relate nature to art. As a successful illustrator in the field of science he evolved a thorough knowledge of pen technique and imparted much of this skill to students. He strongly influenced the style of rendering in pen-and-ink and raised the standard of illustration in College publications.

On the personal side he exerted an incalculable influence for good on hundreds of students, not only assisting them in the art of drawing but in the greater art of living. He showed them the value of exactness in their scientific studies, broadened their outlook, and stimulated their interest in aesthetics. To many of them he gave their first glimpse into the world of man's emotional and creative faculties.

In recording Professor Baker's retirement, his colleagues wish him many years of happiness in his chosen field of painting to which he is now free to devote himself. For he has not only seen and recorded the beauties of his native state, and of the local Finger Lakes region, but has enabled others, through his use of color, and palette, and brush, to share those beauties with him.

As chairman of the committee appointed to draft resolutions on the retirement of Professor Bentley, Professor Dallenbach read the following resolutions which were adopted by unanimous vote.

Dr. Madison Bentley became Emeritus Professor of Psychology on June 30, 1938. His retirement from the University Faculty marks the close of forty years of active service in the teaching of his subject, of which the first fourteen years and the last ten were at Cornell University and the intervening sixteen were at the University of Illinois. Following his doctorate at Cornell University in 1898, he served first as Instructor in Psychology; beginning in 1902, as Assistant Professor; and, from 1909 to 1912, as head of the undergraduate department. From 1912 to 1928 he headed the Department of Psychology at the University of Illinois, save for the period of the World War, when he was a captain in the Aviation Corps of the United States Army. In 1928 he was recalled to Cornell University as Sage Professor of Psychology and chairman of the department in succession to the late Professor Titchener.

His professional activities have been many, strenuous, and varied; and successful in a high degree. He was a cooperating editor of the American Journal of Psychology from 1903 to 1925, and has been a co-editor since 1926. He edited the Psychological Index from 1916 to 1925 and the Journal of Experimental Psychology from 1926 to 1929, and was an associate editor of the Journal of Comparative Psychology from 1920 to 1935. Apart from an extremely large number of scientific articles, his chief publications have been: The Field of Psychology, 1924; Man, 1925; The New Field of Psychology, 1934; and two cooperative works under his editorship, The Problem of Mental Disorder, 1934, and The Cornell Studies in Dynasomatic Psychology, 1938.

Latterly a very important part of his work has been the coordination of psychological and medical research in America, and in Great Britain as well, under grants from The Carnegie Corporation. In this undertaking his wide knowledge of men engaged in psychological and medical therapeutics, and his ability to combine study with travel, have proved highly advantageous.

Professor Bentley is known for his human tolerance and clarity of view, though not for a tolerance of unreason or the careless use of language whether technical or general. He has been unsparing of himself in the effort to fix and spread a sure and precise terminology of his own and related fields of research and publication. His life as a teacher has been marked by the stimulus he has given to so many individual workers who have come under his influence, and by the fertility of his suggestion in marking out problems for investigation and in the detailed treatment of them.

It is altogether fitting that he should now succeed the late Professor Hammond at the Library of Congress at Washington where he will act as consultant on the library staff. The felicitations and good wishes of his colleagues in Ithaca go with him as he enters upon this new activity in his long life of scholarly and scientific service.

Professor C. E. Palm, chairman of the committee appointed to draft resolutions on the retirement of Professor Johannsen then read the following resolutions which were adopted by unanimous vote.

Oskar Augustus Johannsen, Professor of Entomology and Head of the Department of Entomology, retired from active service and became Professor Emeritus on June 30, 1938.

Doctor Johannsen was born in Davenport, Iowa, on May 14, 1870. After attending public schools, he entered the University of Illinois, from which he received the degree of Bachelor of Science in 1894. From 1894 to 1899 he was engaged as an engineer and draftsman in Chicago, Illinois. He came to Cornell in 1899, and was a graduate student and instructor in Civil Engineering until 1904. In 1902 he received the degree of Master of Arts, and in 1904 the degree of Doctor of Philosophy in Entomology. He was made an assistant professor of Structural Engineering in 1904, and continued in that capacity until 1909. That year he went to the University of Maine as Professor of Entomology and Entomologist in the Experiment Station, which position he held until 1912. He returned to Cornell in 1912 as Assistant Professor of Entomology. In 1914 he became Professor of General Biology. In 1919 he returned to the field of entomology as Professor, which position he held until his retirement. From 1936 to retire-

ment he also held the position of Head of the Department of Entomology.

In 1925 Professor Johannsen was elected American representative on the executive committee of the International Congress of Entomology. He is a fellow of the American Association for the Advancement of Science and of the Entomological Society of America, of which organization he was president in 1937. He is a member of the American Entomological Society, the American Association of Economic Entomologists, the American Society of Zoologists, and the American Society of Naturalists.

Doctor Johannsen is co-author, with W. A. Riley, of a widely used Handbook of Medical Entomology, which first appeared in 1915, and was revised in 1931 and again in 1938; and co-author with B. F. Kingsbury of Histological Technique, published in 1927, and revised in 1935. He is author of the Aquatic Nematocerosus Diptera, 1903; the Mycetophilidae, 1909; and numerous other papers on aquatic Diptera, and on the embryology, histology, morphology, and parthenogenesis of insects.

Among the honorary societies to which Professor Johannsen belongs are Sigma Xi, Phi Kappa Phi, and Tau Beta Pi.

Doctor Johannsen had, during the course of a long teaching career, graduate students from all over the world. Through his active contact with the International Entomological Congresses he was widely known among the entomologists of the world. His command of several foreign languages gained the respect of his associates in America as well as in foreign countries.

Throughout the years of his teaching at Cornell University Professor Johannsen's quiet friendliness and gracious manner endeared him to students and colleagues alike. He was sympathetic at all times toward the broader aspects of natural history. He gave liberally of his time to students working in entomology, and through his own research and teaching served as an inspiration to those who worked with him. In addition to his regular duties in the department, he served for many years as an efficient manager of its financial affairs. Never at any time in his career did Professor Johannsen attempt to attract attention to his own activities. He worked quietly, yet with continuous effort toward advancing entomology as a science and as a department in Cornell.

On the occasion of his retirement from active teaching his colleagues join in extending to him heartiest congratulations on his long and successful career. We rejoice that Professor Johannsen will continue his active interests in the field of entomology, and hope that he will have an opportunity to complete the unpublished notes and manuscripts which he has accumulated during the years of his active service.

The Faculty adjourned at 5:20 p.m.

A handwritten signature in dark ink, appearing to read "R. P. Sibley", followed by a long, sweeping horizontal stroke that extends to the right.

R. P. Sibley
Secretary

14 December, 1938
Boardman Hall
Room C

The meeting was called to order by the President at 4:10 p.m.
The minutes of the session of November 9 were read and approved.

The President reported informally on the personnel of the Council on Physical Education and Athletics to which, by legislation adopted at the last meeting of the Faculty, he is requested to appoint three faculty members for terms of one, two, and three years beginning January 1, 1939. These members the President had not yet named, but he hoped to announce his selections by the middle of the next week. With regard to the appointment of the student members, for which also the President was made responsible, he announced that he had consulted with the Student Council and proposed that for the present the Student Council itself should designate the two members; one, he understood, would be the President of the Student Council, the other a member of the Council, with the proviso that one of the two members should not be actively interested in intercollegiate sport. The names will shortly be announced.

The special order of the day being a report on the election of a representative to the Board of Trustees and a member to the Committee on University Policy, the Dean announced the election of Professor

W. I. Myers as Faculty Representative on the Board of Trustees for a five-year term beginning January 1, 1939; and of Professor W. L. Conwell to membership in the Committee on University Policy, also for a five-year term beginning January 1. The total number of ballots cast in the election was 386; three ballots were invalid as having been cast after the polls were closed.

Under the head of committee reports Professor George read resolutions on the retirement of Professor H. N. Ogden, Professor Hurwitz on the retirement of Professor F. R. Sharpe, Professor Monroe on the retirement of Professor F. M. Smith, and Professor Carver on the retirement of Professor Virgil Snyder. These resolutions were all adopted by unanimous vote.

For the Committee on University Policy the Dean reported the following recommendations concerning the procedure upon the retirement or the death of members of the University Faculty:

That when a member of the University Faculty retires from active service the President shall report the fact at the meeting next following the retirement and shall accompany his report with a brief statement of the retiring member's service to the University. (These statements are to appear in the minutes of the Faculty and will constitute the only official notice taken of these events by the Faculty.) It is suggested that the University undertake to have published at an appropriate time each year, in the local and alumni press, biographical sketches and photographs of all members who have retired during the previous year.

That upon the death of a member of the University Faculty the President shall formally notify the Faculty at the next meeting and those present shall rise in respect for the memory of the deceased member. Without further authorization the President shall then appoint a committee to prepare an appropriate memorial statement. Such statements shall not be presented in the form of resolutions, as in the past, but shall be annually collected, edited, and printed by the University in a memorial booklet which shall be sent to members of the Faculty, of the Board of Trustees, to the families of the deceased members, and shall be filed with the University records.

On the Dean's motion the recommendations were adopted by a voice vote.

The question then arose when the new procedure should go into effect.

The Professor of Economics, Emeritus, Professor Willcox, moved that the new system take effect immediately, and his motion was seconded. With the approval of the seconder, Professor Willcox later modified his motion to provide that the present procedure in the matter of retirements shall be carried on until the end of the academic year but that the new procedure shall be used at once in memorializing the death of members of the University Faculty. The motion thus modified was carried on show of hands.

For the Committee on University Policy the Dean brought in a report concerning the appointment and tenure of assistant professors and the establishment of the rank of associate professor, copies of which report had been circulated among the members of the Faculty before the meeting. The Dean explained the origin of the recommendations in a request from the Committee on Educational Policy in the College of

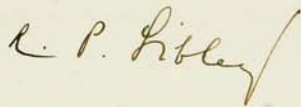
Arts and Sciences that the whole matter be considered. He added that the Committee felt that the first and the second recommendations are complementary and should be considered together. He moved adoption of both recommendations. After some discussion the Professor Emeritus of Economics, Professor Willcox, moved that further discussion be postponed until the next meeting of the Faculty. The motion was defeated by a vote of 41 ayes to 58 noes. After further discussion, the Professor of Botany, Professor Petry, moved that the recommendations be made a special order for the next meeting of the Faculty, and this motion was carried by a voice vote.

The Professor of Education, Professor Freeman, presented the following resolution:

Resolved: That the President be asked to appoint a special committee of three members to consider and report to the Committee on University Policy upon the question whether this University should accept the invitation of the new German University Service to cooperate with it in the exchange of university students between this country and Germany.

His motion was duly seconded and carried by a voice vote.

The Faculty adjourned at 5:40.



R. P. Sibley
Secretary

RESOLUTIONS ON THE RETIREMENT OF PROFESSOR HENRY N. OGDEN

On the retirement of Professor Henry Neely Ogden from active participation in University teaching, his colleagues place on record acknowledgement of the long and faithful service which he has rendered to Cornell University.

Entering as a student in 1885 when Cornell University had been in existence but eighteen years, the experience of Professor Ogden runs through a long and important period in the development of the University, and of the College and School of Civil Engineering. This period covers the four years of his student life and forty-seven years of teaching activity. Like many of the early members of the staff of instruction, he was called upon to teach courses covering all of the subjects of the curriculum except those included in the department of structural engineering. Such courses were drawing, descriptive geometry, surveying, mechanics, hydraulics, geodesy, stereotomy, and the masonry arch, as well as the topics of his chosen field of sanitary engineering. Concurrent with his duties as a teacher, ran his active participation in engineering work of a variety so extensive that he brought to his teaching effective personal examples of practical applications of the fundamental principles of civil engineering.

Fortunately possessed of a strong physique, urged on by a keen and energetic mind, tireless in his attention to assigned tasks, during the many years of his teaching experience he brought to his students thoroughly prepared instruction. Graduates in Civil Engineering in successive classes attest to his clear, logical and eloquent presentation of the day's assignment and have profited by stimulated interest in the subjects of his courses.

As an author (and a co-author) during the years from 1898 to 1913, Professor Ogden evidenced his capacity for concentrated effort and for fruitful scholarship by the publication of four books dealing with Sewer Design, Sewer Construction, Rural Hygiene, and Sewage Disposal for Rural Homes. The first two of these volumes were used as textbooks in their fields for some years.

Professor Ogden is a member of the American Society of Civil Engineers, the American Public Health Association, the Royal Sanitary Institute of Great Britain and Sigma Xi.

In practice as an engineer, without mention of a number of useful but minor examples of design and construction, he prepared a monument to his skill by designing and supervising the construction of the

masonry arch bridge over Cascadilla Creek at the southern boundary of the Campus. He had a large part of the responsibility in the design and construction of sewerage works for the City of Ithaca in 1893 and 1894. Later he was consultant in the operation of the Ithaca Water Filtration Plant. As a Special Assistant Engineer for the New York State Department of Health from 1906 to 1913 he passed upon plans for many municipal improvements in the central and western parts of the State of New York. He has served as a member of the New York State Department of Health continuously since 1913. He was for some time President of the Ithaca Memorial Hospital and served as a member of the Public Health Council of the State of New York. All these activities enabled him to bring to his class room a rich personal experience in the field of public health.

When he was placed in charge of the Department of Sanitary Engineering following the death of Director E. A. Fuertes in 1903, the curriculum of Civil Engineering contained few of the present courses. Such courses as were then offered have been greatly extended and improved, while many new courses were set up under his administration. With few exceptions, all Cornell men now engaged in the field of Sanitary Engineering received a part or all of their preliminary training under his tutelage.

With his retirement from the arduous and exacting duties of the class room, duties which he nevertheless enthusiastically performed and now regretfully relinquishes, we, his colleagues, look forward to a period of continuing scholarly activity and wish him well.

RESOLUTIONS ON THE RETIREMENT OF PROFESSOR F. R. SHARPE

On January 31, 1938, Francis Robert Sharpe retired from active service in Cornell University. Professor Sharpe was born in Warrington, England, on January 23, 1870. His first academic training was received at Cambridge University, where he had especially close contact with E. W. Hobson, whose early interest in mathematical physics doubtless influenced the choice of special interest of his brilliant pupil. Sharpe received from Cambridge the degree of Bachelor of Arts; after further study at Manchester University, he left for Canada. For several years he was a Lecturer at Queen's University at Kingston,

Ontario. In 1905 he came to Cornell University as graduate student and Assistant in Mathematics, and received the doctorate in 1907. From 1905 to 1938 he participated in the teaching of Mathematics; during nearly twenty years of this time he held the rank of full Professor.

Sharpe's interests were at first predominantly in various branches of applied mathematics, especially hydrodynamics. About 1910 he began to concern himself actively also with Algebraic Geometry. From this time until his retirement his publications were usually on geometric problems, although he continued to give courses and advise students in applied mathematics. At all times he was eager to assist pupils or colleagues, kindly and patient in dealing with their problems; numerous instances could be cited of his collaboration in the investigations of physicists and engineers.

In both his major fields of interest his research won him distinction. He was a member of the Council of the American Mathematical Society. He served for thirteen years as Associate Editor and for five years as Editor of the Transactions of that Society, the leading organ for the publication of mathematical research in America. He was a member of the special committee of six chosen by the National Research Council to prepare a historical report on Algebraic Geometry.

Professor Sharpe participated actively in the problems of departmental administration; he was Chairman of the Department from 1922 to 1926.

As now his retirement marks another step in his distinguished career, we, his colleagues, extend our congratulations and our good wishes to him and his family, express our hopes for his happiness and health in the further pursuit of his activities, and assure him of our continued interest in his welfare.

RESOLUTIONS ON THE RETIREMENT OF PROFESSOR F. M. SMITH

Frederick Miller Smith, a native of Richmond, Indiana, a graduate of Indiana University, a student at Jena and Berlin, for five years assistant editor of The Woman's Home Companion, came to Cornell in 1910, and successively as instructor, assistant professor, and professor of English--for seventeen years in charge of freshman courses--served the

University until his retirement last June. Meantime he has published some hundred short stories and essays in magazines; has written two mystery novels, The Green Beetle and The Stolen Signet, the latter translated into German under the title Zafrah, and two notable collections of original essays entitled Eight Essays and Some Friends of Dr. Johnson, besides editing a volume of selected studies for college use.

In his work as teacher Professor Smith evinced a deep and sincere interest not only in his students but in the scholarly pursuit of literature and in that good writing in which his own success was a steady encouragement to all who profited by his training. His friendliness, geniality, humor, and rare good sense have won him the high regard and affection of all, students and colleagues alike, who have come to know him. We, The University Faculty, grateful for long service ably rendered, wish Professor Smith the best of good fortune through many years in which he may be free to gratify his tastes for study and travel and assure him that the memory of his happy association with us will long remain.

RESOLUTIONS ON THE RETIREMENT OF PROFESSOR VIRGIL SNYDER

On the retirement of Virgil Snyder, professor of mathematics, his colleagues desire to record their appreciation of his service to the University and to scholarship.

Professor Snyder was born at Dixon, Iowa, on November 9, 1869. He was graduated from Iowa State College with the degree of Sc.B. in 1889. He was a graduate student at Cornell University in 1890-1892 and at the University of Göttingen in 1892-1894, winning his degree of Ph.D. from Göttingen in December 1894. Returning to Cornell as an instructor in mathematics in 1895, he became an assistant professor in 1903 and a professor in 1910. He served the University of California as Semi-Centennial Professor of Mathematics in the summer of 1918.

On December 28, 1894 he married Fräulein Margarete Giesinger of Göttingen.

Professor Snyder is a member of the American Mathematical Society, of which he was Vice-President in 1916 and President in

1927-28; he was one of the Editors of the Bulletin of the Society from 1904 till 1920. He is a member also of the Mathematical Association of America, the Deutsche Mathematiker Vereinigung, and the Circolo Matematico di Palermo, and a Fellow of the American Academy of Arts and Sciences.

He was a delegate of the National Research Council to the International Congress of Mathematicians at Toronto in 1924, at Bologna in 1928, at Zurich in 1932; and a delegate of the United States Government to the Mathematical Congress at Oslo in 1936.

He has served the College Entrance Examination Board almost continuously since 1912, in recent years as Chief reader in geometry, and for a time as examiner in the same subject.

Professor Snyder has served several terms as Chairman of the Department of Mathematics and has been very active in the Graduate School. Thirty-nine graduate students at Cornell University have received the degree of Ph.D. and written their doctoral dissertations under his direction.

He was the joint author with the late James McMahon and the late John Irwin Hutchinson of three texts on Calculus; and with Charles Herschel Sisam of a text on Analytic Geometry of Space. He was the Chairman of a committee of six which prepared for the National Research Council in 1928 and 1934 an extensive Report on Selected Topics in Algebraic Geometry, covering 3,585 books and papers in this particular field of mathematical research. He has published about seventy papers in the field of algebraic geometry, and a large number of reviews of books. His research papers have appeared in the Transactions and the Bulletin of the American Mathematical Society, The American Journal of Mathematics, The Annals of Mathematics, and several European journals.

Professor Snyder has been an excellent teacher, both in elementary and in advanced courses; he has been stimulating and inspiring to his best students and patiently helpful to those of less ability. He has given most generously of his time, to his colleagues as well as to his students, and has thus been the centre and inspiration of much of the scholarly activity in the Department.

He is still in vigorous health and doubtless has ahead of him many years of active and useful service. As an indication of this, he has just accepted the responsibility of editing the book review departments of the Bulletin of the American Mathematical Society and The American Mathematical Monthly.

Professor Snyder's avocation has been the study of geography. Few persons have traveled so widely as he or acquired first hand know-

ledge of so many features of the earth's surface; and he and his wife have together climbed not a few of the higher mountains. He has, too, a deep interest in the science of government, and can be relied on to give an accurate and impartial account of political events.

His colleagues take this opportunity to wish Professor Snyder many years of happy activity in his chosen field.

25 January, 1939
Boardman Hall
Room C

The meeting was called to order by the President at 4:10 p.m.
The minutes of the session of December 14 were read and approved.

The Dean noted a communication from the President announcing the appointment of Professors H. E. Baxter, F. G. Marcham, and A. L. Winsor as the three first representatives of the Faculty on the newly constituted Council on Physical Education and Athletics (see minutes for December 14). Professor Marcham will serve until December 31, 1939, Professor Baxter until December 31, 1940, and Professor Winsor until December 31, 1941.

The special order of the day was consideration of the report of the Committee on University Policy with respect to appointment and tenure of assistant professors and the establishment of the rank of associate professor (see minutes for December 14). The Dean called up the report and on request gave a resumé of reasons for the proposed legislation, renewing then his motion that the Faculty adopt the recommendations of the Committee. The President noted a recent proposal of the American Association of University Professors that all appointments to university positions be made permanent after six years. The Professor of Mathematics, Professor Hurwitz, suggested, as an alternative to

the committee's recommendation concerning tenure of assistant professorships, that the tenure of assistant professorships should be made permanent after a fixed number of appointments for term. The Professor of History, Professor Bretz, moved that the recommendations be recommitted to the Committee on University Policy with instructions to consider particularly the points made in the Faculty discussion and to report conclusions to the University Faculty. This motion for re-committal was carried by a voice vote.

For the committee appointed to draft resolutions on the retirement of Professor J. T. Parson, Professor P. H. Underwood read resolutions which were adopted unanimously.

Under the heading of reports of committees the Dean then presented four recommendations from the Committee on University Policy. The first was on the recommendation of the Faculty of the Graduate School and the Faculty of the Graduate School of Education that the Board of Trustees be asked to establish the degree Master of Education (M. Ed.) to be administered as a professional degree by the Graduate School of Education, under the jurisdiction of the Graduate School. The Dean moved adoption of this recommendation and the motion was carried by a voice vote.

The Dean then moved, in behalf of the Committee on University

Policy, that extra-mural or extension courses carrying credit, authorized in April 1935 (see also minutes for June 8, 1938) be continued. It was so voted as a recommendation to the Board of Trustees.

Also for the Committee on University Policy the Dean summarized the report made to that Committee by the special committee (consisting of Professors Bretz, Prescott, and Freeman, Chairman) appointed to consider and report upon the question whether this University should accept the invitation of the new German University Service to cooperate with it in the exchange of university students between this country and Germany. He thereupon presented the following two resolutions proposed by the Committee on University Policy, and moved their adoption:

(1) That it is the opinion of the University Faculty that the invitation received by the University to cooperate with the Service Bureau established in New York City as a branch of the German Academic Exchange Service should be declined and that the University should continue its relations with the Institute of International Education.

(2) That the Faculty suggest to the President that he transmit this opinion to the Director of the Service Bureau of the German Academic Exchange, sending a copy of his communication to the Institute of International Education.

They were adopted by a voice vote. The Chairman of the special committee, Professor Freeman, read those recommendations of his committee which were omitted in the resolutions of the Committee on University Policy. He then moved: That it is the opinion of this Faculty (1) that the action of the Faculty in the matter under discussion and a

statement of the reasons therefor should be released to the press; and (2) that notice of the Faculty's action be communicated to local chapters of fraternities and sororities. On suggestion of the Emeritus Professor of Economics, Professor Willcox, Professor Freeman consented that the phrase "and a statement of the reasons therefor" should be omitted from the first part of his resolution, and that part of the resolution being put to vote was carried on show of hands.

In behalf of the Committee on University Policy the Dean then introduced the following recommendation to the Board of Trustees.

A. That the office of Counselor of Students be created, to be responsible to the Dean of the University Faculty.

B. That it be the responsibility of this office to promote the effectiveness toward educational objectives of all enterprises in the University, aside from the strictly scholastic functions entrusted to the various faculties, through:

(a) Informal advisory relationship to student social life, housing, fraternities, student organizations, interests, and activities.

The Counselor's relationship to the Committee on Student Conduct will be that of adviser. Responsibility for disciplinary measures will remain with the Committee. He will be ex officio chairman of the University Faculty Committee on Student Activities.

(b) Close cooperative contact with the offices of admissions, health, and physical education and athletics.

(c) Responsibility for coordinating and, in conjunction with existing agencies, for administering:

The induction of students, including procedures for

for orientation and assistance of new students.

Scholarships and other financial aids.

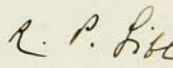
Counseling of students.

Personnel statistics and information.

It is impossible to forecast either the degree of centralization that will be most effective or the time and manner in which such centralization might be brought about. At this point the proposal assumes careful study of existing arrangements and of all proposals of change, and full cooperation on the part of existing units of organization.

The Dean set forth the reasons which, as he understood them, led the committee to make this recommendation, and observed that it was of necessity incomplete as a statement of the responsibilities to be carried by the new office. In answer to the Professor of Botany, Professor Petry, he stated that the Counselor would be a member of the University Faculty. The Professor of History, Professor Laistner, doubted the wisdom of recommendation B by which the responsibilities of the new office were recounted in detail and moved that A and B be voted on separately. His motion was lost by a vote of 44 ayes to 74 noes. The Dean's motion for the adoption of the recommendation as a whole was then put to a vote and carried, viva voce.

The Faculty adjourned at 5:45 p.m.



R. P. Sibley
Secretary

RESOLUTIONS ON THE RETIREMENT OF PROFESSOR JOHN T. PARSON

On the retirement of John Thomas Parson from active teaching after forty-three years of service, the University Faculty wishes to take recognition of his achievements and to express its regret that his active work in the University is now at an end.

He first came to Ithaca in 1893 to work as a draftsman on the plans for a sewer system for the City of Santos, Sao Paulo, Brazil, for which the then Dean of the College of Civil Engineering, Estevan A. Fuertes, was consulting engineer. His work as a draftsman so favorably impressed his employer, Dean Fuertes, that the latter offered him an instructorship in Civil Engineering. Thus in 1895 began his connection with Cornell University, which has continued unbroken ever since.

In 1903 Mr. Parson was advanced to an assistant professorship. In 1908 he was appointed Assistant Professor of Drawing in the College of Civil Engineering and Head of the Department. He was promoted to a professorship in 1922. For over forty years he taught drawing to classes in civil engineering with singular success. During that period a large majority of all students in civil engineering received instruction from him personally. They not only learned to draw under his supervision, but from the intimate association of the drawing room they also came to appreciate his ability as a teacher and to enjoy contact with him as a man. His kindness, direct interest in those with whom he worked, and his cheerful good humor endeared him to students and faculty alike.

His natural artistic talent has been of great value to him in his work. He possesses good taste and an excellent sense of proportion, which lend to his drawings, and to his lettering, an artistic quality often lacking from the work of engineers. His skill in lettering has been well known and has resulted in his being given many commissions to engross resolutions and addresses for the University. The fine appearance of many a set of resolutions has been due to the excellence of his Old English lettering, and to the beautifully colored initial letters which he designed and drew.

Professor Parson was one of the first to recognize the possibilities of Beebe Lake as a center for winter sports and recreation. Soon after 1900 he helped organize a skating association. The construction of the first toboggan slide in 1902 was largely due to his interest and enthusiasm. As a token of their appreciation and the general esteem in

which he was held, the Athletic Association in 1922 named the new sports house at Beebe Lake "The Johnny Parson Club" in his honor. Previously, his early activities in connection with skating had been given public recognition at the meeting of the Skating Association in 1902 by the presentation of a loving cup inscribed as follows:- "Presented to John Thomas Parson by the lovers of skating in Cornell University, as a token of their appreciation of his labors for their pleasure, February 1902."

Professor Parson was one of the earliest to take up his residence on Cornell Heights, and did much to contribute to the development of that section of the city. He also, for many years, had a part in the business life of Ithaca. After being associated for about fifteen years with E. G. Wyckoff as manager of the Cornell Incubator Company, and the Wyckoff Lumber Company, he bought out Mr. Wyckoff's interest. For many years thereafter he conducted the business under the name of the Armstrong Company and continued the manufacture of portable houses.

We, his colleagues in the University Faculty, thus express our appreciation of Professor Parson's long and useful career among us, and our pleasure in the fact that he is continuing his residence in Ithaca. We wish him many years of good health for the enjoyment of his well-earned leisure.

8 March, 1939
Boardman Hall
Room C

The meeting was called to order by the President at 4 o'clock.
The minutes of the session of January 25 were read and approved.

The President made formal announcement of the death, on February 19, of George Charles Embody, Professor of Aquiculture; of the death, on March 1, of Henry Asmus, Assistant Professor of Farriery; of the death, on March 5, of Frank Latta Fairbanks, Professor of Agricultural Engineering. The members of the Faculty rose in respect for the memory of these colleagues, and the President announced the appointment of the following committees to draft appropriate resolutions: on the death of Professor Embody--Professors C. M. Mottley, A. H. Wright, and C. E. Palm; on the death of Professor Asmus--Professors J. N. Frost, D. H. Udall, and H. J. Milks; on the death of Professor Fairbanks--Professors H. W. Riley, B. B. Robb, and J. H. Bruckner.

The President also announced the recent retirement of two members of the Faculty with the following minute on the services of each to the University:

Paul Martyn Lincoln, Professor of Electrical Engineering, retired on February 1, 1939, at the age of sixty-nine. Professor Lincoln came to the University in 1922 as Professor of Electrical Engineering and Director of the School of Electrical

Engineering. He retired as Director in 1937, but retained his professorship and served as Acting Director for the following year. On January 21, 1939, the Board of Trustees elected him Professor of Electrical Engineering Emeritus.

Olaf Martinus Brauner, Professor of Drawing and Painting in the College of Architecture, retired on February 9, 1939, at the age of seventy. Professor Brauner was appointed Instructor in 1895, was made Assistant Professor three years later, and in 1909 was elected Professor of Drawing and Painting. He served the University not only by his teaching but also by contributing generously to exhibitions of works of art. On January 21, 1939, the Board of Trustees elected him Professor of Drawing and Painting Emeritus.

The Dean reported the following appointments by the President:

(1) As a committee of award of the Forbes Heermans Prize in Playwriting, Professor W. H. French, Chairman, and Professors P. W. Gates and Mary E. Duthie.

(2) As a committee of award of the Charles Lathrop Pack Foundation Forestry Prize, Professor A. B. Recknagel, Chairman, and Professors Bristow Adams and G. A. Everett.

(3) As a committee of award of the Guilford Essay Prize, Professor H. J. Davis, Chairman, and Professors Harry Caplan and Victor Lange.

The Dean also reported the resignation of Professor Hutt from the Committee on University Lectures and the President's appointment of Professor Clive M. McCay to serve out the remainder of his term. Professor Carl Stephenson was designated as Chairman of the Committee in Professor Hutt's place.

There being no special order, as a report from the Committee on University Policy the Dean presented a recommendation of that Com-

mittee that the grade of Associate Professor be introduced (see minutes for December 14 and January 25). In the ensuing discussion the Assistant Professor of Electrical Engineering, Professor Malti, asked the Dean to answer certain written questions and the Dean distributed a chart showing the distribution of faculty members, by rank, in fifty-one Land-Grant colleges and universities and a half dozen other leading institutions. The President also commented on the recommendation. On the Dean's motion the recommendation to the Board of Trustees that the grade of Associate Professor, with indefinite tenure, be introduced was then put to a vote and carried by a show of hands, 55 ayes to 46 noes.

The Professor of Music, Professor Weaver, asked the Dean what the Committee on University Policy expects to do with the other part of the recommitted recommendations, namely that dealing with the matter of tenure of assistant professorships. The Dean ventured a guess that the Committee was not in favor of bringing up the matter again. The Professor of Philosophy, Professor Burt, deplored the Committee's attitude, and moved:

That the Committee on University Policy (or, if it prefers not to assume the responsibility, a special committee to be appointed by the President) be hereby requested to study the possibility of extending security of tenure to the lower ranks of the staff, and the correlative problem of maintaining at all ranks high standards of academic efficiency, with a view to reporting for the consideration of this faculty recommendations covering these matters to the Board of Trustees.

Speaking to this motion, duly seconded, the Dean declared that discussions in the Committee on University Policy have indicated that the Committee thinks permanent tenure should begin with the rank of Associate Professor. The Professor of Rural Social Organization, Professor Sanderson, moved as amendment that the latter part of Professor Burt's motion, namely that authorizing a study of methods of improving methods of instruction, should be struck out. The amendment was lost by a voice vote. With the understanding that if the Committee on University Policy declines the task, the Dean will inform the President who will thereupon appoint a special committee, Professor Burt's motion was then put to a vote and carried, viva voce.

The Dean moved that hereafter the meetings of the University Faculty shall be called for 4:15 p.m. instead of 4 o'clock. The motion was carried and it was so ordered.

The Faculty adjourned at 5:25 p.m.

R. P. Sibley
R.P.

R. P. Sibley
Secretary

10 May, 1939
Boardman Hall
Room C

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of March 8 were read and approved.

The President in an informal report noted that the Board of Trustees has approved the recommendation referred to it by the University Faculty at its last meeting, that the grade of Associate Professor, with indefinite tenure, be introduced.

The Dean reported receipt of the following appointments from the President's office:

(1) As a committee appointed "to study the possibility of extending security of tenure to the lower ranks of the staff, and the correlative problem of maintaining at all ranks high standards of academic efficiency," Professor E. A. Burt, Chairman, Professors R. E. Montgomery, S. L. Boothroyd, J. P. Bretz, O. F. Curtis, H. D. Laube, and Assistant Professor M. G. Malti.

(2) As a committee of award of the Sampson Fine Arts Prize, Professor R. M. Ogden, Chairman, and Professors D. L. Finlayson and Christian Midjo.

(3) As a committee of award of the Barnes Shakespeare Prize, Assistant Professor J. C. Adams, Chairman, and Dr. E. C. Wilson and Assistant Professor Richard Robinson.

(4) As a committee of award of the Corson French Prize, Professor J. F. Mason, Chairman, and Professor F. G. Marcham and Assistant Professor B. L. Rideout.

(5) As a committee of award of the Sherman-Bennett Prize, Professor H. W. Briggs, Chairman, and Professors R. E. Montgomery and H. L. Reed.

(6) As a committee of award of the Corson Browning Prize, Professor L. N. Broughton, Chairman, Assistant Professor W. H. French and Professor G. I. Dale.

(7) As a committee of award of the Luana L. Messenger Memorial Prize, Professor M. L. W. Laistner, Chairman, and Assistant Professors P. E. Mosely and Heinrich Schneider.

(8) As a committee of award of the Graduate Prize in Philosophy, Professor E. A. Burt, Chairman, and Assistant Professors H. R. Smart and H. A. Myers.

(9) As a committee appointed to draft resolutions on the retirement of Professor O. M. Brauner, Professor Christian Midjo, Chairman, and Professors George Young, jr. and Morris Bishop.

(10) As a committee appointed to draft resolutions on the retirement of Professor P. M. Lincoln, Professor W. C. Ballard, Chairman, Professor R. F. Chamberlain and Assistant Professor B. K. Northrop.

He noted also, for inclusion in the minutes, the following reports from committees on award of prizes:

The Committee on Award of the Forbes Heermans Prize in Playwriting reported no award of the first prize, no play having reached "a sufficiently high degree of excellence." Second prize was awarded to Edward L. Kamarck, Arts '40, for a one-act play entitled "Apartment 3 D."

The Class of 1894 Memorial Prize in Debate was awarded to Isaac Nathan Groner, Arts '40.

The Guilford Essay Prize was awarded to Howard Rogers Houston, Arts '39, for an essay entitled "Gerard Manley Hopkins."

The Woodford Prize in Original Oratory was awarded to Ned Weissberg, Arts '39.

Prizes for the Fuertes Memorial Contest in Public Speaking were awarded as follows: First prize to Karl John Nelson, Chem. Eng. '39; second prize to Robert Beebe Roe, E. E. '39; third prize to William Newby Freeman, C. E. '40.

The Committee on award of the Corson Browning Prize reported no award since the single essay submitted was not of sufficient merit.

The Committee on award of the Sampson Fine Arts Prize reported no award.

The Committee on award of the Corson French Prize reported no award.

The Committee on award of the Charles Lathrop Pack Foundation Forestry Prize reported no award.

The Dean read the following communication on behalf of the Faculty of the College of Agriculture and moved that it be referred to the Committee on University Policy for consideration and report:

At its meeting on May 3 that Faculty had voted to ask the University Faculty and the Board of Trustees to provide for a change in the University Statutes that shall make members of the Extension staff of the College of Agriculture, of the rank of Professor, Associate Professor, or Assistant Professor, members of the Faculty of Agriculture and of the University Faculty.

It was so voted.

Under the heading of reports of committees the Dean read a letter from Mr. Woodford Patterson, Chairman of the University Faculty Committee on Calendar, outlining calendar recommendations for the next five years.

It becomes necessary periodically to fix the University Calendar for a year or more in advance, and the custom has been to lay it out in five-year periods. The present period will end in June 1940. The Committee on Calendar recommends

to the University Faculty that the Calendar be extended for another five years by action to be taken before the end of the current academic year. The Calendar is determined by the University Faculty with the approval of the Board of Trustees.

The Committee on Calendar has unanimously approved a proposed extension for the five years 1940-1945, intended to carry on the present scheme under which the first day of instruction is the Thursday next after the fourth Monday of September and Commencement Day falls on the third Monday of June. This proposed extension meets the requirement that the University year shall consist of two terms with a total of at least two hundred session days. The committee therefore moves that the Faculty adopt the following resolution:

Resolved, if the Board of Trustees approve, that the dates of the first days of instruction, Commencement Day, the vacation periods, and University holidays be fixed as follows for the five-year period 1940-1945:

First day of instruction: Thursday, Sept. 26, 1940; Sept. 25, 1941; Oct. 1, 1942; Sept. 30, 1943; Sept. 28, 1944.

Thanksgiving Recess: Thanksgiving Day and the Friday and Saturday next after it in each year.

Christmas Recess: Two weeks including Christmas Day and New Year's Day, as follows: in 1940-41, 1941-42, and 1942-43, from 12:50 p.m. of the Saturday next before Christmas until 8 a.m. of the Monday next after New Year's; in 1943-44 and 1944-45, from 4 p.m. of the Wednesday next before Christmas until 8 a.m. of the Thursday next after New Year's.

First day of instruction for the second term: Monday, Feb. 10, 1941; Feb. 9, 1942; Feb. 15, 1943; Feb. 14, 1944; Feb. 12, 1945.

Spring Recess: From Saturday at 12:50 p.m. until the second following Monday at 8 a.m., as follows: March 29 - April 7, 1941; March 28 - April 6, 1942; April 3 - April 12, 1943; April 1 - April 10, 1944; March 31 - April 9, 1945.

Spring Day Holiday: That Saturday in May which shall be chosen annually by the Faculty Committee on Student Activities in consultation with the Athletic Association, provided that the day appointed shall precede the beginning of final examinations by more than a week.

Commencement Day: Monday, June 16, 1941; June 15, 1942; June 21, 1943; June 19, 1944; June 18, 1945.

The Dean moved approval of the proposed calendar for ratification by the Board of Trustees, and his motion was carried.

For the Committee on University Policy, to which was referred on October 12 a recommendation of the Music Committee "that the scheduling of all public events involving admission fees be controlled by a standing committee of the University Faculty to be established specifically for this purpose and to be called the Committee on Scheduling of Public Events," etc., etc., the Dean presented the following report and moved approval:

At the October meeting of the Faculty there was referred to the Committee on University Policy for study and report the proposal that a University Faculty Committee be set up to control the scheduling of all public events involving admission fees, this committee to be given "definitive and complete powers, as to both student-sponsored and faculty-sponsored events".

The Committee on University Policy is of the opinion that the problem of scheduling can be met if the present arrangement of giving notice to the Office of the University Secretary be made more generally effective. This could very possibly be accomplished if all those who sanction the holding of public events will instruct those in-charge of these events that the Secretary's office must be consulted regarding the date to be set. The Committee therefore recommends that the Faculty ask the University administration to adopt such measures as may be necessary to secure advance consultation with the office of the University Secretary on the part of those having charge of public events on the campus.

In the ensuing discussion, the Professor of History, Professor Laistner, moved that the report be re-committed to the Committee on University

Policy with the request that the Committee co-opt the Professor of Music, Professor Weaver, when it next considers the subject since as Chairman of the Music Committee, Professor Weaver is particularly well-informed on the subject. The motion for re-commitment was carried.

The Professor of Forestry, Professor Recknagel, presented the following recommendation from this year's committee on the award of the Charles Lathrop Pack Foundation Forestry Prize and moved adoption of the recommendation by the Faculty:

The Committee recommends that the basis of offering this prize be widened to include all undergraduates in good standing in the College of Agriculture and that graduate students be not admitted to the competition. The purpose of this recommendation is to eliminate the rather unfair superiority of the graduate student specialist in the field. In the past graduate students have taken a disproportionate number of the awards. Also by widening the basis to include all undergraduates we should get essays covering a wider field of conservation than is now the case, notably in entomology, pathology, botany, wildlife and recreation.

In reply to a question from the President, Professor Recknagel said that the Committee had not consulted counsel concerning the legality of the proposed change in the conditions governing the competition for the prize, and the Dean moved that the recommendation be referred to the Committee on Prizes for consideration and report to the University Faculty. It was so voted.

The Faculty adjourned at 5:20 p.m.

R. P. Sibley
R. P. Sibley
Secretary

14 June 1939
Boardman Hall
Room C

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of May 10 were read and approved.

The Dean reported two communications from the Board of Trustees:

(1) That the recommendation of the Faculty, made on January 25, that the extra-mural, or extension courses carrying college credit, be extended without limit has been adopted by the Board; (2) that adopting the recommendation of the Faculty, made on January 25, the Board has established the office of Counselor of Students though no appointment has been made to it and determination of the precise name to be given to it has been reserved.

The Dean also reported the President's appointment of Professor Dale, Professor P. W. Gates, and Professor Morris Bishop, Chairman, as the Committee of Award of the J. G. White Spanish Prizes for this year.

The following reports from committees of award were also presented:

(1) On the Sherman-Bennett Prize the Committee recommended no award.

(2) The Barnes Shakespeare Prize has been awarded to Marian Putnam, Arts '39, for her essay "Romeo---a Tragic Hero."

(3) The J. G. White Prize for proficiency in Spanish awarded to Stanley J. Katz, Arts '40, and the prize for proficiency in English to Salvadore M. Martinez, ME '39.

(4) The Luana L. Messenger Prize awarded to Claude T. Bissell, Grad., for an essay entitled "Evolutionary Ethics in George Eliot and Samuel Butler."

(5) The '86 Memorial Prize in Public Speaking awarded to Robert Merrill Rublee, Arts '41.

(6) The Juliette Macmommies Courant Prize in French awarded to Virginia H. Bennett, Arts '39.

(7) The Graduate Prize in Philosophy awarded to Stuart M. Brown, jr. for an essay "A Criticism and Comparison of the Empirical Methods of Alexander, Dewey, and Wittgenstein."

(8) The Bess Berlow Cohan Prize to Herbert N. Gottesman, Arts '39.

The last named prize has been newly established by gift of Mr. Max J. Cohan of New York City and has a value of \$100 annually. It will be given to the senior who makes the best record in a combined study of the Classics and English and will be awarded in the Department of the Comparative Study of Literature during the tenure of Professor Cooper.

The Faculty then turned to reports of committees. For the Committee on University Policy Professor Cushman presented the following report in the matter of the scheduling of public events, noting that the proposed plan does not differ greatly from that originally suggested by the Committee on Music (see minutes for October 12):

1. That there be a standing committee of the Faculty composed of three members to be appointed by the President with the Secretary of the University to serve as executive secretary, this committee to have full power with respect to the scheduling of public events---not merely paid events.

2. It is to be understood that responsibility for granting permission for the holding of public events shall remain as heretofore, the new committee to have power only over the time to be assigned in the calendar.

3. It is to be recognized that the schedules of athletic events must be fixed far in advance and that they will not come under the power of the new committee. It is suggested that the Athletic Board report all schedules and changes in schedules to the University Secretary as early as possible.

Professor Cushman moved adoption of the committee's proposal and the motion was carried by a voice vote.

In behalf of the Committee on Student Conduct and with the approval of the Committee on Traffic Control, Professor Richard Robinson presented the following resolution and moved its adoption:

That the Faculty recommend to the Board of Trustees that students permitted by the University to maintain or operate motor vehicles in Tompkins County, under the existing rules, be required to carry public liability insurance against property damage and personal injury for the standard minima of 5-5-10.

The Professor of Botany, Professor Petry, moved that the resolution be referred to the Committee on University Policy for consideration and report. After some discussion he withdrew this motion and moved

that the resolution lie over till the first meeting of the Faculty in the fall when it should be a special order of the day. This motion was defeated by a vote of 33 ayes to 34 noes. After further debate the motion as originally made was put to a vote and carried on show of hands.

For the Committee on Prizes its chairman, Professor Bishop, reported that it was feared some difficulty might be encountered in the proposal to change the terms of competition for the Charles Lathrop Pack Foundation Forestry Prize, and that the Professor of Forestry, Professor Recknagel, has asked that consideration of the matter be postponed till the heir of the donor of the prize can be consulted. Professor Bishop reported that the Committee on Award of the Messenger Prize would like to set limits to the length of essays submitted. His motion that such essays be restricted hereafter to a maximum of ten thousand words was carried by a voice vote.

Under the head of motions and resolutions, the Professor of Physics, Professor Richtmyer, moved:

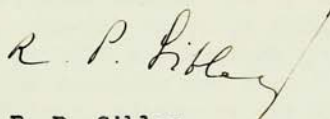
That the President be requested to appoint a special committee to study and to present recommendations concerning the salaries, duties, and credit for residence in the Graduate School of those teaching and research assistants and instructors who are registered as graduate students during their several appointments; it being understood (1) that the committee shall be free to consider such other matters as in its judgment are related to this general question and (2) that the purpose of the

study shall be to secure a somewhat greater degree of uniformity throughout the University than exists at present.

The motion was carried without debate.

The Professor of Physical Education, Professor Young, moved that freshmen hereafter be prohibited from operating automobiles in Ithaca unless they can give the Committee on Traffic Control satisfactory reasons for their being excepted from the rule. The motion was not seconded.

The Faculty adjourned at 5:30 p.m.

A handwritten signature in cursive script, reading "R. P. Sibley", with a long, sweeping flourish extending to the right.

R. P. Sibley
Secretary

MINUTE ON THE RETIREMENT OF PROFESSOR OLAF M. BRAUNER

Olaf M. Brauner was born in Oslo, Norway, on February 9, 1869. He came to Boston, Massachusetts, in October, 1882. He began his formal art education in the Massachusetts Normal Art School, serving there as Assistant Instructor for three years before obtaining his degree in 1892. Awarded a scholarship in the School of Drawing and Painting in the Boston Museum of Fine Arts, he was concurrently a student and an Assistant Instructor.

In February, 1895, Mr. Brauner came to Cornell, as Instructor in the Art Department of Sibley College. He was then asked to establish the Art Department within the College of Architecture, and in that position he remained for forty-three years.

With the active encouragement and aid of President Schurman, Mr. Brauner inaugurated a series of annual exhibitions of works by the foremost American artists. These were held, until 1917, in Goldwin Smith Hall.

Mr. Brauner has exhibited in all the leading galleries and art museums of this country. In 1913 he was invited to show his work in the International Exhibition in Ghent. In 1916 he held, by invitation, one-man shows in Milwaukee, Indianapolis, and Detroit. In 1919 a committee composed of James Townsend, editor of "The American Art News," Christian Brinton, critic, and W. H. Nelson, editor of the "International Studio," asked him to be one of thirty painters chosen to represent the best contemporary work in American landscape. This exhibition was held in the Reinhardt Galleries, in New York.

His work in various media has a wide distribution. He has bas-reliefs in the Girls' High School, Boston, in the St. Botolph Club, Boston, in Steinway Hall, New York. In sculpture, he is represented by the Dane Memorial, in bronze, in Walnut Hill, Brookline, Massachusetts, by two bronze fountains in Seal Harbor, Maine, and by the War Memorial in the Kappa Sigma House, Ithaca.

His portraits in oils may be seen in Amherst College, in the Union of the University of Michigan, in the Kimball Library, Randolph, Connecticut, in Cornell University, in Oslo and Hamar, Norway, and in Holsteinborg, Denmark.

He is represented further by a large altar piece in the Norwegian Lutheran Church in Chicago, by a picture in the Norske Club, Chicago, and by a landscape in the Vanderpoel Memorial Gallery, Chicago. Many of his portraits and landscapes are preserved in private collections in Boston, Chicago, New York, Philadelphia, Washington, Spokane, Denver, Pasadena, Portsmouth, N. H., and elsewhere.

Mr. Brauner has happily combined his unusually rich, versatile, and successful artistic life with his professional and executive duties. The record of his life at Cornell, lacking only a little of a half century, is practically the record of art education in this University. Most of the artists and architects who have been trained at Cornell have borne, to some degree, his mark. All of them keep an exceptional regard for him as a teacher, and affection for him as a friend. Not the least of Mr. Brauner's qualities is his genius for friendship.

Mr. Brauner retired from active duty, to become Professor Emeritus, on February 9, 1939. His retirement brings to a close an epoch in the history of art at Cornell.

MINUTE ON THE RETIREMENT OF PROFESSOR E. M. CHAMOT

The retirement of Emile Monnin Chamot gives occasion for us to recall his forty years' service to the University, to the science and art of chemistry, and to the community.

At one time or another he gave instruction in almost all divisions of chemistry, and this experience contributed notably to his grasp of the educational and administrative problems of the Department. His wise counsel and high standards were of continual value to his colleagues and to his students during the expansion of chemistry at Cornell, and his experience and energy were extensively employed in the planning, construction, and equipping of the Baker Laboratory.

Chamot's exceptional breadth of training and interests, extending into biological and other allied sciences, accounts for his realization of the necessity for novel methods of attacking complex and border-line problems. His senior and

doctoral theses gave him an introduction to the use of the microscope and spectroscope, and other optical instruments in chemical work, which he was later to develop and foster as his special field. Forensic and sanitary chemistry occupied much of his time, and enabled him to give priceless and untiring aid in establishing safe water supplies for Ithaca and for the University, and in improving various methods and procedures for public health.

During the World War Chamot served as Consultant to the Chemical Warfare Service and the Ordnance Department, applying microscopical methods to testing and control in ammunition manufacture.

Chamot is most widely known as the pioneer exponent of chemical microscopy, both as a teacher of students in chemistry and other sciences, and as an author whose work is recognized as the standard compendium of the subject among chemists throughout the world. The wide and increasing application of microscopy in chemical research and technology is largely due to his enthusiastic efforts and convincing example.

A versatile and ingenious investigator, a rigorous and stimulating teacher, a giver of illuminating advice and generous collaboration, Chamot has long enjoyed the respect and regard of his students and colleagues. We can add little to the recognition his services have already won, nor need we feel that these services are ended. We can only convey to him the appreciation of the University for his past contributions, and our wishes for long and pleasant continuance of the work, the counsel, and the study that have been so valued a part of his life.

11 October, 1939
Boardman Hall
Room C

In the absence of the President, the meeting was called to order by the Dean at 4:15 p. m. The minutes of the session of June 14 were read and approved.

The Dean made formal announcement of the death, since the last meeting, of Nathaniel Schmidt, Professor of Semitic Languages and Literatures, and Oriental History, Emeritus, and of Professor Max Adams Shepard, Assistant Professor of Government. The Faculty rose in respect for the memory of these colleagues. The President will appoint committees to draft memorial statements for publication later.

The Dean noted the following retirements from active service:

Vladimir Karapetoff, Professor of Electrical Engineering, retired on June 30, 1939, at the age of sixty-three. Professor Karapetoff came to the University in 1904 as Assistant Professor of Experimental Engineering, with special reference to Electrical Engineering. He became Professor of Experimental Engineering in 1908, and in 1909, Professor of Electrical Engineering. On April 29, 1939, the Board of Trustees elected him Professor of Engineering Emeritus.

Heinrich Ries, Professor of Geology, retired on June 30, 1939, at the age of sixty-eight. Professor Ries became Instructor in Economic Geology in 1898, and in 1902 was made Assistant Professor of Economic Geology. He was promoted as Professor of

Economic Geology in 1906. From 1914 until 1939, he served as Professor of Geology and Chairman of the Department of Geology. On June 19, 1939, the Board of Trustees elected Professor Ries Professor of Geology Emeritus.

Edward Albert White, Professor of Floriculture and Ornamental Horticulture, retired on June 30, 1939. Professor White joined the Faculty of the University in 1913 as Professor of Floriculture and Ornamental Horticulture and Chairman of the Department of Floriculture and Ornamental Horticulture, and served in that capacity until his retirement. On April 28, 1939, the Board of Trustees elected him Professor of Floriculture Emeritus.

In this connection the Dean explained why the pamphlet in which memorial statements concerning deceased members are hereafter to be published and why the annual pamphlet including General Legislation of the University Faculty and Extracts From Its Records are not yet ready for distribution to the Faculty.

The Dean noted the receipt of a communication, dated June 19, from the Board of Trustees and a communication, dated September 16, from the Committee on General Administration of the Board of Trustees, both referring to the recommendation of the University Faculty that students permitted by the University to maintain motor vehicles in Tompkins County, under the existing rules, be required to carry public liability insurance against property damage and personal injury for the standard minima 5-5-10. The gist of the letter from the Committee on General Administration was that the recommendation

of the Faculty, with certain modifications, will be recommended to the Board of Trustees for adoption provided the Student Council favors the requirement.

The Dean read the following list of appointments by the President to standing committees of the University Faculty, the terms in each instance beginning on November 1.

Committee on University Lectures:

C. M. McCay to succeed himself
 Richard Robinson to replace F. H. Bosworth, on leave (1 year)
 G. H. Sabine, Chairman

Committee on Student Conduct:

L. A. Burckmyer to succeed A. C. Davis, term expired
 J. C. Adams to succeed Richard Robinson, term expired
 H. B. Meek to succeed F. H. Randolph, term expired
 R. H. Wagner to replace for the year, F. S. Freeman, on leave
 G. E. Peabody, Chairman

Committee on Student Activities:

Edwin Nungezer to succeed H. A. Wichelns, term expired
 D. B. Hand to succeed A. L. Winsor, term expired
 P. W. Gates to replace M. A. Shepard, deceased (until 1941)
 R. Y. Thatcher, Chairman

Committee on Entrance Credits and Relations with Secondary Schools:

S. S. Garrett to succeed C. L. Walker, term expired

Committee on Undergraduate Scholarships:

M. S. Kendrick to succeed himself

Committee on Calendar:

C. N. Stark to succeed C. H. Guise, term expired
 H. L. Reed to succeed R. P. Agnew, term expired
 M. G. Fincher to succeed H. H. Dukes, term expired

Committee on Prizes:

Harry Caplan to succeed M. G. Bishop, term expired
 C. L. Walker, Chairman

Committee on Music:

J. R. Johnson to succeed W. A. Hurwitz, term expired

Committee on Scheduling of Public Events:

Professor Paul Weaver for a term of three years
 Professor Walter H. Stainton for a term of two years
 Professor A. L. Winsor for a term of one year
 The Secretary of the University as ex officio Executive Secretary

The President has also nominated Professor G. W. Cunningham to the Administrative Board of the Summer Session in place of Professor O. D. von Engeln, term expired, and Professor F. A. Southard, jr., to succeed himself on the Library Council. Professor F. K. Richtmyer was reappointed by the President on July 1 to membership in the Board of Editors for the University Press.

The Faculty then turned to the special order of the day, namely, election of a committee to nominate candidates for membership in the Committee on University Policy and for the position of Faculty Representative on the Board of Trustees. (Professor Stevens's term as Representative in the Board of Trustees expires on January 1, 1940, and Professor Papish's term in the Committee on University Policy at the same time.) As chairman of last year's Committee on Nominations, Professor O'Leary reported the following nominations for this year's committee: Professors W. B. Carver, R. F. Chamberlain, R. S. Stevens, and R. H. Wagner, with Professor H. B. Meek of last year's committee as chairman. No nominations were presented from the floor and on motion of the Professor of English, Professor Monroe, the report was adopted. The Dean observed

that under legislation adopted last November the committee thus elected must propose candidates for membership in the Council on Physical Education and Athletics as well as for the Committee on University Policy and for membership in the Board of Trustees. Professor F. H. Marcham's term of office on the Council expires January 1, 1940.

There were no reports of committees. Under the head of general communications the Secretary presented the request of Mr. Harry Grant Matthews that the distinction of War Alumnus be given him. It appears that Mr. Matthews received a leave of absence on February 17, 1917, at which time he was credited with ninety-five hours towards his degree from the College of Engineering. He enlisted in the army on May 15, 1917, and was honorably discharged from military service on December 30, 1918. On the Secretary's motion the Faculty voted to recommend to the Board of Trustees that the distinction of War Alumnus be conferred on Mr. Matthews.

The Professor of Economics, Emeritus, Professor Willcox, explained why and how he expects to poll members of the instructing staff on the question of repealing the present so-called Neutrality Law.

The Faculty adjourned at 4:48 p. m.

R. P. Sibley
R. P. Sibley,
Secretary

Addendum: The Group of Science met after the adjournment of the Faculty and reelected Professor R. C. Gibbs to membership in the Heckscher Research Council for a term of four years beginning November 1.

MINUTE ON THE RETIREMENT OF PROFESSOR PAUL MARTYN LINCOLN

On February 1, 1939, Paul Martyn Lincoln retired from Directorship of the School of Electrical Engineering after a period of service of seventeen years.

He was born in Morwood, Michigan, on January 1, 1870, and received his early education in the middle west. Ohio State University granted him the degree of Mechanical Engineer (in Electrical Engineering) in 1892. After a short period of employment with the Westinghouse Company he was called by the Niagara Falls Power Company to be its operating superintendent, and the high voltage transmission line between Niagara Falls and Buffalo was erected and put into operation under his supervision. He was directly responsible for the solution of many of the problems in this undertaking and much of the credit for the success of the Niagara System and the great advances made in Electrical Engineering are directly due to his inventive genius and engineering skill. In 1902 he returned to the Westinghouse Company to become later head of the Electric Power Division. In 1919 he joined his brother in the Lincoln Electric Company, retaining this association until coming to Cornell in 1922.

Always keenly interested in his fellow engineers, he has been active in the development of the American Institute of Electrical Engineers. After serving as chairman of a number of important committees, he was awarded the high honor of election to the Presidency of the Institute, serving in this capacity during 1914 and 1915. In 1933 his alma mater, Ohio State, awarded him the honorary degree of Doctor of Engineering.

For many years his special interest has been in devices for measuring electrical energy, and many patents have been issued to him for improvements in these devices. His retirement has allowed him to devote his entire energies to the further development of metering equipment, and under his direction and guidance several of his more recent inventions are being manufactured in a local factory.

The College of Engineering thus is particularly fortunate in being able to continue to avail itself of his technical and engineering advice, and his colleagues take this occasion to wish him many happy and prosperous years in his new venture.

8 November, 1939
Boardman Hall
Room C

The meeting was called to order by the President at 4:15 p. m. The President referred feelingly to the sudden and unexpected death, last evening, of Floyd Karker Richtmyer, Professor of Physics and Dean of the Graduate School. The Faculty rose in respect for his memory.

The minutes for the session of October 11 were read and approved. The President remarked that the matter of compulsory insurance for students' automobiles, mentioned in the minutes, was in abeyance, the Student Council having approved the plan provided it be made to apply also to graduate students and members of the faculty.

The Dean reported the appointment by the President of Professor Laistner, chairman, and Professors Caplan and Bretz as a committee to draft resolutions on the death of Professor Schmidt; and of Professor Marcham, chairman, and Professors Briggs and Woodward to draft resolutions on the death of Professor Shepard.

The Faculty then turned to the special order of the day, namely, the report of the Committee on Nominations. As chairman of that Committee, Professor Meek reported the following nominations:


For Faculty Representative on the Board of Trustees
John Robert Bangs, jr.
George Holland Sabine

For Member of the Committee on University Policy
Gustavus Watts Cunningham
Mary Frances Henry
George Jarvis Thompson

For Membership on the Committee on Physical Education
and Athletics
William Hursh Farnham
Frederick George Marcham

Nominations from the floor were invited but none were offered,
and on motion the nominations reported by the Committee were
accepted for reference to the Committee on Elections.

No other business was brought up and on motion the
Faculty adjourned at 4:37 p. m.


R. P. Sibley
Secretary

17 January, 1940
Boardman Hall
Room C

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of November 8 were read and approved.

The President spoke with deep feeling of Livingston Farrand, fourth President of the University, who died on the day of the last Faculty meeting. The President noted that a memorial meeting for Doctor Farrand will be held at the Academy of Medicine in New York City on Tuesday, January 30; he hoped some members of the University Faculty might be able to attend it. In due course he will appoint a committee to draft resolutions.

Under the head of communications the Dean noted the President's appointment of Professor J. G. Kirkwood to the Committee on University Lectures in place of Professor G. B. Upton, resigned, and the President's appointment of Professors B. S. Monroe, O. F. Curtis, and C. C. Murdock, chairman, as a committee to draft resolutions on the death of Professor Richtmyer. At the request of the President the two following resolutions on the death of Dean Richtmyer were read. The first was adopted by the Conference of Inter-American Relations in the Field of Education, the second by the Council

of the American Physical Society.

"Scholarship has lost one of its eminent advocates in the death of Dean Floyd K. Richtmyer. He was one of the leading physicists of the United States and was recognized as an international authority in the domain of x-ray. His investigations were of great service in extending the use of x-ray in medicine, and for his conspicuous contributions in this field he was awarded the Levy Medal by the Franklin Institute in 1929.

"Dean Richtmyer was a member of the faculty of Cornell University from 1904 and Dean of the Graduate School from 1931. He was one of America's eminent scientists whose scholarly achievements and wide interests have contributed much in promoting the growth of the research capacity of the country in its broad educational aspects. He was a member of the principal scientific organizations in his field of science and had been honored by the presidency of several of them. In recognition also of his outstanding position in research he was elected to become a member of the National Academy of Arts and Sciences.

"The Conference on Education, called by the Division of Cultural Relations of the Department of State, in whose discussions he was to have taken a prominent part, wishes to place upon its records an expression of the deep sense of loss that it feels in the passing of Dean Richtmyer."

"RESOLVED: That in sorrow the Council of the American Physical Society records in its Minutes the great loss to this Society, as to many other scientific bodies, in the death on November 7, 1939, of Floyd Karker Richtmyer, Professor of Physics in Cornell University for many years and Dean of the Graduate School since 1931. The official position that Mr. Richtmyer held in this Society, as a member of its Council, 1934-1936, as one of its Board of Editors, 1929-1931, as its Vice-President in 1935 and as its President in 1936

were used by him as opportunities for wise and forward looking service to the Society. But to record only his service in these offices would fall far short of revealing the extent to which his wisdom, his skill in planning and negotiation, his unfailing zeal and devotion to high standards have been availed of by the Society through many years. Officially and unofficially he has been a representative of the American Physical Society on many committees and in many scientific enterprises among which especial mention may be made of The National Research Council and The American Institute of Physics.

"As a member and a fellow of this Society, a contributor of papers at its meetings and in its journals, a physicist of broad outlook and sympathies, interested in research, in the applications of physics to useful ends, and in the teaching of physics, and as a friend of each of us, no less than a distinguished former president of this Society, the members of this Council honor the life of our colleague which at its prime has been so suddenly ended."

The President observed that he would like to make an informal communication of his own to the Faculty - a matter relating to a report soon to be made to the Board of Trustees by a sub-committee. This sub-committee will recommend, in effect, that a board on student health and hygiene be created with an organization parallel to that of the Council on Physical Education and Athletics, the membership including trustees, members of the faculty, and students. This new board or council would have supervision of the program for student health; its responsibilities would include general oversight of the Infirmary. Its other duties would include those formerly resting in the moribund Committee on Hygiene and Preventive Medicine. The President asked whether this

was a matter which the Faculty would like to have referred to it for consideration before definitive action is taken. The Professor of English, Professor Monroe, moved that the Faculty express its approval of the project as outlined by the President. The President then commented on the election of the three faculty members on the proposed board; how are they to be elected, this year? The Professor of Economic Entomology, Professor Matheson, moved as amendment that the President appoint the three members without prejudice to their subsequent election, the appointments to be staggered for terms of one, two, and three years. Professor Monroe accepted the amendment as part of the original motion which was then put to a vote and carried without dissent.

The Dean reported that 364 valid ballots were cast in the recent election, besides three which were invalidated as not received at the time set for closing the polls. Professor G. H. Sabine was elected Faculty Representative in the Board of Trustees; Professor G. J. Thompson was elected to membership on the Committee on University Policy; Professor F. G. Marcham was reelected to membership in the Council on Physical Education and Athletics. The term of each began on January 1, 1940; Professors Sabine and Thompson were elected for a term of five years each, Professor Marcham for a term of three years.

Under the head of unfinished business the Dean made an informal report of progress from the Committee on University Policy; on the recommendation from the Faculties of Agriculture and Home Economics that members of the extension staffs of

those two colleges be made members of the University Faculty, the Committee seems at present inclined to recommend that full membership in the Faculties of Agriculture and Home Economics be granted to members of their respective extension staffs, and non-voting membership in the University Faculty. Similarly, non-voting membership in the University Faculty might probably be recommended for members of the faculty of the Cornell Medical College in New York City, and of the Chiefs in Research (with title of Professor) and the Associates in Research (with title of Assistant Professor), all of the New York State Experiment Station and now resident at Geneva. He remarked that the Trustees have recently been revising the Faculty list; he would welcome any suggestions from the Faculty before the next meeting of the Committee on Tuesday (January 23).

Since the date set by the calendar for the February meeting of the Faculty would fall in Farm and Home Week, the Dean moved that the meeting be held one week later, on February 21. The motion was carried without objection.

The Faculty adjourned at 4:50 p. m.

R. P. Sibley
R. P. Sibley
Secretary

21 February, 1940
Boardman Hall
Room C

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of January 17 were read and approved.

The President made formal announcement of the death on January 25, 1940, of Millard Clayton Ernsberger, Professor of Heat-Power Engineering, Emeritus. The Faculty rose in respect for their dead colleague.

A communication from the President announced the appointment of Mr. Woodford Patterson, Professor Dwight Sanderson, and Professor Morris G. Bishop, chairman, as a committee to draft resolutions on the death of Dr. Farrand.

Under the head of reports of committees, the Professor of Law and Dean of the Law School, Professor Stevens, brought in from the Committee on University Policy a recommendation concerning membership in the University Faculty and in the separate college and school faculties. Copies of the Committee's recommendations had been sent to the Faculty with the call for the meeting. Professor Stevens gave an account of the origin of the recommendation; he noted that the Faculty of the College of Agriculture has approved the Committee's recommendations as they concern the membership of that faculty; the Faculty of Home Economics has approved the provision by which members of

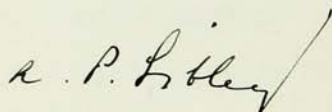
the extension staff of that college become members of the faculty of the college, but recommends further that voting membership in the University Faculty be extended to these members of the extension staff. In conclusion, Professor Stevens moved adoption of the Committee's recommendations. In reply to an objection by the Dean of the College of Engineering, Professor Hollister, Professor Stevens explained that the provision on page 3 of the report---"Any college or school faculty may elect other persons to its membership subject to approval by the Board of Trustees"---would insure membership in the Faculty of the College of Engineering for professors, associate professors, or assistant professors of military science and tactics whom that College might invite to become members. The President suggested two changes in the report and gave his reasons for desiring these changes. (1) For "and the Director of the Experiment Station in the Colleges of Agriculture and Home Economics" (page 1) he would substitute "and the Directors of the Experiment Stations at Ithaca."

(2) In line 15, page 2, he would interpolate the words "who serve part-time" after the words "Faculty of Medicine." By this latter provision voting membership in the University Faculty would be continued for full-time members of the Faculty of the Cornell Medical College. Professor Stevens accepted these alterations, and without objection they were incorporated in the report, adoption of which for reference to the Board

of Trustees was then put to a vote and carried viva voce.

For a committee on scholastic and aptitude testing, the Assistant Professor of Rural Education, Professor Bayne, presented a recommendation that all undergraduates registering in the University for the first time be required to take a scholastic aptitude test given in the University, and that this test be given, each year, on one of the days set aside for registration in September. Professor Bayne pointed out that the recommendation asked for little more than is already established by practice in the several colleges. It would provide for giving the test at one time, not at several times, as was done this year; moreover, the date proposed is earlier than has hitherto seemed practicable. Professor Bayne moved adoption of the committee's recommendation and the motion was carried by a voice vote.

The Faculty adjourned at 5:05 p. m.

A handwritten signature in cursive script, reading "R. P. Sibley", followed by a long, sweeping diagonal stroke.

R. P. Sibley
Secretary

Proposed amendment of Article IV of the University Statutes enacted October 21, 1939.

Material which it is proposed to omit is in brackets, and material to be added is underlined.

No change is suggested for sections 1, 2, 3c, and 3d.

Article IV. The Faculties

- 1.
- 2.
3. These faculties shall be constituted, and the powers herein conferred shall be distributed among them, as follows:

(a) The University Faculty. The University Faculty shall consist of the President of the University, who shall be ex officio the presiding officer; the Dean of the University Faculty; the deans, directors, professors, associate professors, [and] assistant professors, chiefs in research, and associates in research who are members of the above named separate faculties; emeritus professors; the Librarian, the Associate Librarian [and the assistant librarians] in the University Library; [the emeritus librarians]; the Secretary of the University, the Registrar, the Director of Admissions, the Counselor of Students, the Dean of Women, the Director of Resident Instruction, the Director of Extension [Service], and the and the Directors of the Experiment Stations at Ithaca ~~Director of the Experiment Station in the Colleges of Agriculture and Home Economics~~, the Directors of

[, and Chiefs and Associates in Research in the Experiment Stations,] the State Agricultural Experiment Station at Geneva, N. Y., the Director of Physical Education and Athletics [.] , and the Alumni Secretary. The professors, associate professors , and assistant professors whom the University may appoint in the Departments of (1) Military Science and Tactics, (2) Physical Education and Athletics, and (3) Hygiene and Preventive Medicine shall not be members of any separate college or school faculty but shall be members of the University Faculty. Provided, however, that the following shall be non-voting members of the University Faculty: the professors, associate professors, and assistant professors of the Faculty of Medicine; the chiefs and associates in research in the State Experiment Station at Geneva, N. Y.; extension professors, extension associate professors, extension assistant professors; and the Alumni Secretary. The University Faculty may elect other persons to its membership subject to approval by the Board of Trustees.

(Remainder of section 3(a) unchanged.)

- (b) The Separate College and School Faculties. Each college or school faculty, except that of the Graduate School, shall be composed of the President, who shall be ex officio the presiding officer, the Dean, [or] the Director s, and all professors, associate professors, assistant professors, and instructors

[who give instruction to regular students] in the department or departments under the charge of that faculty [, or to graduate students in the corresponding division of the Graduate School]; but instructors shall not have the right to vote until after four years of service as such, here or in an institution of equal standing. [The Director of Resident Instruction, the Director of Extension Service and the Director of the Experiment Station in the Colleges of Agriculture and Home Economics shall be members of the Faculties of Agriculture and Home Economics.] The Director of and chiefs and associates in research at the State Experiment Station at Geneva, N. Y. and the Librarian of the College of Agriculture shall be [a] member s of the Faculty of Agriculture [but not a member of the University Faculty]. Any college or school faculty may elect other persons to its membership subject to approval by the Board of Trustees.

(c)

(d)

Proposed revision of Faculty membership

A proposed addition is underlined----* A proposed reduction is in parentheses----(*)	University Faculty		Separate Faculties	
	Vot- ing	Non- vot- ing	Vot- ing	Non- vot- ing
President of the University	*		*	
Dean of the University Faculty	*			
Dean of the Faculty of Medicine	*		*	
Deans of other separate faculties	*		*	
Directors	*		*	
Directors of the Geneva Experiment Station	*		*	
Emeritus professors	*			
University Librarian	*			
Associate Librarian	*			
Assistant Librarians	(*)			
Librarian, College of Agriculture			*	
Emeritus Librarians	(*)			
Secretary of the University	*			
University Registrar	*			
Director of Admissions	*			
Dean of Women	*			
Counselor of Students	*			
Directors of Resident Instruction, Research, and Extension in Agriculture and Home Economics	*		*	
Director of Physical Education and Athletics	*			
Alumni Secretary		*		
Professors, associate professors, assistant professors of the separate faculties at Ithaca, not in extension service	*		*	
Extension professors, associate professors, and assistant professors		*	*	
Chiefs and associates in research at Geneva Experiment Station	(*)	*	*	
Professors, associate professors, and as- sistant professors in the Medical College	(*)	*	*	
Professors, associate professors, and as- sistant professors in Military Science	*			
Professors, associate professors, and as- sistant professors in Physical Education	*			
Professors, associate professors, and as- sistant professors in Hygiene	*			
Instructors of less than four years standing			*	*
Instructors of four years standing				
Persons elected by the faculties subject to approval of the Board of Trustees	*	*	*	*

This was amended as noted in the minutes.

8 May, 1940
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of February 21 were read and approved.

The President made announcement of the death on March 11, 1940, of John Henry Tanner, Professor of Mathematics, Emeritus. The Faculty rose in respect for the memory of their colleague.

Communications were transmitted from the President announcing the following appointments to committees to award prizes:

The Luana L. Messenger Memorial Prize

Professor Carl Stephenson, chairman; Professors P. T. Homan, R. L. Sharp

The Sampson Fine Arts Prize

Professor F. O. Waagé, chairman; Professors R. W. Church, K. L. Washburn

The Barnes Shakespeare Prize

Professor W. M. Sale, chairman; Professors H. W. V. Lange, H. R. Smart

The J. G. White Spanish Prize

Professor G. I. Dale, chairman; Professors Lewis Knudson, M. G. Bishop

The Sherman Bennett Prize

Professor P. M. O'Leary, chairman; Professors R. H. Wagner, Knight Biggerstaff

The Guilford Essay Prize

Professor R. C. Bald, chairman; Professors G. I. Dale, Richard Robinson

The Forbes Heermans Prize in Playwriting

Professor W. H. French, chairman; Professors A. M. Drummond, Harry Caplan

The Charles Lathrop Pack Foundation Forestry Prize

Professor R. S. Hosmer, chairman; Professors Bristow
Adams, G. A. Everett

Further communications from the President announced the appointment of Professors F. O. Ellenwood, C. D. Albert, and W. N. Barnard as a committee to draft resolutions on the death of Professor Emeritus M. C. Ernsberger, with Professor Ellenwood as chairman; and of Professors F. G. Marcham and J. N. Goodier to serve on the University Library Board in this term, during the absence on leave of Professors M. L. W. Laistner and W. L. Conwell.

Reports on the award of prizes were received as follows:

The Fuertes Memorial Contest in Public Speaking

First prize - James Gerard McKearin, EE '40
Second prize - Charles William Lake, MR '41
Third prize - Frank Emery Hutchison, ME '41

The Charles Lathrop Pack Foundation Forestry Prize

Ralph Resnick, Agr '40

The Guilford Essay Prize

Paul W. Leighton, CE '42

The Special Heermans Prize for One-Act Plays on a
New York State Theme

First prize - Lauren Robert Williams, Grad
Second prize - Julia Eaton, Grad
Third prize - Peter Kuchmy, Grad

The Sherman Bennett Prize

No award

Communications from the Secretary of the University Board of Trustees announced the discontinuance of the infantry unit in the University ROTC with the completion of the work of those students now registered in that unit, this action being taken by the Board with the concurrence of the Federal War Department; also the establishment of a Board on Student Health and Hygiene to operate

under the following statute:

"1. There shall be a Board on Student Health and Hygiene which, subject to the authority of the Board of Trustees and the President, shall be responsible for the policies and the administration of the program of student health service and hygiene.

"2. The Board shall consist of the Director of Student Health Service, who shall serve as Chairman, the President and Treasurer of the University, and the Dean of the Medical College, all ex officio; three members of the University Faculty chosen for three year terms in such manner as the Faculty may prescribe, except that the first three members shall be chosen for one, two, and three year terms respectively; three trustees appointed annually by the Board of Trustees; and three students to be chosen in such manner and for such terms as may be determined by the President.

"3. It shall be the duty of the Board on Student Health and Hygiene (1) to exercise general supervision of the University Infirmary and the Medical Advisory Offices, and (2) to deliberate upon the needs of the student health and hygiene program of the University and to recommend such measures as are deemed necessary for its improvement.

"4. In all matters relating to curriculum of the Department of Hygiene and Preventive Medicine and student leaves of absence on medical excuses, sole authority shall reside in a sub-committee of the Board, which shall consist of the Chairman, the President, and the Faculty members of the Board."

The President referred to the action of the University Faculty at its meeting on January 17 when it asked the President to make the initial appointment of Faculty members to the Board on Student Health and Hygiene in case such a Board were established. The President stated that in accord with this action he had appointed Professor J. P. Bretz to serve to January 1, 1941, Professor W. E. Stanley to serve to January 1, 1942, and Professor J. M. Sherman to serve to January 1, 1943.

The President reported that the newly constituted Board on Student Health and Hygiene had recommended that three physicians be added to the staff of the University Infirmary so as to furnish full time resident service and that the Board of Trustees had approved this recommendation and had determined to add also the services of a full time clinician.

The following resolution was transmitted to the Faculty by the Graduate School and was referred to the Committee on University Policy:

"The faculty of the Graduate School of Education, subject to concurrent action by the faculty of the Graduate School, recommends to the University Faculty that it request the Board of Trustees to change the name of the Graduate School of Education to the School of Education."

Adjourned.

Gornelius Betten

Dean

12 June, 1940
Boardman Hall
122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of May 8 were read and approved.

Communications were transmitted from the President announcing the appointment of the following committees:

To award the Goethe Prize

Professor P. R. Pope, chairman; Professors H. W. V. Lange and James Hutton

To award the Graduate Prize in Philosophy

Professor G. W. Cunningham, chairman; Professors E. A. Burt and Richard Robinson

To draft resolutions on the death of Professor-Emeritus
J. H. Tanner

Professor W. B. Carver, chairman; Professors C. L. Durham and W. A. Hurwitz

The following awards of prizes were announced:

The Woodford Prize

Morris Krapes, Agr. '40

The Graduate Prize in Philosophy

Stuart M. Brown, jr., Grad

The Sampson Fine Arts Prize

Jason L. Seley, Arts '40

The J. G. White Prize for proficiency in English

Raul Miguel Portela, Arch '42

The Messenger Prize

Richard M. Leighton, Grad

The Goethe Prize

No award

The Bess Berlow Cohan Prize

Frances L. Page, Arts '40

The Committee on University Policy made recommendation that the following resolution received from the Graduate School of Education, concurred in by the Faculty of the Graduate School, be transmitted to the University Board of Trustees with approval, and the recommendation was adopted.

"The faculty of the Graduate School of Education, subject to concurrent action by the faculty of the Graduate School, recommends to the University Faculty that it request the Board of Trustees to change the name of the Graduate School of Education to the School of Education."

The President presented to the Faculty the resignation of Professor George H. Sabine as Faculty Representative in the Board of Trustees, the resignation having been tendered by Professor Sabine upon his appointment as Dean of the Graduate School because of his conviction that "an administrative officer should represent the Faculty only when the Faculty has expressly so decided." On motion it was voted to accept the resignation with the understanding that it shall become effective whenever a successor may be elected. It was further moved that the Committee on University Policy be asked to report on the classes of faculty membership from which faculty representatives should ordinarily be chosen. This motion was passed by a vote of 17 to 4.

Adjourned.

Cornelius Bateman

Dean

9 October, 1940
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of June 12 were read and approved.

The President made formal announcement of the death on June 22, in Ithaca, of Charles Kellogg Burdick, Professor of Law; of the death on July 21, in Ithaca, of Sidney Gonzales George, Professor of Mechanics of Engineering; of the death on September 5, in Warren, Ohio, of Benjamin Dunbar Wilson, Professor of Soil Technology; of the death on September 25, in Ithaca, of George Livingstone Hamilton, Professor of Romance Languages and Literatures. The Faculty rose out of respect for the memory of these colleagues, and the President announced that he had appointed the following committees to draft memorial resolutions:

On the death of Professor Burdick:

Dean Robert S. Stevens, Chairman, Professors
G. H. Robinson, G. J. Thompson

On the death of Professor George:

Professor F. A. Barnes, Chairman, Professors
F. J. Seery, C. L. Walker

On the death of Professor Wilson:

Professor Richard Bradfield, Chairman,
Professors H. O. Buckman, Paul Work

On the death of Professor Hamilton:

Professor Halldor Hermannsson, Chairman,
Professors Otto Kinkeldey, Morris Bishop

The President also reported the following retirements from active service with the notations which are to be made a part of the permanent records of the Faculty.

Charles Love Durham, John Wendell Anderson Professor of Latin, retired on July 1, 1940. Professor Durham was appointed Instructor in Latin in 1897, was made Assistant Professor in 1901, and Professor in 1909. On April 27, 1940, he became the first incumbent of the John Wendell Anderson Professorship. He served as Secretary of the College of Arts and Sciences during the second semester of the academic year 1917-18, and the second semester of the academic year 1918-19. On June 17, 1940, the Board of Trustees elected him Professor of Latin Emeritus.

Clark Sutherland Northup, Professor of English, retired on July 1, 1940. Professor Northup became Assistant in English in 1895, Instructor in 1897, Assistant Professor in 1903, and Professor in 1919. He was for many years librarian of the Hart Memorial Library in Goldwin Smith Hall. The Board of Trustees elected him Professor of English Emeritus on June 17, 1940.

Woodford Patterson, Secretary of the University, retired on July 1, 1940. Mr. Patterson was appointed Secretary of the University and University Publisher on December 15, 1917, following a newspaper career in New York City and several years as Editor of the Cornell Alumni News. On June 17, 1940, the Board of Trustees elected him Secretary Emeritus.

Frederick Clarke Prescott, Professor of English, retired on July 1, 1940. Professor Prescott came to the University as Assistant Professor of Rhetoric in 1897. He became Assistant Professor of English in 1903 and Professor of English in 1919. On June 17, 1940, the Board of Trustees elected him Professor of English Emeritus.

Albert Edward Wells, Sibley Professor of Mechanic Arts, retired on July 1, 1940. Professor Wells came to Cornell as Foreman of Machine Shop in the Department of Mechanic Arts in 1904, and in the year following became

Superintendent of Shops. He was made Assistant Professor of Machine Construction in 1912, and Professor in 1916. In 1920, he became Sibley Professor of Mechanic Arts. On June 17, 1940, the Board of Trustees elected him Professor of Mechanic Arts Emeritus.

The President then reported the following appointments to standing committees of the University Faculty.

Committee on University Lectures:

Richard Robinson to succeed himself for a three-year term
 W. A. Lewis to succeed G. H. Sabine, term expired, for a four-year term
 G. H. Robinson to succeed Carl Stephenson, term expired, for a two-year term
 C. M. McCay, Chairman

Committee on Student Conduct:

C. D. Darling to succeed D. F. Smiley, term expired, for a four-year term

Committee on Student Activities:

J. N. Tilton to succeed C. L. Durham, term expired, for a four-year term
 R. F. Chamberlain to succeed W. M. Sawdon, term expired, for a four-year term

Committee on Entrance Credentials and Relations with Secondary Schools:

R. M. Stewart to succeed T. L. Bayne, jr., term expired, for a four-year term

Committee on Undergraduate Scholarships:

Jessie Rhulman to succeed Olga Brucher, term expired, for a four-year term
 R. H. Wagner to succeed J. E. Perry, term expired, for a four-year term

Committee on Calendar:

L. P. Wilson to succeed W. H. Farnham, term expired, for a four-year term

Committee on the Scheduling of Public Events:

D. B. Hand to succeed A. L. Winsor, term expired, for a four-year term

Committee on Drill and Physical Training:

A. C. Davis to succeed J. P. Bretz, term expired, for a four-year term

Committee on Prizes:

B. K. Northrop to succeed C. L. Walker, term expired, for a four-year term
Leland Spencer, Chairman

Committee on Music:

Laurence Pumpelly to succeed R. P. Sibley, term expired, for a four-year term

The Faculty thereupon turned to the special order of the day, namely, election of a committee to nominate candidates for membership in the Committee on University Policy, the Board on Physical Education and Athletics, the Board on Student Health and Hygiene, and for faculty representative in the Board of Trustees. In the absence of the chairman of last year's nominating committee, Professor Meek, the Dean presented that Committee's selection, consisting of Professors Walter Buckingham Carver, Chairman, Seymour Stanton Garrett, Myron Slade Kendrick, Gustavus Hill Robinson, John Neal Tilton. On motion of the Dean, the Committee as named was duly elected by voice vote.

For the Committee on University Policy, which was asked at the meeting on June 12 to consider the matter, the Dean presented a recommendation that the Faculty adopt the following declaration:

That the University Faculty, while not desiring any statutory limitation on the selection of its representatives in the Board of Trustees, declare

that it favors as general policy the selection of faculty representatives from the active members who are not at the same time administrative officers of the University.

After some discussion of the meaning of the term "administrative officers" this declaration of policy was adopted, viva voce.

The Dean then presented the following recommendations from the Committee on University Policy, all of which were adopted by voice votes:

(a) That the standing committee on Hygiene and Preventive Medicine be abolished, its functions having been assigned by statute to the Board on Student Health and Hygiene.

(b) That the standing committee on Chapel Exercises be abolished, its functions having been taken over by administrative offices.

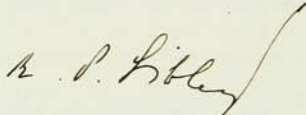
(c) That the name of the Committee on Drill and Physical Training be changed to Committee on Military Science and Physical Training.

(d) That a new standing committee on Scholastic and Aptitude Testing be established to replace the special committee which has served for some twenty years. It is proposed that there be six members and an executive secretary, and that, since the membership should probably include persons with some technical training, the committee membership be not subject to regular rotation.

The President spoke informally on a matter which, at the instance of the chairman of the Committee on Student Activities, had come up for discussion in the Deans' luncheon group. The Committee on Student Activities was confronted with the necessity of approving or disapproving certain projected student activities involving the use of University buildings

for public addresses under student sponsorship. The President reported the Deans' group had come to the conclusion that candidates for public office would not be welcome for public addresses on the campus when campaigning for office, nor should assemblies in connection with political campaigns be approved if they were to be addressed by outside speakers. Admitting it is exceedingly difficult to determine the proper policy to cover all instances, the President urged the Faculty to give careful thought to the whole matter.

The meeting adjourned at 5:10 p. m.


Secretary

13 November, 1940
Boardman Hall
Room 122

The meeting was called to order at a quarter after four o'clock by the Secretary who, in the absence of the President and the Dean, asked the Professor of Public Speaking, Professor Wichelns, to take the chair. The minutes for the session of October 9 were read and approved.

The only communication reported was from the College of Arts and Sciences announcing a change in entrance requirements. In place of the statement now printed at the bottom of page 12 of the College Announcement, which specifies that three units of English, three units of one foreign language or two units in each of two foreign languages, two units of algebra, one unit of plane geometry, and one unit of history must be presented in a total of fifteen entrance units, the College will hereafter announce:

"An applicant for admission to the College of Arts and Sciences must have completed a secondary school course giving satisfactory preparation for the work of the College. Ordinarily such a course cannot be completed in less than four years in a high school or preparatory school, representing fifteen entrance units.

"The fifteen units should, in the main, be made up of English, foreign language (ancient or modern), mathematics, science, and social studies (including history).

"Usually the number of applicants exceeds the limited number admissible. A Committee on Admis-

sions selects those to be admitted in any year after a comparative study not only of formal preparation but also of evidences bearing on each applicant's character, seriousness of purpose, and fitness to undertake the work of the College."

The Secretary noted that Arts and Sciences may very likely also require each candidate for admission to write the scholastic aptitude test of the College Entrance Examination Board and request the Board to report the result to the University Director of Admissions; if this requirement is adopted, it also will be duly reported to the University Faculty. On motion, duly seconded, formal approval was given to the change proposed by the Faculty of Arts and Sciences.

The Faculty then turned to the special order of the day.

For the Committee on Nominations, its chairman, Professor Carver, presented the following list of candidates:

For Faculty Representative on the Board of Trustees

Richard Bradfield
G. W. Cunningham
O. F. Curtis
R. C. Gibbs

For Member of the Committee on University Policy

M. G. Bishop
F. B. Hutt

For Member of the Board on Physical Education and Athletics

K. M. Dallenbach
P. M. O'Leary

For Member of the Board on Student Health and Hygiene

J. P. Bretz
Hazel Hauck

Nominations from the floor were invited; none were offered, and on motion the nominations were declared closed and the list, as prepared by the Committee, accepted for reference to the Committee on Elections.

Under the head of new business, the Professor of Physics, Professor Gibbs, offered the following resolution:

That the Committee on University Policy be requested to consider and report upon the desirability and feasibility of establishing a medical examination service for the University staff either in its entirety or for such part thereof as may be found appropriate and, if its findings are favorable to such establishment, to present a plan of organization and operation of such service suitable in form for recommendation to the Board of Trustees.

On his motion the resolution was carried by a voice vote.

The meeting adjourned at 4:35 p. m.



Secretary

11 December, 1940
Boardman Hall
Room 122

The meeting was called to order at a quarter after four o'clock by the President. The minutes for the session of November 13 were read and approved.

The President made formal announcement of the death, on November 16, at Dunkirk, New York, of Professor Fred E. Gladwin, Professor of Pomology and Chief in Research at the Agricultural Experiment Station in Geneva. The Faculty rose in respect for the memory of Professor Gladwin. The President reported that he has named Professor F. Z. Hartzell, Chief in Research, and Professor C. H. Howe, Associate in Research, both of the Agricultural Experiment Station, to draft resolutions on the death of Professor Gladwin.

The President also reported, with the following citations, the retirement from active service of Professor Flora Rose and Professor Francke Huntington Bosworth.

Flora Rose, Professor of Home Economics and Director of the New York State College of Home Economics, retired on October 15, 1940. Miss Rose was appointed Lecturer on Home Economics in 1907, and became Professor of Home Economics in 1911. When the College of Home Economics was established in 1925, Miss Rose shared with Miss Martha Van Rensselaer the title of Director. Following Miss Van Rensselaer's death in 1932, Miss Rose continued as sole director of the college. On June 17, 1940, the Board of Trustees elected her Professor of Home Economics Emeritus, effective on the date of her retirement.

Francke Huntington Bosworth, Andrew Dickson White Professor of Architecture, retired on July 1, 1940. Professor Bosworth was appointed Dean of the College of Architecture and Professor of Design in 1919, and served as dean until June 1927. In 1923 he was appointed Andrew Dickson White Professor of Architecture, and continued in that chair until his retirement. On October 26, 1940, the Board of Trustees elected him Professor of Architecture Emeritus.

The Dean reported a communication from the College of Arts and Sciences announcing that the Faculty of that College has voted to require all applicants for admission to the freshman class of the College to write the Scholastic Aptitude Test of the College Entrance Examination Board (see minutes for November 13). Though the Dean doubted that ratification by the University Faculty is required, on his motion this addition to the entrance requirements for Arts and Sciences was formally approved. The President inquired about the attitude of the other undergraduate colleges in this matter, calling to mind the recommendation on January 3, 1939, of the Committee on Educational Policy in Arts and Sciences to the Committee on University Policy that the requirement of the C.E.E.B. Scholastic Aptitude Test be adopted for admission to all the undergraduate units of the University. The Dean replied that the recommendation was duly discussed in the Committee on University Policy and that at least one college was hostile to the adoption of it. The Director of Resident Instruction in Agriculture and Home Economics, Professor A. W. Gibson, observed that the matter will shortly come before the Committee on Educational Policy

in the College of Agriculture but expressed some doubt that the tests would be of much use in selecting applicants for admission to that College.

The Faculty then turned to the special order of the day, namely, report of the Committee on Elections. For that Committee, the Dean reported that 375 votes were cast in the recent election, representing about 67% of the voting membership of the University Faculty. Before announcing the results of the election he pointed out the necessity of deciding whether the two candidates who received the highest number of votes for Faculty Representative in the Board of Trustees should each serve a full term of five years though one vacancy to be filled was caused by the retirement, after one year's service, of Professor Sabine (see minutes for June 12). After some discussion, the Dean presented the following resolution which was carried without dissent by voice vote.

That the term of service for the faculty representative receiving the highest number of votes in the election just held be extended by one year and that hereafter elections be held in November of the years ending in 0, 1, 3, 5, 6, and 8, for five-year terms beginning on the following January 1.

The Dean then reported that Professor G. W. Cunningham and Professor R. C. Gibbs have been elected Faculty Representatives in the Board of Trustees; Professor Gibbs received the higher number of votes and is therefore elected for a term of six years, and Professor Cunningham for a term of five years, both terms beginning on January 1, 1941. Professor M. G. Bishop has been

elected to membership in the Committee on University Policy for a term of five years; Professor K. M. Dallenbach to membership in the Board on Physical Education and Athletics; and Professor Hazel Hauck to membership in the Board on Student Health and Hygiene, the last two for terms of three years each, beginning January 1, 1941.

No new business was presented and the Faculty adjourned at 4:50 p. m.

R. P. Little ✓

Secretary

15 January, 1941
Boardman Hall
Room 122

The regular meeting of the University Faculty was called to order by the President at a quarter after four o'clock. The minutes for the session of December 11 were read and approved.

A communication was received announcing that the Faculty of Veterinary Medicine had voted to require for admission to the College, beginning with 1941-42, the Veterinary Student Qualifying Certificate issued by the State Department of Education, with the additional provision that one year of biology or zoology (substantially six hours) shall be included in the preliminary college year as well as the English and the Chemistry specified for the State Certificate. In this action the Veterinary College is anticipating in 1941 the State requirements which are likely to be set for the Qualifying Certificate for 1942-43. On motion, the action of the Faculty of Veterinary Medicine was approved.

A communication from the Faculty of Agriculture announced that that Faculty had rescinded all previous enactments setting requirements for admission to the four-year course in the College and had substituted the following:

"An applicant for admission to the College of Agriculture must have completed a secondary school course and must offer either A or B, as follows:

- A. Fifteen units which must include English, 4 years (3 units), and mathematics, 2 units. The remaining units must be selected from the list of acceptable subjects as published by the University.
- B. The New York State Academic Diploma in Agriculture, with the proviso that 2 units in mathematics are included.

"A committee on admissions in the College of Agriculture will review the credentials of each applicant and in making its decision will consider the nature of the subjects offered for admission and the quality of the work done in those subjects, all available indications of ability and interest for the work of the course to be undertaken in the college, and the background, experience, character, and personality of the applicant. In cases where it is considered advisable the committee may require any applicant to take the Scholastic Aptitude Test administered by the College Entrance Examination Board."

On motion, the action of the Faculty of Agriculture was approved.

A communication from the Faculty of Engineering recommended to the University Faculty:

"1. That seniors in engineering who receive a call to the Service of the U. S. in the furtherance of the National Defense, and who enter the Service in response to such call after April 21, 1941, and prior to the regular time of graduation in June, and who are in good standing at the time they enter the Service of the U. S., be recommended to the Trustees for the award of a diploma of graduation from Cornell University and further;

"2. That each case be carefully considered and recommendations be made only on the basis of a special consideration of each case."

In the discussion of this proposal it was indicated that two groups of students are chiefly concerned: those who are already enrolled as reserve officers and those who have had considerable training in aviation and who desire to take the special instruction for aviators available in a course to be given at Purdue University and beginning soon after April 21. It was voted that the recommendation of the Faculty of Engineering be referred to the Committee on University Policy with the request that the Committee formulate a general statement concerning credit to be given to students leaving the University to enter the National Defense Service, it being understood that the separate faculties shall deal with the individual cases as they arise; further, that if there are cases that need to be settled before the next meeting of the University Faculty, the special faculties shall consult with the Committee and shall then be free to take such action as seems necessary.

A communication was received asking that the designation War Alumnus be given to Charles Foster Pennock who entered the College of Arts and Sciences with the class of 1920. Mr. Pennock carried his work in the University satisfactorily during 1916-17 and into December 1917. He entered the service of the American Red Cross in France remaining in that service from January 1918 to March 1919. On motion

it was voted to award to Mr. Pennock the War Alumnus Certificate.

The Professor of Philosophy, Professor E. A. Burt, made a progress report for the special committee appointed to study the possibility of extending security of tenure to the lower ranks of the staff, and the correlative problem of maintaining at all ranks high standards of academic efficiency. Professor Burt outlined the work of the Committee and indicated the scope of the final report which it is hoped may be presented to the Faculty next autumn.

The Faculty adjourned at 5:10 p. m.

Cornelius Burt

Dean

12 March, 1941
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of January 15 were read and approved.

The Dean reported the following appointments by the President:

1. As a committee of award of the 1941 Special Heermans Prize for One-Act Plays on a New York State Theme: Professors H. W. Thompson, H. D. Albright, and A. M. Drummond, chairman.
2. As a committee of award of the Forbes Heermans Prize in Playwriting: Professors G. E. Peabody, J. C. Adams, and W. H. French, chairman.
3. As a committee of award of the Guilford Essay Prize: Professor F. G. Marcham, Dr. E. F. Bradford, and Professor H. W. Thompson, chairman.

For purposes of record the Dean noted communications received from the faculty of the College of Arts and Sciences and the faculty of the School of Education reporting the approval by these faculties of the transfer of the Department of Education from the College of Arts and Sciences to the School of Education.

The Dean commented upon the memorandum on fraternity initiations, copies of which memorandum were distributed

with the notices of the Faculty meeting. The Inter-Fraternity Council has tried to arrange that the initiations of all fraternities shall take place in the week March 16 to 22, and has asked whether the Faculty will cooperate by setting as few preliminary examinations, in that week, as may be reasonably possible. The Dean hoped the Faculty would give such consideration as it could to this somewhat belated request; he hoped that in another year the fraternities might choose for their initiations a week less liable to be used for examinations.

There being no special orders and no unfinished business, the Faculty turned to reports of committees. For the Committee on University Policy, the Dean presented the following report in a matter referred to it at the January meeting:

"At the January meeting the University Faculty requested its Committee on University Policy to draw up a general statement for the guidance of the special faculties in dealing with the requests from students who wish to leave for National Defense Services before the end of the term.

"The circumstances out of which these requests may arise can not be foreseen clearly and, in the opinion of the Committee, policy to be adopted with reference to these requests will have to be developed in the light of further experience with them. It is therefore recommended that the decisions as to the credit to be given to students leaving before the completion of the term be left to the special faculties with the understanding that no blanket

regulations be enacted but that each case be examined on its merits, and with the further restriction that the actions be reported to the Dean of the University Faculty with brief statements on the date of withdrawal, the service entered, the amount of credit given, and any other data bearing upon the urgency of the decision. It will be necessary, also, for the departments in making reports to the Registrar to indicate clearly the proportion of the term's work for which credit is allowed since, by a regulation already passed by the Board of Trustees, the amount of tuition to be paid in such cases depends upon the proportion of the credit earned."

The Dean moved that the recommendations of the Committee be approved, and it was so voted.

The Professor of Law and Dean of the Law School, Professor Stevens, announced that beginning next September the Law School hopes to operate on a three-term calendar, each term covering eleven weeks. He set forth the advantages expected from the new plan and said it has already been approved in principle by the Executive Committee of the Board of Trustees. In response to a question, the President declared that he saw no complication or difficulty for the rest of the University if the Law School operates on an independent calendar; and that he saw no reason to delay Law School action in the matter while awaiting a general University action with the necessity of which he thinks the University will probably soon be confronted. On motion of the Dean of the Law School, the Faculty there-

upon voted its approval of the proposed change in the Law School calendar. The Professor of Rural Sociology, Professor Sanderson, thereupon moved that the question of similarly reorganizing the calendar for other units of the University be referred to the Committee on University Policy for consideration and report. The Professor of Botany, Professor Petry, hoped the Committee would include among possibilities the possibility of establishing a quarter or four-term system of instruction. The Dean observed that the faculties of the several colleges should consider the matter and report their opinions to the Committee on University Policy. Professor Sanderson's motion was then put to a vote and carried without dissent.

The Dean announced that overtures have been made through the Professor of Civil Engineering and Dean of the College of Engineering, Professor Hollister, regarding the possible establishment of a Naval Reserve Officers Training Corps at Cornell. In the absence of Dean Hollister, the Professor of Philosophy and Dean of the Graduate School, Professor Sabine, moved that the Faculty request the Committee on University Policy to look into the desirability of establishing such a course here. This motion was carried.

The President spoke informally on the uncertainty and unrest to which college students, particularly the men students, are now subject in consequence of world conditions. He remarked that some institutions are setting up definite counseling services to help students make adjustment to new conditions and new demands upon them. Though he has himself seen no indications here of serious unsettlement, he thought it would be well to have some one explore the psychology of the student attitude now, and he suggested that some agency should be entrusted with the responsibility of making an investigation and consequent recommendations. The Dean moved that the President be asked to appoint a special committee of inquiry, a committee representing all colleges, to report to the Faculty on this matter. The President suggested that the committee might consider whether there is any explicit advice which should be given to students of the three lower classes about returning to college next September, and the Professor of Hotel Administration, Professor Meek, hoped that the committee would get definite and precise information about the military service to which students are, or presumably will be, liable. The Dean's motion was carried without dissent.

The meeting adjourned at 5:10 p. m.

R. P. Lilly
Secretary

16 April, 1941
Boardman Hall
Room 122

The meeting was called to order by the Dean at a quarter after four o'clock. In the absence of the President, the Dean asked the Professor of Philosophy and Dean of the Graduate School, Professor Sabine, to take the chair. The minutes of the session of March 12 were read and approved.

Under the head of communications the Dean reported the following prize awards:

The Forbes Heermans Prize in Playwriting

First Prize - Ann Nash, HE '43

Second Prize - Irving R. Merrill, Arts '41

The 1941 Special Heermans Prize for One-Act Plays
on a New York State Theme

First Prize - Frederick M. Shelley, III, Arts '42

Second Prize - Irving R. Merrill, Arts '41

The Ninety-four Memorial Prize

Herbert LeRoy Abrams, Arts '41

The Dean also reported the following appointments to the special committee authorized at the meeting on March 12 to inquire into the advisability of setting up a counseling service for students affected by national and world exigencies: Professor A. W. Gibson, chairman; Professors R. F. Chamberlain, W. H. Farnham, H. B. Meek, Peter Olafson, R. P. Sibley, J. N. Tilton, and Acting Secretary E. K. Graham.

There being no special orders and no unfinished business the Faculty turned to reports of committees. For the special committee appointed to inquire into the advisability of establish-

ing the counseling service mentioned above, its chairman, Professor Gibson, presented the following report:

"The committee appointed to inquire into the need for more adequate counseling of students, on the questions they face incidental to selective service and other phases of the national defense program, recommends that a committee be set up to:

1. Find out the questions in this area on which students are seeking counsel.
2. Use all available means to collect information that will help in answering these and similar questions.
3. Disseminate its findings among its members and to interested students.

"It is further recommended that the proposed committee shall include:

1. An executive officer.
2. Members of the faculty to whom students have been going for counsel, chosen,

One from each of the four schools of Engineering; three from each of Arts and Sciences and Agriculture; one from each of Veterinary Medicine, Architecture, Law, and Hotel Administration; and one from the Department of Military Science and Tactics, preferably the Commandant.

"Unless some addition to this report is requested, the committee believes that its duties have been discharged."

On motion, the report of the committee was accepted and the committee was discharged. The Dean explained that in order not to lose time the President had already appointed the new

committee recommended by the special committee. The new committee will consist of the following members: Professor A. W. Gibson, chairman, Professors H. S. Tyler and J. P. Hertel, all of the College of Agriculture; Professor J. N. Tilton of the College of Architecture; Professors R. P. Sibley, B. L. Rideout, and V. S. Lawrence, all of the College of Arts and Sciences; Professors R. F. Chamberlain, Carl Crandall, C. C. Winding, and S. S. Garrett, all of the College of Engineering; Professor H. B. Meek of the Department of Hotel Administration; Professor W. H. Farnham of the Law School; Professor Peter Olafson of the College of Veterinary Medicine; Mr. E. K. Graham, Acting Secretary of the University; Mr. Herbert H. Williams, Director of the University Placement Bureau; and Colonel C. I. McClure, Professor of Military Science and Tactics, and Commandant.

In the absence of its chairman, Professor Spencer, the Committee on Prizes requested, through the Dean, that the time for submitting essays in the Corson Browning Prize contest be extended to May 10 (the usual date being April 15). On motion this request was duly approved by a voice vote, it being understood that the extension is for this year only.

For the Committee on University Policy, in a matter referred to it at the meeting on March 12, the Dean introduced the following resolution and moved its adoption:

"That the University Faculty recommend to the Board of Trustees that the Navy Department be asked to establish a Naval ROTC at Cornell University."

The motion was seconded. There was considerable discussion in which the Professor of Military Science and Tactics, Colonel McClure, explained why the Army would not look with favor on the installation of a Naval ROTC at Cornell. The Professor of Botany, Professor Petry, moved that the resolution be laid on the table for one month; the Professor of Economics and Statistics, Emeritus, Professor Willcox, seconded Professor Petry's motion with the amendment, accepted by Professor Petry, that the motion be made a special order for the May meeting of the Faculty. The motion to table, thus amended, was carried by a voice vote.

The Dean referred to the Faculty a problem presented by a senior in the College of Arts and Sciences who expects to complete the academic requirements for the A. B. degree in June but who has credit for only one of the required four terms of military science and tactics. This student, who is liable to be drafted in July, avers that he can be admitted to the officers' training course in the Marine Corps if he is certified as eligible to receive his degree on completion of the academic requirements for it. After some discussion the Professor of Hotel Administration, Professor Meek, moved that the Dean be authorized to tell the student that the academic requirements being satisfied he will receive his degree when he completes six months in military service. This motion was carried.

The Director of Resident Instruction in the College of Agriculture, Professor Gibson, reported that Mr. Benjamin Adler Linden will presumably complete the requirements for both the degree B. S. and the degree D. V. M. in June. Since a University rule normally forbids the granting of two degrees at the same time, Professor Gibson moved that an exception be made and Mr. Linden be permitted to receive both degrees in June provided he completes all requirements at that time. It was so voted.

Professor Gibson also reported a change in the entrance requirements for the course in Hotel Administration, a change approved by the College of Home Economics. It will hereafter be specified that for admission to Hotel Administration an applicant must be a graduate of high school and must offer fifteen acceptable entrance units, including three units of English and two of mathematics. On the Dean's motion the Faculty approved this change.

The Faculty adjourned at 5:15 p. m.

R. P. Litley
Secretary

14 May, 1941
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the session of April 16 were read and approved. The President made formal announcement of the death, on May 4, of Joseph Ellis Trevor, Professor of Thermodynamics, Emeritus, and the Faculty rose in respect to their colleague's memory.

Under the head of communications the Dean reported the following appointments by the President:

As a committee of award of
The J. G. White Spanish Prizes

Professors M. G. Bishop, W. H. French, and
Professor G. I. Dale, chairman

As a committee of award of
The Luana L. Messenger Memorial Prize

Professors F. M. Watkins, Edwin Nungezer,
and Professor James Hutton, chairman

As a committee of award of
The Corson French Prize

Professors James Hutton, Laurence Pumpelly,
and Professor G. I. Dale, chairman

As a committee of award of
The Barnes Shakespeare Prize

Messrs. C. R. Thompson, E. C. Wilson, and
Professor Edwin Nungezer, chairman

As a committee of award of
The Sherman Bennett Prize

Professors F. F. Stephan, F. M. Watkins,
and Professor H. A. Wichelns, chairman

The Faculty then turned to the special order of the day and took up the resolution, laid on the table at the last meeting, recommending that the Board of Trustees ask the Navy Department to establish a Naval ROTC at Cornell University. This resolution the Dean presented in the following amended form:

"That the University Faculty recommend to the Board of Trustees that the Navy Department be asked to establish a Naval ROTC at Cornell University, it being understood that if such a unit is established the several colleges shall determine how much of the work of such a unit may be credited within their established requirements for graduation."

The amendment was first approved. The Dean then set forth the reasons why the Committee on University Policy approved the installation of the proposed Naval unit; the Professor of Military Science and Tactics, Colonel McClure, reiterated his objections; but after some further discussion the resolution as amended was carried by a voice vote.

As reports of committees the Dean read the following awards of prizes:

The Sherman Bennett Prize
Bruce Johnston, Arts '41

The Barnes Shakespeare Prize
No award

The Guilford Essay Prize
No award

The J. G. White Spanish Prizes
Frederick G. Schumacher, Chem. Eng. '43
Robert M. Hankin, Arts '42
Hector Raoul Elizondo, Mech. Eng. '42

The Woodford Prize

Herbert LeRoy Abrams, Arts '41

The Corson French Prize

Robert M. Hankin, Arts '42

The Fuertes Memorial Contest in Public Speaking

First prize - Robert Kaul Finn, Chem. Eng. '41

Second prize - William Wheeler Sorn, Mech. Eng. '41

Third prize - Charles William Lake, AEME '41

The Charles Lathrop Pack Foundation Forestry Prize

No award

Under the head of new business the Dean presented the following resolution adopted by the Faculty of the Graduate School on April 25:

"The Faculty of the Graduate School recommends to the University Faculty that the Board of Trustees be asked to establish the degree Master in Regional Planning (M.R.P.) to be conferred upon recommendation of the Faculty of the Graduate School."

On the Dean's motion the recommendation was voted.

The Chairman of the Department of Hygiene and Preventive Medicine, Dr. Smiley, brought from a subcommittee of the Board on Student Health and Hygiene a recommendation that the requirement of hygiene for undergraduates of the University be abolished. Dr. Smiley indicated that this recommendation was supported by three of the five members of the subcommittee, and he reviewed the arguments operative with both the majority and minority members of the subcommittee. Though himself opposed to the recommendation, Dr. Smiley moved its adoption. The motion was defeated on a show of hands.

The Faculty adjourned at 5:30 p. m.

A. P. Litley
Secretary

11 June, 1941
Boardman Hall
Room 122

The meeting was called to order by the Dean at a quarter after four o'clock. The minutes of the session of May 14 were read and approved. The Dean made formal announcement of the death on May 15 of Preserved Smith, Professor of History. The Faculty rose in respect for their colleague's memory.

In the absence of the President, the Dean asked the Professor of Philosophy, Professor Cunningham, to take the chair.

The Dean reported a communication, dated May 24, from the Executive Committee of the Board of Trustees approving and adopting the recommendation of the Faculty in the matter of the establishment of a Naval ROTC (see minutes for May 14). This report the Dean followed with a communication, dated June 2, from the Assistant Chief of the Bureau of Navigation in the Navy Department informing the President of the University that the selections for the eight new units contemplated by the Navy Department have already been made and that the application from Cornell must therefore be declined.

A communication from the President announced the appointment of Professors Schneider, Sale, and Boesche, chairman, as a committee of award of the Goethe Prize for this year. Another communication from the President appointed Professors Chamot, Kennard, and Hurwitz, chairman, as a committee to draft resolutions on the death of Professor Trevor.

The Dean reported the following awards of prizes:

The Goethe Prize

Mary Elizabeth Emerson, Arts '41

The Bess Berlow Cohan Prize

Margaret Louise Emerson, Arts '41

The Graduate Prize in Philosophy

No award

The Luana L. Messenger Prize

Stuart M. Brown, jr., Grad.

The 'Eighty-six Memorial Prize

Benjamin Suchoff, Arts '43

The Juliette MacMonnies Courant Prize

Jane G. Bach, Arts '41

Also under the head of communications the Dean reported that

"at its meeting on June 4, 1941, the Faculty of Agriculture voted to recommend to the University Faculty that it consider the advisability of shortening the vacation periods so that the University might close at an earlier date in the spring of 1942."

On motion this recommendation from the Faculty of Agriculture was referred to the Committee on University Policy for consideration and report.

There being no special order and no unfinished business, the Faculty turned to reports of committees. For the Committee on Student Conduct, its chairman, Professor Peabody, presented the recommendation of the Committee that the degree of Herman H. Pistor, Hotel '41, be withheld until February 1942 because of his misbehaviour in connection with an automobile accident. Professor Peabody's motion was duly seconded but was lost on a show of hands, 15 to 14.

For the Committee on Military Science the Dean reported the Committee's recommendations concerning a number of students, candidates for graduation this month, who have failed to complete the University requirement in military science or physical training.

These recommendations were adopted by a voice vote as follows:

Gilbert A. Captanian, degree withheld to September 1941.

Philip Cohen, degree withheld for one year after completion of academic requirements.

Donald S. Erdman, degree withheld to February 1942.

Otto Marquart, degree withheld to February 1942.

Natalie J. Murchison, degree withheld to September 1941.

Walter W. Zobel, degree withheld for one year.

As new business the Dean presented a request that the distinction of War Alumnus be awarded to Norman Herbert Long, ex-'19 Law.

The recommendation to the Trustees that this award be made was carried by a voice vote. The Dean then referred to another application for the distinction of War Alumnus on which he had found it difficult to make a decision. He reminded the Faculty that after the first World War a committee was set up to deal with such applications and he moved that the President be requested to appoint a committee of three to act with the Dean hereafter in passing on such cases and reporting its recommendations to the Faculty. It was so voted.

The Secretary of the Law School, Professor Farnham, reported on measures which the Law School has adopted for the duration of the national emergency only, establishing an eleven-weeks summer session in 1941 without cost to the University and setting up a three-term calendar for the academic year 1941-42. As a new measure the Faculty of the Law School furthermore requests

"that the University Faculty express its assent to the admission during the emergency to the first-year class in law applicants who have completed the academic work of three years in any approved college or university; and that notice of the Faculty action be communicated to the Board of Trustees with the recommendation that the Board take appropriate action to authorize this change in the requirements for admission to the Law School."

Professor Farnham announced that the President and the Executive Committee of the Board of Trustees have approved this proposal.

On Professor Farnham's motion and after some discussion, in which it was brought out that the proposal was so worded as clearly to cover students who have had three years in any undergraduate college at Cornell as well as in any other college or university, the request of the Faculty of the Law School was approved.

The Dean reported informally on recent proposals that some new organization, possibly a School, be set up in the general field of Nutrition. In conclusion he moved that the President be requested to appoint a committee of five to confer with the President and the Trustees in connection with this proposal. The Emeritus Professor of Economics and Statistics, Professor Willcox, suggested that this Committee might be empowered to act for the Faculty before the next meeting of the Faculty in October; after that date the Committee will be expected to report recommendations for action by the Faculty. The Dean's motion, with this amendment, was carried by voice vote.

The Faculty adjourned at 5:20 p. m.

R. P. Hiley

Secretary

8 October, 1941
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes for the session of June 11 were read and approved. The President made formal announcement of the death on June 30, of Chester Jermain Hunn, Assistant Professor of Ornamental Horticulture; of the death on July 8, of Edwin Hamlin Woodruff, Professor of Law Emeritus; and of the death on September 17, of Allan Cameron Fraser, Professor of Plant Breeding. The Faculty rose in respect for their colleagues' memory. He also reported the following retirements since the last meeting of the Faculty:

Carl Lotus Becker, John Wendell Anderson Professor of History, retired on July 1, 1941. Professor Becker was appointed Professor of Modern European History in 1917. In 1922, he became the second incumbent of the John Stambaugh Professorship of History, and on October 26, 1940, he became John Wendell Anderson Professor. On June 16, 1941, the Board of Trustees elected him Professor of History Emeritus.

George Louis Coleman, Instructor in Music, retired on July 1, 1941. Mr. Coleman was appointed Instructor in Music and Instructor of the band in the Department of Military Science and Tactics in 1919. On April 26, 1941, the Board of Trustees elected him Assistant Professor of Music Emeritus.

Riverda Harding Jordan, Professor of Education, retired on July 1, 1941. Professor Jordan was appointed Professor of Education in 1921. On June 16, 1941, the Board of Trustees elected him Professor of Education Emeritus.

Benjamin Freeman Kingsbury, Professor of Histology and Embryology, retired on July 1, 1941. Dr. Kingsbury was appointed Instructor in Microscopic Methods, Histology and Embryology in 1896, and in 1899 was made Assistant Professor. In 1902 he became Assistant Professor of Physiology in the Medical College, and in 1908, Professor of Histology and Embryology. Dr. Kingsbury was Secretary of the Ithaca division of the Medical College in 1907-08, and in 1916-17, and was Acting Secretary on other occasions. On June 16, 1941, the Board of Trustees elected him Professor of Histology and Embryology Emeritus.

Benton Sullivan Monroe, Professor of English and Chairman of the Department of English, retired on July 1, 1941. Professor Monroe was appointed Assistant in English in 1897, and Instructor in 1900. In 1912 he became Assistant Professor of English, and in 1931, Professor of English. In 1940 he was made Chairman of the Department of English. Professor Monroe was Secretary of the Administrative Board of the Summer Session from 1919 to 1933, Assistant Editor of University publications in 1911, and Acting Dean of the Graduate School in the summer of 1931, in the spring of 1937, and during the greater part of the academic year 1939-40. On June 16, 1941, the Board of Trustees elected him Professor of English Emeritus.

Will Miller Sawdon, Professor of Experimental Engineering, retired on July 1, 1941. Professor Sawdon was appointed Instructor in Experimental Engineering in 1904, and Assistant Professor of Mechanical Engineering in 1908. In 1919 he became Professor of Experimental Engineering. On June 16, 1941, the Board of Trustees elected him Professor of Experimental Engineering Emeritus. Professor Sawdon was recalled to active duty for the academic year 1941-42 to help with the increased load created in the College of Engineering by the current emergency.

Karl McKay Wiegand, Professor of Botany, retired on August 15, 1941. Professor Wiegand was appointed Assistant in Botany in 1894, and in 1899 was made Instructor in Botany and Assistant Curator of Phanerogamic Herbarium. In 1913 he became Professor of Botany in the New York State College of Agriculture, and in 1922 he was given membership also in the Faculty of the College of Arts and Sciences. On June 16, 1941, the Board of Trustees elected him Professor of Botany Emeritus.

The President also referred briefly to the appointment of two new Counselors of Students in conformity with a recommendation made by the University Faculty--Miss Thelma L. Brummett and Mr. Donald H. Moyer.

The President spoke at some length of the oath of allegiance required of members of the instructing staff. This oath, heretofore, might be taken before a notary public; now the State Department of Education insists that it must be taken before the President or some member of the Board of Trustees. The President has therefore arranged for a meeting to be held in Bailey Hall at 5:30 p. m., of some day yet undetermined when members of the instructing staff may take the required oath. It is hoped that virtually all will be able to attend; for persons who can not, appointments will have to be made later at the President's office.

The Dean reported the following appointments by the President:

As a committee to draft resolutions
on the death of Professor Preserved Smith
 Professor Laistner, chairman,
 Professors Becker and Sibley

As a committee to draft resolutions
on the death of Professor Hunn
 Professor R. W. Curtis, chairman,
 Professors Work and Bristow Adams

As a committee to draft resolutions
on the death of Professor Emeritus Woodruff
 Professor Stevens, chairman,
 Professors Whiteside and MacDonald

As a committee to draft resolutions
on the death of Professor Fraser
 Professor R. A. Emerson, chairman,
 Professors Guise and L. F. Randolph

Other appointments by the President were announced by the Dean:

As a committee on the award of the War Alumnus Certificate

Professor Betten, chairman,
Professors Petry, Marcham, Cage

As a committee to confer with the Trustees on the organization of a School of Nutrition

Professors Betten, G. W. Cunningham,
Gibbs, C. E. Ladd, and McCay

The Dean then read the following appointments made by the President to standing committees of the University Faculty. All appointments are for four-year terms beginning November 1.

Committee on University Lectures

C. W. Mason to succeed J. G. Kirkwood, term expired
Richard Robinson to succeed C. M. McCay as chairman

Committee on Student Conduct

T. W. Mackesey to succeed D. L. Finlayson, term expired
G. T. Washington to succeed A. J. Keeffe, term expired

Committee on Student Activities

B. K. Northrop to succeed R. Y. Thatcher, term expired
F. O. Waagé to succeed P. W. Gates, term expired
The Counselor of Students, D. H. Moyer, is to be
ex officio chairman of the committee

Committee on Entrance Credentials and Relations with Secondary Schools

A. H. Detweiler to succeed H. E. Baxter, term expired
H. D. Albright to succeed A. W. Laubengayer, term expired

Committee on Undergraduate Scholarships

H. R. Smart to succeed W. M. Sale, term expired
E. V. Howell to succeed H. J. Loberg, term expired
O. D. von Engel to succeed W. M. Sale as chairman

Committee on Calendar

S. S. Garrett to succeed E. M. Strong, term expired
Katharine W. Harris to succeed Marion C. Pfund, term expired

Committee on the Scheduling of Public Events

A. M. Drummond to succeed W. H. Stainton, term expired

Committee on Prizes

H. W. Thompson to succeed R. W. Church, term expired

Committee on Music

H. W. Briggs to succeed M. L. W. Laistner, term expired

H. P. Weld to succeed M. L. W. Laistner as chairman

No changes are made in the personnel of the Committee on Military Science and Physical Training and of the Committee on Scholastic and Aptitude Testing.

It was also announced that Miss Sarah G. Blanding will succeed Professor Monroe in the Administrative Board of the Summer Session for a four-year term; and that Professors Maynard and Laistner have been appointed to succeed themselves on the Library Board for five-year terms. An interim appointment of Emeritus Professor H. N. Ogden has been made to fill Professor Stanley's place in the Board on Student Health and Hygiene until the first of January when a member elected by the Faculty will take his place.

A communication was received from the Secretary of the Board of Trustees reporting that

"Upon recommendation of the President, it was voted to establish the degree Master in Regional Planning (M.R.P.), to be conferred upon recommendation of the Faculty of the Graduate School."

The Dean read a letter, addressed to the University Faculty from a waiter employed by the Lehigh Valley Railroad expressing the pleasure he had felt in his association with members of the university community during long years of

service and sending, as a token of his appreciation, a painting which he had himself executed. The Faculty agreed that the Dean should return its thanks to the donor.

The President made a brief and informal report concerning the School of Nutrition set up by the Board of Trustees after consultation with the Faculty committee authorized on June 11. Professor L. A. Maynard has been appointed the first Director of the School; its staff is for the present at least to be composed of members of existing faculties; the School has accepted its first students and formulated its first curricula.

The Faculty then turned to the special order of the day, namely, the report of the Nominating Committee for 1940-41 proposing the following as committee for 1941-42: J. N. Tilton, chairman, J. R. Bangs, Harry Caplan, C. H. Guise, A. J. Keeffe. The Dean moved approval of the new committee. No nominations were offered from the floor and the committee as named was accepted.

For the Committee on University Policy the Dean proposed a new procedure in announcing the deaths of members giving part-time instruction in the University. The Committee suggests that it be left to the discretion of the President whether announcement shall be made of the death of part-time appointees, and on the Dean's motion the suggestion was approved. In this connection the Dean remarked that his office has collected ninety-nine memorial notices adopted by the University Faculty and the Board of Trustees on the death of members of the Faculty; these notices have been bound

and one copy given to the University Library, while the other remains in the Dean's office.

Also as a report from the Committee on University Policy the Dean brought up a proposed change in the University calendar for 1941-42, beginning after the Christmas recess. He noted that proposals approved tentatively by the Committee have been sent to the deans of the several colleges. He moved that the question of changing the calendar be referred to the several faculties for further consideration and report to the Committee on University Policy. A general discussion ensued and variations on the Committee's proposals were suggested, at the end of which the motion was adopted by a voice vote.

The Faculty adjourned at 5:30 p. m.

A. P. Little

Secretary

12 November, 1941
Boardman Hall
Room 122

The meeting was called to order by the Secretary at a quarter after four o'clock. In the absence of the President and the Dean, he asked the Professor of Philosophy, Professor Cunningham, to take the chair. The minutes for the session of October 8 were read and approved.

Under the head of communications the Secretary noted that through the President's office an invitation has been extended to members of the Faculty to attend a symposium celebrating the centenary of the birth of William James, this symposium to be held at the New School for Social Research in New York City, on Sunday, November 23.

The Faculty turned then to the special orders of the day. In the absence of the chairman of the Committee on Nominations, Professor Guise placed in nomination the following candidates for places on University committees:

For the Committee on University Policy

S. S. Garrett, Professor of Industrial Economics
Lewis Knudson, Professor of Botany

For the Board on Physical Education and Athletics

William H. Farnham, Professor of Law
P. M. O'Leary, Professor of Economics

For the Board on Student Health and Hygiene

F. B. Hutt, Professor of Zoology
L. A. Maynard, Professor of Animal Nutrition

Nominations from the floor were invited; none were offered and on motion the list of candidates as prepared by the Committee was accepted for reference to the Committee on Elections.

A report of the Committee on University Policy concerning the academic calendar constituted a second special order of the day. In the absence of the Dean, Professor Gibbs recounted the discussions in the Committee and the circumstances which have led the Committee to modify its original suggestion of shortening the academic year 1941-42. He called on Professor W. I. Myers, Professor W. A. Hagan, Professor R. M. Ogden, Professor S. C. Hollister, Professor G. J. Thompson, and Professor J. N. Tilton, jr., to express the sentiment of their several colleges, Agriculture, Veterinary Medicine, Arts and Sciences, Engineering, Law, and Architecture. He reviewed student opinion as expressed in petitions, polls, and letters to the Committee and the press. In conclusion he moved the Committee's recommendation:

"that the calendar for the current year be left unchanged and that arrangements be made so that, with the consent of their faculties, students may leave for defense purposes on May 30 or later without prejudice to their academic credit or grade by reason of such early leaving."

The motion duly seconded was carried by a voice vote. Professor Gibbs then moved the Committee's further recommendation:

"that a committee be appointed by the President to administer this legislation."

This motion also was carried by a voice vote. Observing that these recommendations of the Faculty do not require Trustee action, Professor Gibbs then moved:

"that a copy of these two resolutions be sent to the Board of Trustees for its information"

and this motion also was adopted.

Professor Gibbs remarked that the Committee on University Policy will soon begin a study of the calendar for next year with a view to possible changes; the Professor of Botany, Professor Petry, suggested that inasmuch as the University Faculty has a standing Committee on Calendar that committee should certainly be consulted in the deliberations of the Committee on University Policy. To this suggestion Professor Gibbs agreed.

Under Reports of Committees, Professor Petry presented a recommendation that the distinction of War Alumnus be conferred on Daniel T. Gilmartin, jr., Arts ex-'18. It was so voted.

The Professor of English, Professor Bald, noted that though a list of publications by the Faculty has heretofore been appended to the President's Report, the President's Report for 1940-41 omits such a list. Professor Bald hoped it might be published later.

The Faculty adjourned at 5:25 p. m.

R. P. Kibbey
Secretary

10 December, 1941
Boardman Hall
Room 122

The President called the meeting to order at a quarter after four o'clock. He spoke at some length on the state of war which the nation has been in since the attack made by Japan on Sunday. He foresaw that the University would in all probability be called on to make certain adjustments to national needs, but he cautioned the Faculty against changes which might be too completely concerned with the immediate future. He offered no specific proposals but thought the several college faculties would wish to deliberate on ways of maintaining the normal functioning of the University, while he urged them to take under close advisement the adaptation of academic work to pressing needs of the nation as such needs become apparent.

He then took up the usual order of business. The minutes of the session of November 12 were read and approved. There were no announcements; under the head of communications the Dean read a notice from the Civilian Defense Volunteer Office under the Ithaca-Tompkins County Defense Council describing a number of ways in which civilians may be useful in the present national emergency.

As the first special order of the day, the Dean read the report of the Committee on Elections. He reported that 349 valid ballots were cast and four ballots invalid because received too late. In the election to the Committee on University Policy for

a term of five years beginning January 1, 1942, in succession to Professor Cushman, Professor Knudson received 190 votes and Professor Garrett 153. In the election to the Board on Physical Education and Athletics for a term of three years beginning January 1, 1942, in succession to Professor Winsor, Professor O'Leary received 172 votes and Professor Farnham 162. In the election to the Board on Student Health and Hygiene for a term of three years beginning January 1, 1942, in succession to Professor Stanley, Professor Hutt received 75 votes and Professor Maynard 263. The Dean noted also that the Cornell Medical College has elected Dr. W. L. Niles as its representative on the Board of Trustees for a term beginning January 1, 1942.

Under reports of committees, the Dean asked the Professor of Government, Professor Cushman, to introduce a report from the Committee on University Policy recommending the establishment of a School of Business and Public Administration, copies of which report had been sent to members of the Faculty with the notice of the faculty meeting. Professor Cushman observed that the proposed new school is frankly a vocational school and a semi-graduate school, not an undergraduate college of commerce. The work in the proposed school will be superimposed on work to be done in the undergraduate colleges; the proposed plan would admit students to the new school on satisfactory completion of three undergraduate years; perhaps the closest parallel is the existing scheme in which seniors in Arts and Sciences may now register in the Law School and receive the A. B. degree on the

satisfactory completion of the first year in Law. The School will start with a skeleton organization and a substantial number of courses already offered; needed additions would be made as fast as practicable. He felt the University would be performing a given public service in advertising what it already offers in the two fields of business administration and public administration; as a professor of government he spoke particularly of the latter feature, remarking that only in the last few years has preparation for career in public service been recognized as a legitimate vocational objective in this country. In conclusion he moved the adoption of the Committee's report and the recommendation to the Board of Trustees that the School be established. The President commented from the chair on his own attitude in the matter and the reasons impelling him to support the proposal. He declared the establishment of the School would involve no large new financial burdens. He thought the date of establishment should be left open at present, because of the war. He referred to the degree, probably M. B. A., which would normally be awarded to graduates of the course at the end of the second year in the School. Various other members of the Faculty spoke to the motion, chiefly to suggest in a general way additions to the suggested curriculum drawn up by the Committee. At the end of the discussion the motion was carried by a voice vote.

Under the head of new business the Dean presented the following resolution and moved its adoption:

"That in view of the increasing number of interests claiming the attention of students during and before the registration days of the first term, a special committee of seven members be appointed by the President to submit plans of an official program for the opening days of that term and that this special committee be asked to consult with the standing committee on calendar before reporting to this Faculty. It is to be understood that this committee may invite student representatives to join in its deliberations."

The motion was carried and the President at once announced the following appointments to the Committee: Messrs. D. H. Moyer, B. L. Rideout, J. P. Hertel, E. K. Graham, E. F. Bradford, Miss Sarah G. Blanding, and Miss Thelma L. Brummett, with Mr. Moyer designated as chairman.

The Dean reminded the Faculty that on March 12 last legislation was adopted for the guidance of the special faculties in dealing with the requests from students who wish to leave for national defense services before the end of the term. The legislation at that time adopted declared that

"The circumstances out of which these requests may arise can not be foreseen clearly and, in the opinion of the Committee, policy to be adopted with reference to these requests will have to be developed in the light of further experience with them. It is therefore recommended that the decisions as to the credit to be given to students leaving before the completion of the term be left to the special faculties with the understanding that no blanket regulations be enacted but that each case be examined on its merits, and with the further restriction that the actions be reported to the Dean of the University Faculty with brief statements on the date of withdrawal, the service entered, the amount of credit given, and any other data bearing upon the urgency of the decision. It will be necessary, also, for the departments in making reports to the Registrar to indicate clearly the proportion of the term's work for which credit is allowed since, by a regulation already passed by the Board of Trustees, the amount of tuition to be paid in such cases depends upon the proportion of the credit earned."

He moved that this legislation be continued in force unless modified or rescinded by the University Faculty, and it was so voted. In this connection he suggested that students desiring advice about work in civilian defense organizations be sent to the University Committee on Student Counseling for National Defense; he also suggested that it would be desirable that the President add women faculty members to the present personnel of the Committee.

The Goldwin Smith Professor of American History, Professor Bretz, moved that the President be requested to consider the appointment of a committee, and if he should see fit to proceed with the appointment of that committee, to be entrusted with the study of the relations of the University and the nation in the present emergency. In comment the President said he would rather have each college faculty set up its own committee to consider adaptation (as, for example, of curriculum) to national defense needs. He thought that the present University National Defense Council could take care of other matters; he suggested that three other members of the University Faculty might be added to this Trustee-Faculty defense council on which the faculty representatives are at present all administrative officers. Professor Bretz declared himself content with the President's suggestion and the President promised to take the matter under advisement.

The Faculty adjourned at 5:40 p. m.

A. P. H. [Signature]

Secretary

6 January, 1942
Goldwin Smith Hall
Room B

Because of the urgency of early decision on certain proposals relative to the program of instruction in the coming months, the January meeting of the Faculty was held eight days early, on the date relinquished by the Faculty of Arts and Sciences. The unusually large attendance made it necessary to change from Boardman Hall to a larger room in Goldwin Smith Hall where the President called the meeting to order at four twenty o'clock. The minutes for the session of December 10 were read and approved.

The President made formal announcement of the death, on December 22, of Dr. W. L. Niles, Professor of Clinical Medicine, formerly Dean and this year Acting Dean of the Cornell Medical College. The faculty rose in respect for their colleague's memory.

The President remarked on the absorption of the Administration of the University in Cornell's participation in the war effort. He expressed the hope that although many new tasks are being and will be undertaken, these would not impair the fundamental services of the institution, and he added that the Administration proposes to keep in mind the supreme values which lie in the normal functioning of the University.

There being no communications, special orders, or unfinished business, the Faculty turned to reports of

committees. On behalf of the Committee on University Policy and the Committee on Calendar, the Dean moved that the Faculty adopt the following schedule for the second term of the current academic year, subject to the approval of the Board of Trustees:

Registration	Jan. 19-24
Examinations of first term	Jan. 26-31
Instruction	Feb. 2-May 16
Examinations	May 18-23
Commencement	May 25
Classroom days	90
Examination days	6

The Professor of English, Professor R. C. Bald, moved as amendment that no instruction be given on Good Friday, but the motion was lost by a voice vote. The Faculty then voted unanimously to approve the schedule as presented by the Dean.

The Dean moved adoption of the following recommendation for the summer of 1942 made by the Board of the Summer Session and approved by the Committees on Calendar and University Policy:

Three units of five, six, and five weeks--
 May 25-June 27, June 29-August 8, August 10-September 12--
 each with thirty periods and with normal credit of six hours; some courses to extend through the first and second, the second and third, or all three of these units, the courses extending through the second and third units to be appropriate for incoming freshmen; the administration for the summer of 1942 to be in charge of the Director and the Board of the Summer Session acting in cooperation with the offices of those colleges whose staff and whose resources are to be used, provided that any college which may establish full semester curricula during the summer (as in the College of Law at present) shall be responsible for the organization and administration of those curricula as in the regular year.

As an amendment to the Dean's motion, the Associate Professor of Philosophy, Professor Richard Robinson, moved the addition at the end of the above paragraph of the following statement:

Any work given during the summer intended to achieve essentially the same purpose as that of a regular university term shall be subject to the control of the University and College Faculties as in the case of any other university term.

The amendment was carried by a show of hands. The amended motion was then approved by a voice vote.

For the year 1942-43, the Dean announced that the Committee on University Policy recommends that the present term plan be continued, with the expectation that a term of full length will again be arranged for the succeeding summers if experience seems to justify it. The following two schedules were presented to the Faculty for consideration:

Schedule A

1st term

Registration		Sept. 21-22
Instruction begins		Sept. 24
Instruction ends		Nov. 25
Thanksgiving recess		Nov. 26, 27, 28
Instruction begins		Nov. 30
Instruction ends		Dec. 19
Christmas recess		Dec. 20-Jan. 3
Instruction begins		Jan. 4
Instruction ends		Jan. 23
Examinations		Jan. 25-30
Classroom days	90	
Examination days	6	

2nd term

Registration		Jan. 18-23
(First term examinations)		Jan. 25-30)
Instruction begins		Feb. 1
Instruction ends		March 27
Spring recess		March 28-April 4
Instruction begins		April 5
Instruction ends		May 22
Examinations		May 24-29
Commencement		May 31
Classroom days	90	
Examination days	6	

Schedule B1st term

Registration		Sept. 18, 19
Instruction begins		Sept. 21
Thanksgiving		Nov. 26
Instruction ends		Dec. 19
Christmas recess		Dec. 21-26
Instruction begins		Dec. 28
Instruction ends		Jan. 9
Examinations		Jan. 11-16
Classroom days	89	
Examination days	6	

2nd term

Registration		Jan. 4-9
(First term examinations)		Jan. 11-16)
Instruction begins		Jan. 18
Spring recess		Apr. 5-10
Instruction begins		Apr. 12
Instruction ends		May 8
Examinations		May 10-15
Commencement		May 17
Classroom days	90	
Examination days	6	

The Dean moved that the second of these schedules be recommended to the Board of Trustees and the motion prevailed after two amendments had failed of approval, one to make the starting date September 25 instead of 18 and to omit the spring recess, the other to omit the Thanksgiving recess.

As a member of the Board on Physical Education and Athletics, the Goldwin Smith Professor of English History, Professor F. G. Marcham, moved that the following recommendation be referred to the Committee on University Policy which will in turn report to the Faculty at a special meeting to be held two weeks hence:

That a compulsory physical fitness program be put into effect for all male undergraduates and that this program come into operation at the beginning of the second term of the current academic year and continue for the duration of the war.

The motion was duly seconded and carried.

Under the head of new business, the Director of Admissions, Dr. E. F. Bradford, offered the following resolution:

That the several colleges of the University may admit new students to a freshman program in the summer of 1942 on the basis of (1) the usual Principal's report now obtained on "Form B", (2) a statement from the school that the particular candidate is expected to complete his secondary school course and be graduated before July 1, 1942, and (3) the results of the Scholastic Aptitude Test and any three of the Achievement Tests to be given by the College Entrance Examination Board on April 11, 1942.

On his motion the resolution was carried unanimously by a voice vote.

The meeting adjourned at 6:15 p. m.

B. L. Rideout

Secretary pro tem.


20 January, 1942
Boardman Hall
Room 122

The special meeting authorized by the Faculty on January 6 to consider the establishment of a compulsory "physical fitness program" was called to order by the President at a quarter after four o'clock. The recommendation of the Board on Physical Education and Athletics concerning this program was, at the meeting on January 6, referred to the Committee on University Policy, and the President called on the Dean as chairman of that Committee to present its report. Premising that the Committee had voted to recommend, in modified form, the proposal sponsored by the Board on Physical Education and Athletics, the Dean asked Professor Marcham as representative of the Board to introduce the subject. This Professor Marcham did with the following resolution of which he moved adoption:

That a compulsory physical fitness program be put into effect for all male undergraduates, that this program come into operation at the beginning of the second term of the academic year and continue for the duration of the war, and that to satisfy the requirement all juniors and seniors shall complete two fifty-minute periods of physical training each week and all freshmen and sophomores one fifty-minute period of physical training each week.

This program would be offered every hour between 9:00 a. m. and 6 p. m. except from 12:00 to 2:00 o'clock. The administration of the program would be in the hands of one

person on the Athletics staff. Professor Marcham reviewed objections to and criticisms of the proposal as they have been made to him, and replied to them in detail. The Dean also reviewed particular points in the program which had led the Committee on University Policy to urge that the requirement be made to apply only to the upper classes in order to reduce the difficulties of administration. He stated that in spite of its reservations the Committee had voted to recommend the adoption of the proposal of the Board on Physical Education and Athletics. A general discussion ensued, participated in by some dozen of the Faculty. At its conclusion the motion was defeated on a show of hands by a vote of 20 ayes to 41 noes. The meeting adjourned at 5:45 p. m.



Secretary

11 February, 1942
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes for the sessions of January 6 and January 20 were read and approved.

The President announced the appointment as Acting Dean of the Cornell University Medical College from January 1 to June 30, 1942, of Dr. Joseph C. Hinsey, for long a member of the faculty of the Medical College. Dr. Hinsey was also elected faculty representative in the Board of Trustees for a three-year term beginning January 1, 1942.

There being no communications, no special orders, and no unfinished business, the Faculty next took up reports of committees. For the Committee on Calendar, its chairman, Dr. Graham, presented a report recommending the following calendar for 1942-43.

1st semester

Registration	Sept. 28-29 (Mon-Tues)
Instruction	Oct. 1-Dec. 19 (Thurs-Sat)
Thanksgiving holiday	Nov. 26 (Thurs)
Christmas recess	Dec. 20-Jan. 3 (Sun-Sun)
Instruction	Jan. 4-20 (Mon-Wed)
Examinations	Jan. 21-28 (Thurs-Thurs)
(Classroom days, 83; examination days, 7)	

2nd semester

Registration	Jan. 29-30 (Fri-Sat)
Instruction	Feb. 1-Mar. 27 (Mon-Sat)
Spring recess	Mar. 28-Apr. 4 (Sun-Sun)
Instruction	Apr. 5-May 15 (Mon-Sat)
Examinations	May 17-22 (Mon-Sat)
Commencement	May 24 (Mon)
(Classroom days, 84; examination days, 6)	

Dr. Graham moved adoption of the Committee's recommendation and the motion was duly seconded. Various criticisms were offered; the Susan Linn Sage Professor of Philosophy, Professor Burt, moved as amendment that registration days in September be set as Friday and Saturday, September 25, 26, instead of Monday and Tuesday, September 28, 29, and that instruction begin on September 28, the time thus saved to be used in extending the Thanksgiving recess to the usual three days. On a voice vote the amendment was lost. The motion approving the calendar as recommended was then approved and adopted.

The Professor of Public Speaking, Professor Drummond, presented the following resolution:

"That in view of the acceptance of fifteen weeks for a term for 1942-43, the Faculty approve a spring vacation for the current term, of six days, March 30-April 4."

Without discussion, the resolution was adopted by a voice vote.

As chairman of the special committee authorized by the Faculty on March 8, 1939, "to study the possibility of extending security of tenure to the lower ranks of the staff, and the correlative problem of maintaining at all ranks high standards of academic efficiency, with a view to reporting for the consideration of this Faculty recommendations covering these matters to the Board of Trustees," Professor Burt announced that a report of the Committee is now being printed and will be distributed to members of the Faculty at the end of the month. This report will make definite recommendations con-

cerning salary scale and improvement of teaching and research work in the University. Professor Burttt reminded the Faculty that the report is confidential and its recommendations should not be made public before the Faculty has had an opportunity to consider and act upon them. The Dean moved that the report of Professor Burttt's Committee be made a special order of the next regular meeting. It was so voted.

Under the head of new business the Dean presented the following resolution:

"That the University Faculty request the University Administration to accommodate members of the Faculty and all other employees who may request that any part of their salary stipends be regularly withheld and invested for them in defense savings bonds or stamps or in tax anticipatory warrants as they may indicate, and, further, that the University be asked to notify all employees of the availability of this service."

This resolution, the Dean explained, originated in the Committee on University Policy and was not proposed at the instance of the University Administration. On the Dean's motion the resolution was adopted by unanimous vote.

With an explanation of the reasons which make it seem desirable to change regulations adopted by the University Faculty concerning certain prize contests in public speaking, the Professor of Public Speaking, Professor Wichelns, introduced the following resolutions:

- (1) "That the regulations governing the contests for the Woodford Prize in Oratory, the Class of 1886 Memorial Prize and the Class of 1894 Memorial Prize be amended by substituting for specific dates the words "on such dates as the Department of Public Speaking, in consultation with the Committee on the Scheduling of Public Events. may set." (Records, pages 1382, 1588.)

- (2) "That the clauses reserving on the University calendar the dates for the public competitions for the Class of 1886 Memorial Prize and the Class of 1894 Memorial Prize be repealed."
(Records, page 1588.)

Professor Wichelns moved that these resolutions be adopted and his motion was carried by voice vote.

The Faculty adjourned at 5:20 p. m.

A. P. Kitley
Secretary

11 March, 1942
Boardman Hall
Room 122

The regular March meeting of the University Faculty was called to order by the President at a quarter after four o'clock. The minutes of the session of February 11 were read and approved.

The Dean made preliminary announcement of the new V-1 program recently released by the Department of the Navy. This program contemplates the enlistment in the Navy of some 80,000 men each year before they begin their college work, provided they can show that they have been admitted to college, and provided their college program has been approved by the Navy.

(There is provision also for the participation of present freshmen and sophomores in V-1.) Yearly examinations will be given under the auspices of the Navy: the top 15,000 will be eligible for the V-7 program, the next 20,000 for the V-5. The remaining 45,000 will be permitted to complete two years of college before induction into active service. In conclusion the Dean moved that when the Faculty adjourns, it adjourn to a quarter after four o'clock on Monday afternoon, March 16, when consideration of the Navy proposals shall be the special order of the day, recommendations to be submitted at that time by a special committee of which Professors Gibbs, Gibson, Laubengayer, Ogden, Petry, Seymour, and the Dean shall be members.

The Faculty then turned to the special order of the meeting, namely, consideration of the report of the special

Committee on Tenure and Efficiency (see minutes for February 11). For the Committee, its chairman, Professor Burt, recapitulated the reasons for the establishment of the committee and the procedures followed by the committee, and he declared that the intent of the committee had been to base its recommendations on results of questionnaires sent in April, 1940, to all faculty members holding the rank of instructor or above. To certain objections raised by members of the faculty he made passing reference, promising to deal with them in greater detail as the objections might be raised in later discussion on the floor of the Faculty. He then moved that the Faculty resolve itself into a committee of the whole for discussion of the report. The motion was carried. The President asked Dean Betten to serve as chairman of the committee. When the committee rose its chairman reported that the committee of the whole had reached no specific conclusions and had no recommendations to make. The chairman of the special committee, Professor Burt, moved that the plan of tenure (see pages 10-13 of the Report) be approved for recommendation to the Board of Trustees and his motion was seconded. Objection was raised to an immediate vote and discussion was cut short by a motion, duly seconded, to adjourn, which motion was carried by a voice vote at 5:55 p. m.

R. P. Hobbs
Secretary

REPORT OF THE COMMITTEE ON TENURE AND EFFICIENCY

INTRODUCTION

At a meeting of the Cornell University Faculty on March 8, 1939, a motion was approved providing for the appointment of a committee to "study the possibility of extending security of tenure to the lower ranks of the staff, and the correlative problem of maintaining at all ranks high standards of academic efficiency." Acting on the authority thus given, President Day appointed the undersigned members to constitute this committee.

The Committee herewith presents its report to the University Faculty, with such recommendations as its investigations and deliberations over a period of two and a half years have led it to propose.

The terms of the resolution in accordance with which the Committee was appointed are obviously very broad. Nothing whatever that affects the life of the University community is quite alien to the "problem of maintaining at all ranks high standards of academic efficiency." The Committee has not, however, attempted to cover the wide variety of topics that it might justifiably have investigated. In view of the circumstances of its appointment, it was obviously responsible to deal with those questions of efficiency in the work of the University that appear closely related to the problem of tenure and its possible extension. We have attempted to meet this responsibility as fully as we were able. Yet it proved quite impossible to draw a sharp line between matters of efficiency that intimately concern tenure and others. The net result is that the Committee has struck a middle course between two possible extremes. This report is neither a detailed appraisal of the state of the University in 1942, nor is it the mere presentation of a plan of tenure with recommendations designed to improve the University's work in matters affected by that plan. Wherever our studies led to definite conclusions regarding any question affecting efficiency, we have not hesitated to propose them, irrespective of whether they have any obvious relation to tenure.¹

The matters touching academic efficiency at Cornell with which we have thus been led to deal, and on which specific recommendations are made, although not all of them are directly involved in the problem of tenure, fall under three heads: the encouragement of excellence in teaching and research, the safeguarding of cooperative personal and departmental relationships within the University, and the salary scale. These topics are treated in this order, following the recommendation of a tenure plan.

¹ Except that problems specifically delegated to other Committees, such as the Committee appointed to investigate the status of assistants and part-time instructors, have been avoided.

During the course of its studies the Committee sent an eight-page questionnaire to all members of the University's teaching staff holding the rank of instructor or above. We wish here to express appreciation of the cordial response of our colleagues. At the very least, answering the questionnaire required several hours of close attention and reflection. In many cases groups among the staff discussed the problems presented at luncheon meetings or department conferences. Under these circumstances the Committee found it very encouraging that three hundred and fifty-eight responses to the questionnaire were received, a large proportion of which gave evidence of long and painstaking consideration. Over sixty per cent of professors, associate professors, and assistant professors sent in replies; that the proportion of instructors who responded was smaller appears to be explained mainly by the fact that they felt their experience as university teachers insufficient to enable them to give confident answers to the difficult questions asked. The Committee had approached the problems confronting it with no dogmatic convictions regarding them and no prior commitment to any program. The details of the following report will indicate the many ways in which our final deliberations were guided by the valuable suggestions of our colleagues.²

The Committee's recommendations are presented to the Faculty at a time when the nation is at war. In case some should feel that such a time is inappropriate for considering substantial changes not directly related to the present emergency, our answer is two-fold. On the one hand we believe that the proposals made will further the University's fulfilment of its obligations whether under conditions of war or of peace. On the other hand the problems we have endeavored to meet are of long standing; it is unwise to postpone a serious attempt at their solution.

The report consists of two parts. The first part (A) gives a brief statement of the principles which have guided the Committee's work, and a summary of its recommendations. The second part (B) provides an analysis of the returns from the questionnaire in their relation to the problems which the recommendations were designed to meet. It is hoped that those among the staff who do not find time to examine the whole report will, if they have questions about

²In this connection it may be appropriate to comment briefly upon two fears which, as the answers to the questionnaire indicated, were present in the minds of some of the staff. One was the fear that the Committee had eyes only for the weaknesses of present practice at Cornell and was blind to its many virtues. The answer to this is that in a questionnaire, lengthy at best, which was designed to secure suggestions for constructive progress, it seemed superfluous to record our sense of those many features of the University's organization and tradition which amply justify themselves by their works and call for no change. This sense, we thought, could be taken for granted. The other was the fear that we were distrustful of university administrators as such, the prey of an irrational feeling that these men are always likely to abuse their authority and therefore that regulations reducing their discretion to a minimum are necessary. The Committee entertains no such absurd suspicion. Decade after decade we have observed the selection of presidents, deans, and directors from university faculties, with no evidence of radical change of character. We are fully sensible that no system of rules can be a substitute for the exercise of utmost care in the selection of university administrators, and that the wisest way to deal with many situations is to allow a wide range of discretion to those responsible to handle them. The only reason for having regulations in a university community are the reasons for having statute law in general—the need that individuals should be able to order their plans and expectations within the framework of a pattern known to all, and the protection to administrators themselves which is provided by an explicit statement of the considered judgment of their colleagues on the main policies which it is their task to carry out. It seems clear to us that these reasons apply to regulations regarding tenure and other matters fundamental to the organization of a university as obviously as they do to any questions seriously affecting human welfare.

any recommendation, consider the paragraphs in Part B which indicate why the Committee proposed it.

It should be explicitly stated that this report is intended to apply only to the schools and colleges of the University at Ithaca. No recommendations are made touching those branches of the University located elsewhere, such as the Medical School in New York City and the Experiment Station at Geneva. How far the conclusions here drawn should be extended to these branches remains to be determined by their properly constituted authorities.

Respectfully submitted,

S. L. Boothroyd
J. P. Bretz
O. F. Curtis
H. D. Laube
M. G. Malti
R. E. Montgomery
E. A. Burt, Chairman

PART A. STATEMENT OF RECOMMENDATIONS

I. GUIDING PRINCIPLES

Any attempt to make constructive suggestions regarding the operation of an American university must take into account from beginning to end the kind of institution with which it is concerned. So far as regards the work of the present Committee this involves, on the one hand, recognition of the features which Cornell shares in common with other institutions of higher education, and on the other hand awareness of characteristics that to a greater or less extent are distinctive.

It will be unnecessary to refer with more than the utmost brevity to the features common to all, or almost all, American colleges and universities. The Committee has not assumed the function of suggesting as applicable to Cornell any radical change in the interrelationships and respective powers of trustees, administrative officers, faculty, and students. In the pages which follow the continuance of this basic framework is taken for granted.

It may, however, be pertinent to express here the Committee's unanimous conviction that the extent to which institutions of higher education are modelled after a business corporation obscures the circumstance that the positions of those who participate in its activities are distinctive phases of a public service rather than the roles of employer, manager, and employee. A university is an educational and investigatory enterprise. In the former capacity it endeavors to direct the processes and develop the methods of thought. Its product is trained and well ordered minds—the most precious asset of any community. In the latter capacity it delves into the physical and the social world in the endeavor to discover the laws of natural phenomena and of human life. Those who participate in these activities seek to become as impartial observers as they can, whose controlling interest is simply to know the truth and to make it available to their fellow men. Each occupies a distinctive role in his own field, and in general is himself the best judge of the role he is to play. The relations of such men to one another and to university administrators cannot, therefore, be comparable to those which obtain in an industrial plant. They constitute a group of individuals engaged in a cooperative public service on a basis of essential equality. The proper function of the administration in such an organization is to lead and coordinate, not to dictate.

It is satisfying to note that in practice Cornell has taken steps which place it far ahead of many American universities in this regard. Its faculties have been given authority to deal without let or hindrance with the educational policies and program of the University; three of its staff, elected by their col-

leagues, sit as members of the Board of Trustees (though without vote); joint Trustee-Faculty committees have been appointed to make recommendations on questions of pressing mutual concern, such as the selection of a new University President; even student representatives have been invited to participate with the Faculty and the Trustees in dealing with certain harassing issues, such as that of required versus optional military drill. The Committee strongly approves these steps, and expresses its conviction that every opportunity to move farther in the same direction should be seized for that purpose. Certain of the recommendations which follow reflect in part this conviction, although none of them rests solely upon it for support.

Another feature which Cornell shares with many institutions of higher education, though not with all, is implied in what has just been said. It is acceptance of the responsibility to widen the frontiers of knowledge as well as to impart already existing knowledge to the younger generation.

In its 1866 report to the Trustees of Cornell University the Committee on Organization states:

"The question next arises, what manner of men shall these professors be?

"To maintain the efficiency and reputation of the University, its faculty must constantly keep in view two great objects: first, the discovery of truth; secondly, the diffusion of truth. . . .

"Your committee believes that in the selection of a faculty neither of these two great functions of every professor should be exalted at the expense of the other. It is not doubted that in the largest minds devoted to science, the power of discovering truth and the power of imparting it, are almost invariably found together. Men should be sought for the faculty who can go on discovering truth and imparting it. But it should not be forgotten that in an institution of learning, facility and power in imparting truth are even more necessary than in discovering it."

Thus Cornell University, by tradition and in fact, is an institution devoted both to the discovery and the dissemination of truth. Professorships are established in the various fields of human knowledge and each occupant of these positions is presumed to be an inquirer after knowledge as well as an imparter of knowledge. Inquiry is supported by endowments for research; it is stimulated by contact with other inquirers; and it is protected by the liberal atmosphere of which Cornell is justly proud. Knowledge is diffused through the medium of organized classes, through publication, and through lectures on and away from the campus. Both activities involve responsibilities which every member of the Faculty must share.³ They also bestow privileges of which every one must prove himself deserving. In general, the place of mere teachers is in the schools below the college level, while those who give their time to investigation only belong to institutions devoted exclusively to research.

In view of these functions of a university faculty and of its relation to the administration, the Committee has worked under a constant realization that the problem of increasing efficiency in a university involves a two-fold responsibility.

On the faculty rests the responsibility of doing the best job in teaching and

³ We neglect here, of course, the few cases where the terms of appointment stipulate responsibility for teaching or for research alone.

research that it is able to do with such facilities as are available. The proper discharge of this responsibility requires critical awareness of the points at which improvement in the tasks of instruction and scholarly inquiry is chiefly needed, the development of dependable ways of appraising performance in these regards, and the continuous employment of the aids thus provided in the interest of progressively higher accomplishment.

On the administration lies the responsibility of assuring the best facilities that it can in support of the faculty's endeavors. This requires constant effort to render available such aids to teaching and research as will leave no staff members unduly handicapped in prosecuting their scholarly work, such salaries as will free them from financial worries which impair their efficiency, and such security of tenure as will reduce anxiety about the future to the necessary minimum.

Both faculty and administration have the responsibility to cooperate in following the policies and procedures in matters of appointment and promotion which are best calculated to ensure the selection and retention only of such persons as are fully qualified to perform the exacting duties of members of a university staff.

A faculty may be expected to operate at maximum efficiency only when each of these obligations is fully discharged. The recommendations given in the body of this report are proposed in the definite hope that they will contribute toward a superior level of achievement in all of these regards.

As regards characteristics fairly distinctive of Cornell, or shared by it with only a few universities, two are not only obviously relevant but have sufficiently guided our deliberations and recommendations so that they should be explicitly mentioned. One is the particular collection of schools and colleges which constitute the University on the Ithaca campus. Besides the endowed branches of the institution—the College of Arts and Sciences, the College of Architecture, the College of Engineering, the Law School—there are the state-supported branches, which comprise the College of Agriculture, the College of Home Economics with the separately directed School of Hotel Administration, and the College of Veterinary Medicine. Further, certain units cut across the line between these groups; these are the Graduate School, the School of Education, and the newly established School of Nutrition. Amid such diversity, it is obviously necessary for a committee considering general problems of tenure and efficiency to bear in mind the distinctive character of each of these branches, and in any recommendations to allow sufficient flexibility so that special conditions in this or that college will be provided for. The Committee has made every effort to do this.

Consideration of such diversity at once invites attention to the other notable characteristic of Cornell which we trust the present report does not ignore—the unusual degree of individual and group freedom which has traditionally prevailed here. Cornell has made the experiment of engaging in the work of a university under a minimum of regulations hampering the freedom of action of students, staff members, and departments. Should the decentralization inevitably bound up with this liberalism have been carried to an extreme which

demands some correction under contemporary conditions, the correction, if wise, will respect this tradition so far as possible. It will build along lines best calculated to preserve individualism wherever it has proven of constructive worth, and to utilize forms of cooperative endeavor that voluntarily develop in preference to imposing rigid patterns from above. If in some of its proposals regarding matters of institutional machinery the Committee seems to have forgotten this consideration, the answer is that in every such case we saw no other way to deal adequately with an insistent problem. No love for machinery as such dominated us.

II. A PLAN OF TENURE

The Committee's recommendations respecting tenure are presented first. The main reason for this order of topics is our desire to emphasize the conviction that a wise plan of tenure, in general, far from weakening the efficiency of an educational institution, greatly strengthens it. Tenure may not be extended indiscriminately, of course. But the Committee is convinced that security of tenure, in the largest measure compatible with the educational interests of the University, is alike advantageous to the University as a whole and to the members of the teaching staff in particular. The Committee has therefore directed its attention to the question, how far and in what manner security of tenure may properly be extended and to the safeguards that should be set up against any possible abuse of such security.

The tenure now enjoyed by certain members of the teaching staff of Cornell University rests upon a traditional foundation of self-imposed restraints. Its source is the realization on the part of the Trustees that it is to the best interest of the University to afford members of the staff the fullest opportunity to prosecute their work freed from concern about reappointment, and relieved of the necessity of defending themselves against the clamor for dismissal which is likely to be heard when an unpopular view or opinion is advanced. It has come to be widely recognized that the difference between universities that command respect among the educated public and universities that do not depends more on the conditions affecting employment of their staff than on any other single factor.

It is greatly to the credit of the governing boards of the more respectable among our educational institutions, as well as to the credit of the public in general, that security of tenure has come to be regarded as essential. The contention that it may be abused in specific cases has been of no avail against the much more convincing argument that teachers must be afforded the largest possible measure of immunity from attack, whether the attack comes from within or from without their institution.

If this argument has been successfully maintained in the past it can be maintained with infinitely more reason at present. Never in modern times has there been more occasion for concern in regard to freedom of thought and expression. The prevailing tendency toward repression of such freedom in a large part of the world today, with the inescapable influence that such a condition exerts upon our own country, especially in time of war, constitutes a menace that

cannot be ignored. While security of tenure can hardly be thought an insuperable obstacle to a determined effort to coerce the members of the teaching staff, it still constitutes the best guarantee against such pressure that experience has thus far devised. No pains should be spared to strengthen the position of persons entrusted with responsibility for free inquiry and free expression of what they believe to be true.

Assuming that tenure for university faculties is thus sound in principle, it follows, so the Committee believes, that the fundamental problems of tenure are these: (1) How early in a faculty member's career may indefinite tenure⁴ be properly given, to the end that, while the University's reasonable expectation of efficient service is protected, the advantages to both sides may be enjoyed to the fullest extent possible? (2) How shall it be implemented in terms of its relation to rank, and to administrative procedures of appointment, promotion and dismissal, so that the maximum of justice and wisdom may be realized in its conferment? In Part B of this report these questions are examined at some length.⁵ The recommendations to which the Committee has been led by that analysis, and which we believe will best carry out the wishes of the Faculty as expressed in answers to the questionnaire, are now given. Their net effect is to reduce the normal period of probation between the assumption of a full-time instructorship and the attainment of indefinite tenure to not more than eight years.

1. The structure of the proposed plan.

a. There shall be, as at present, four ranks in the regular faculty hierarchy, membership in the first two carrying term appointment while membership in the last two carries indefinite tenure. The familiar titles for them may well, for the present at least,⁶ be retained: instructor, assistant professor, associate professor, and professor.

b. Instructors.

The title "instructor" shall be reserved for persons on full-time appointment.⁷ Instructors shall be initially appointed for a one-year term. This appointment may be followed by not more than two terms of two years each. It should be made entirely clear to all such appointees that the chance of their advancement to higher rank is small and that, therefore, they should make their plans on the assumption that by the end of three years, or at most five years, they will have taken positions elsewhere. In most cases it is expected that three years rather than five will be sufficient to decide whether they are to be retained or not; the final two-year term is allowed as a margin only in those cases where advancement after the normal three-year period has not proved feasible, and where advancement after another year or two is likely.⁸ The primary re-

⁴ Popularly known as "permanent" tenure. Hereafter the two adjectives will be used synonymously.

⁵ See below, pp. 36-40.

⁶ A suggestion regarding an alternative system of titles is given below. See Part B, p. 40.

⁷ Those on part-time appointment we believe should be otherwise classified. Our suggestion is that they might be called "teaching fellows" if their duties involve classroom instruction, otherwise "assistants."

⁸ Likewise, of course, advancement at the end of two years, or even one, is not excluded for those who merit it.

sponsibility of their superiors, during this period, is to determine how fully they are suited to the work of university teaching. Every effort should be made, by the end of the second year at latest, to discover those who are misfits and to steer them into a calling for which they have better promise. During the third year and thereafter, the attempt should be focused primarily on selecting those few who, in competition with candidates elsewhere, are to be considered for advancement to the rank of assistant professor. Others should be given every aid in finding satisfactory positions away from Cornell. The criteria by which such selection for advancement should be made are: first, distinctive excellence in teaching, especially as shown in eagerness to keep abreast of one's field and to revise his teaching in the light of new developments; and second, distinctive promise as a scholar, measured partly by the calibre of his dissertation and partly by the progress he is making in the further researches to which, by that time, he should be giving a substantial portion of his energy. In determining scholarly promise care should be taken not to discriminate against the man who, by reason of the problem he has chosen, cannot be expected as yet to produce any completed results.

c. Assistant professors.

(1) Persons who are advanced to this rank from instructorships at Cornell shall be appointed for a single term of three years, with no eligibility for reappointment in that rank. They will have been selected in competition with the entire available field. They should clearly understand that election to the higher ranks is made on the same basis; that, therefore, the likelihood of their being appointed to a permanent post is slight; and that their plans for the future should be fully adjusted to this fact. During this period it is the primary responsibility of administrative heads to determine how well each individual fulfills his earlier promise as a productive scholar, while continuing to show distinctive success as a teacher. By the end of the second of these three years administrators should have arrived at a definite decision regarding those individuals whom they would like to retain and those whom they would encourage to seek employment elsewhere. The individuals concerned should at this time be fully apprised of these decisions. During the third year the main task will be to select those who, in virtue of their own excellence and the presence of a vacancy in the higher ranks, can be offered permanent positions in competition with those available elsewhere. These should be promoted to the rank of associate professor on indefinite tenure; so that they may continue their work unharassed by the insecurity which is one of the major anxieties of human life.

(2) Persons from elsewhere who come to assume the rank of assistant professor at Cornell should likewise be appointed for a three-year term, and every effort should be made to reach a decision, by the third year, whether or not they can be advanced to an associate professorship. But in their case, in view of previous inability on the part of their elder colleagues to be intimately familiar with their work, a longer period will sometimes be necessary to judge adequately both their success as university teachers and their promise as productive scholars. They will themselves appreciate a fuller opportunity to demon-

strate their powers, since a year or more is often required by a staff member to adjust himself to a new institution and reach a position where he can compete with his colleagues on equal terms. Such staff members will, then, be eligible for an additional appointment as assistant professors to a term of two years.

The successful operation of this plan obviously requires determination of the approximate number of permanent positions which the University can afford to maintain in each department. The results of this determination, and any later modification of them, should be clearly understood by all concerned.

It should be observed that this proposed plan applies only to staff members on full-time appointment. Special circumstances may make it desirable to re-appoint at the same rank certain assistant professors who are employed for part of their time under special arrangements that radically differ from those usual at this rank. Examples of such special arrangements are to be found in the School of Education where certain individuals hold appointments jointly in the public schools and the University, and in the Colleges of Agriculture and Home Economics where some individuals have special duties out of the ordinary line of professorial responsibilities. These should be clearly recognized by the Administration as exceptional cases, each capable of justification on its own merits.

d. What protection should be given the University against possible loss of academic efficiency in the work of a staff member after tenure has been assured him? The privileges of such a position carry with them an inescapable and parallel obligation, which the conscientious professor will feel very keenly. It must be frankly recognized, however, that there may be some who do not feel it keenly, and that if tenure is to be granted after six years of probation or less, there would seem to be danger that the University's proper expectations may in such cases fail of fulfillment. What procedure should be employed in meeting this state of affairs?

The Committee has considered this question with care. So far as concerns formal machinery to deal with such situations, none is proposed. In adopting this position we are not blind to the reality of the problem involved, but are convinced that where individuals of the calibre of university professors are concerned it is wiser to deal *ad hoc* with individual cases when they arise than to install any standing procedure of dismissal or demotion after attaining tenure. If responsible care is exercised in the appraisal of the younger faculty members, especially at the two critical stages where appointments to assistant professorships and associate professorships are being considered, the instances in which subsequent achievement fails to square with early promise will be rare. One who has displayed an urge to scholarly accomplishment and has formed the habits of academic industry during his early thirties is not likely to undergo a basic change. The Faculty stands under a responsibility, however, to make sure that security of tenure is accompanied by scrupulous employment of the opportunity which it brings. In general, the best way of accomplishing this result lies in the maintenance throughout the University community of a contagious atmosphere of enthusiastic scholarship, and systematic use of any positive encouragements to excellence in teaching and research that prove to be of value.

Sometimes the problem may arise even then. But the temptation to exploit

for ulterior ends machinery leading to dismissal may be so seductive, and the consequent danger to academic freedom may be so great, that the Faculty should not be placed in a position where these risks must as a matter of constitutional procedure be faced. This price a university should be willing to pay for the intellectual liberty it enjoys and holds dear. Whenever abuse of the privilege of tenure is too serious to be endured, and continues despite friendly intimations, the matter should be referred to a faculty committee for advice regarding appropriate action. Such a committee shall be constituted in the manner described on p. 23f. below.

2. Transition to the proposed plan

How should the tenure plan above proposed be placed in operation at Cornell? New appointments may, of course, be made in accordance with it at once, and the Committee recommends that this should be done without delay when and if the plan is accepted by the Faculty and the Trustees. But present instructors and assistant professors were appointed on conditions and understandings which differ in important respects from those implied by this plan; some have already served in their present rank for a longer period than it would allow. Obviously, the new order must be placed in operation without imposing injustice on these persons.

The two general principles that would seem to apply in a situation of this kind are these: on the one hand, a newly adopted policy should not be retroactive; on the other, the transition to it from the present state of affairs should be prolonged only so far as is necessary to secure fairness to all concerned. In the Committee's judgment, the procedure which best effectuates these principles in the transition contemplated is as follows.

a. Assistant Professors. Those who have not yet completed the first three-year period in their present rank and are under thirty-four years of age,⁹ shall be given if they desire a new three-year appointment. Henceforth they shall be regarded as assistant professors under the new tenure plan.

All other assistant professors shall be accorded full protection in the expectations that have been encouraged as reasonable by past practice. Advancement to an associate professorship should be the policy wherever possible; in all other cases indefinite tenure at their present rank should be given.

b. Instructors. Full-time instructors who have served less than four years in their present rank shall be notified that they will henceforth be treated as appointees under the adopted plan.

In all other cases the department shall be made responsible for a careful study of the situation of each individual, a report and recommendation to be made within a year from the adoption of the new plan. Wherever warranted and possible, advancement to an assistant professorship should be given; of the remaining cases, transference to the rank of preceptor¹⁰ should be the procedure wherever it is appropriate. When no other equitable solution is available, the individual should be given assurance of reappointment as long as he wishes to remain.

⁹ The reasons for this clause are explained in Part B, p. 37f.

¹⁰ The nature of this rank and the reasons for introducing it are explained below. See Part B, p. 40.

III. ENCOURAGEMENT OF EXCELLENCE IN TEACHING AND RESEARCH

All agree that the primary functions of a university like Cornell are two: the advancement of knowledge and its dissemination. What can the Faculty do at present to bring about improvement in its performance of these functions, and in what ways can the Administration give it most effective support? The Committee's recommendations regarding each phase of this problem are next presented.

So far as concerns the Faculty's obligation in these matters, it is first of all imperative that persons engaged in these tasks at the university level become critically conscious of how they are performing them and of possible ways in which their methods might be bettered. After one's initial enthusiasm has waned it is as easy to fall into dead routine in these as in any other activities, and it is truer here than in most callings that stagnation means not merely lack of progress but retrogression. Intellectual work demands alertness to new possibilities if developed skills are even to be preserved. The Committee feels that the time is appropriate for searching self-criticism in these matters at Cornell, and that such self-criticism, so long as it be guided by common sense, cannot fail to result in raising the University's level of performance in both of the primary tasks for which it is responsible.

The problem is a complex one, and part of the complexity arises from the fact that these tasks are two and not one. Ideally, a university teacher and scholar should succeed in so adjusting the demands of these responsibilities that in his work each contributes constructively to the other.¹¹ His participation in the discovery of new knowledge continually enriches his teaching, while contact with students stimulates his creative inquiry, aids him in the selection of timely problems, disciplines him in the clear and orderly presentation of results, and (in the case of graduate teaching) gives him able assistance in the prosecution of his research projects. Where conflict does exist between teaching and research its cause is accidental rather than fundamental. The committee at Harvard which recently investigated similar problems emphasized the ideal interrelationship of these two roles by so defining "scholarship" at the university level as to imply this continuous and fruitful interaction of each duty with the other.

None the less, in actual practice few find themselves so happily situated that they could wish for nothing better than already obtains in this regard; causes of conflict, though accidental, are too insistently present. Consequently one of the major problems of any university is the problem of organizing its program in such a way that the happiest feasible adjustment is realized for the largest possible number of the staff. To a considerable degree the difficulty arises from the sheer time-consuming character of teaching, together with the fact that elementary courses contribute little to one's accomplishment as a scholar. That the problem is more deep-seated, however, is indicated by the fact that some men who are excellent teachers engage but meagrely in productive research,

¹¹ This statement neglects, of course, those few members of the staff whose duties involve no teaching or no research.

while some who are leaders in the advancement of knowledge show small aptitude at the task of communicating it to students. Different skills are involved here, which do not always go together; hence the problem of unifying them is a genuine one.

Lack of suitable harmonization of these activities is likely to be most constantly irritating in the daily awareness on the part of many faculty members that their teaching or administrative duties leave them far too little time for the research in which they are struggling to progress. The point at which it becomes most seriously disturbing, however, is in the evaluation of the work of young staff members to determine their availability for advancement. Since a university is not a research foundation, if either of its two roles is to be pronounced of primary importance it is teaching.¹² Yet no one familiar with the inner workings of a university can have failed to realize that in matters of advancement in salary or rank teaching ability often counts for very little. One usually must, of course, avoid conspicuous failure in his relations with students. But so long as this is the case, as some young instructors quickly learn, it is not necessary in the interest of rapid advancement, or even desirable, to spend much time trying to improve one's teaching; the thing to do is to engage industriously in research, producing frequent evidences of creative scholarship. Such a situation is clearly indefensible as long as we accept student fees and pretend to be responsible teachers of the young people who come to us. Our students, their parents, and the public at large have a right to the very best instruction that can be given, and the young teacher who performs this duty conscientiously should see his achievement accorded all the weight to which it is entitled when the question of advancement comes before his senior colleagues or department head.

Why is it not given this weight at present? Obviously many causes are at work here, but the main one, in the judgment of the Committee, is that we know at present all too little about how to evaluate teaching ability in any objective and dependable fashion; moreover, teaching at the university level poses certain difficulties in the way of such evaluation that are not so challenging when the teaching is concerned with younger students. Until this ignorance is at least partially removed, due recognition of teaching capacity on the part of staff members will remain under an inevitable handicap, whatever may be done in other regards to encourage it. And the frequent reappraisal of one's success as a teacher after he attains permanent rank, which is so obviously necessary to the continued fulfillment of his responsibility, cannot be engaged in with any confidence.

The Committee wished to avoid recommendations which would involve an increase in the number of University committees, and hence for some time it attempted to reach a constructive solution of this difficulty. But it finally appeared clearly unwise to continue such an attempt. We were confronted here by a very special phase of the problem of faculty efficiency which (a) necessitated thorough examination and experimentation over a considerable period of

¹² In their answers to Question B12 of the questionnaire, one-fourth of the faculty regarded teaching power as the primary requisite for promotion, while only one-eighteenth emphasized research over teaching. See below, Part B, p. 41.

time, thus threatening to delay the presentation of our report on other matters, and (b) involved ramifications which would have carried us far afield from our main task.

1. For these reasons it is recommended that a special committee of five to seven members of the University Faculty be appointed to give this important matter detailed study. This committee should be charged with the task of formulating a plan or plans for evaluating classroom instruction at Cornell, and of proposing definite means by which it may be progressively improved. Our counsel is that the methods of evaluation which appear promising to such a committee be tested first with a selected group of individuals who have expressed a willingness to cooperate. If after a period of trial the committee and those who have aided it feel that the plans have proven their worth, they may be presented to the Faculty for consideration of wider applications. In the following part of this report¹³ certain possible methods of evaluation and certain ways of encouraging excellence in teaching that were suggested in answers to our questionnaire are presented for such use as this committee might be disposed to make of them.

2. It is obvious in the second place that a constant problem affecting the efficiency of teaching in any university is that of wisely adjusting the teaching load of all staff members giving instruction. In the main, this problem is two-fold: first, how to avoid an average teaching load that is excessive; and second, how to distribute most equitably the teaching load that must be carried.

a. Returns from our questionnaire indicated that the average teaching load at Cornell does not at present constitute a serious problem. Approximately one out of six staff members, however, do appear to find their teaching too heavy and time-consuming. The Committee believes that ways and means should be found to lighten their burden. Especially is this demanded when considered in the light of the fact that over half of the staff do not find sufficient time for research.¹⁴ Burdensome teaching duties are of course not the only cause of this inability, but they are clearly one cause; and even those who so thoroughly enjoy their teaching that they would willingly do more are often forced to recognize that because of it there is little, if any, time left for research. The Committee accordingly recommends that the procedure soon to be outlined for securing a fair distribution of the teaching load be applied at the same time to accomplish, if possible, some reduction in the obligations of those now too heavily burdened.

b. As for the distribution of the teaching load, the questionnaire showed that a considerable number of our colleagues regard it as a problem deserving careful examination. To meet this problem the Committee makes the following recommendations:

(1) A schedule outlining a distribution of the teaching load in each department shall be prepared either by the head of the department or by a small committee. Then this schedule shall be submitted to all teaching members of the department for frank discussion and criticism, followed by tentative adop-

¹³ See below, Part B, p. 45f.

¹⁴ These results of the questionnaire are presented in detail below, p. 42.

tion when a satisfactory distribution has been achieved. In many departments this procedure is already employed.

(2) The Committee recommends that each college faculty consider the advisability of appointing a committee to compare the teaching load carried by the different departments in the college, reporting ways and means by which a greater measure of equality may be attained. It is obvious that a given number of student clock hours in certain types of course may be far more or far less time-consuming than the same number of hours in another type of course.

We have also contemplated the possibility that the chairmen of these several college committees might act as a University committee to consider the average teaching loads of the different colleges and make recommendations aimed at attaining the fullest equalization possible of the teaching load throughout the University. At present, no proposal on this matter is formally offered.

(3) Not only should the teaching load of each staff member be equitable and sufficiently light. It should be so arranged from day to day and semester to semester that he can utilize to the best advantage the time not devoted to teaching. Many of the staff appear unable to do this at present. The causes of this inability are complex, and of course not wholly amenable to correction. We are sure, however, that a planned rearrangement of teaching time can meet it satisfactorily to a considerable extent. To this end the Committee makes the following recommendations:

(a) That each department which does not now follow such a practice so plan teaching schedules that each individual who wishes it may, as far as possible, have two or three days in the week free from teaching duties.

(b) That teaching schedules be so arranged that individuals who wish it, and who have demonstrated their capacity for research by the successful completion of projects and publication of results, may have an occasional semester free to devote exclusively to research.¹⁵ Each department is therefore authorized, in the case of these persons, to make such a period available to them as often as one semester out of each four, provided that the total teaching load and the principle of equitable distribution render it possible. Those who wish such a free semester shall make application for it sufficiently in advance so that the work of the department can be adjusted to their plan, and before the semester begins they shall give the department head a detailed description of the research in which they intend to engage. At the end of the semester they shall present a report covering the term's activities.

We turn now to problems whose solution depends upon aid from the Administration.

3. Granted wise selection of staff members when they are appointed to the University, and careful regard to their scholarly promise when the question of their advancement arises, the encouragement of research is very largely a problem of time and money. Men with scholarly interests and habits will be absorbed in such work whenever given a chance; but they need periodic relief from the pressure of other duties, and such facilities as are requisite to complete their researches and publish the results.

¹⁵ In addition to the sabbatic leaves now provided for.

So far as time is concerned, the Committee believes that the recommendations just made will meet the need as fully as is possible. With regard to the provision of greater research facilities, salary adjustments to be proposed later will in part solve the problem. But certain essential aids obviously cannot be adequately provided by each staff member for himself. Since the University Administration is cognizant of these needs and is making every effort to meet them, the following four groups of recommendations are designed merely to record the faculty viewpoint in their regard.

a. For several decades the University has grown faster than its Library. It is imperative that provision be made at once for meeting the increased demand on the Library by members of the Faculty. And Cornell's position in relation to other university libraries gives us serious concern. Moreover, although the larger appropriations last year and this for book purchases and journal subscriptions are a source of encouragement, they are insufficient even to preserve Cornell's present comparative position.

A university which encourages research must provide its staff members the tools of research. The Cornell Library should be in a position, from now on, to secure all new publications of scholarly value, and a generous fund should be available for filling gaps in earlier collections and meeting accumulated deficiencies as opportunities arise, especially opportunities that will come at the end of the war. The problem is complicated by the fact that only a small part of the increase desperately needed would tax beyond its capacity the present library building.

It is the Committee's strong hope that:

(1) The appropriation for new purchases be increased at once by fifty per cent, with the expectation that a substantial further increase will be made as soon as a new building is available. The library staff must, of course, be enlarged also, in order that the heavier demands may be properly met.

(2) A special sum of not less than \$15,000 be set aside to take advantage of opportunities for advantageous purchase at the end of the war.

(3) Definite steps be taken immediately toward the erection of a new library building, large enough to serve the University for many decades to come, and equipped with all facilities that the best libraries now provide. Such a building is already long overdue; its construction cannot be postponed many years further without irreparable loss.

b. It is evident that funds for aid in research need to be largely increased, and that the allocation of such funds as are now available needs guidance by a common policy. The Committee expresses its belief that the unrestricted grant of \$5000 appropriated for disbursement by the Trustee-Faculty Research Committee should at once be increased to \$25,000 per year. It recommends that this committee consist, as at present, of three trustees, the Dean of the Graduate School, and five members of the University Faculty appointed by the President. This committee shall study the disposition of the research funds of the University, and in the formulation of policies shall seek the cooperation of others who are empowered to administer such funds. With regard to all funds that are now or may be hereafter under its control, it shall receive applications

for research grants, shall make apportionments as it deems desirable, shall follow the progress of the various projects supported, and shall submit annual reports to the Faculty and the President.

c. The reputation held by a university in any given field of endeavor is largely determined by the research activities and publications in that field. This reputation is, of course, mainly won by staff members representing the field, but rarely by them alone. A staff member forms a nucleus about which younger men, especially graduate students, will gather, and the several men working together, or a succession of men working in the field, contribute to its development. The result is not merely that a greater amount of work is accomplished through such collaboration, but there is also a very real stimulation to the staff member himself through his contacts with young investigators.

Where a faculty member needs the assistance of graduate students for the completion of some specific project, the funds necessary should, we think, be applied for in the form of a grant from the Trustee-Faculty Research Committee. A rather large proportion of other graduate students working for the doctorate are men who hold scholarships, fellowships, or departmental assistantships. Very few, indeed, among the most capable candidates for advanced degrees can attend a graduate school unless they receive such financial support. In many fields in which graduate work is offered at Cornell, there are at present no fellowships or assistantships available, while in other fields only one or two scholarships with small stipends of \$200 to \$400 are offered. Occasionally outstanding students who have been awarded fellowships with more substantial stipends elsewhere will forego the larger financial support because they are anxious to work with the professor in their field at Cornell, but more often the stipend is a deciding factor.

At present Cornell is at a distinct disadvantage in relation to many other institutions of similar standing, because of her lack of sufficient funds for the support of advanced studies in Ithaca. The establishment of scholarships and fellowships in the Graduate School which are unrestricted as to the field in which the work is to be done would undoubtedly bring to the University superior students who could not otherwise come. These should, we think, be of two types: fellowships with stipends of about \$1000, and scholarships of about \$500 suitable to attract promising students just completing their college course. Your Committee therefore regards it exceedingly important that funds be obtained providing for the support of ten or more \$1000 fellowships and twice as many scholarships, but unrestricted as to the field in which the students shall work. The men who will thus be attracted will contribute to the wellbeing of the University both directly through their researches and publications, and indirectly, perhaps to an even greater degree, through their effects on the morale of the permanent staff.

d. The problem of finding adequate outlets for publication of the results of scholarly investigation is one which troubles not a few members of the Faculty. It leads at once to a consideration of the function and needs of the Cornell University Press.

As a result of lack of adequate funds in the past and the present, the Press is

contributing toward the life of scholarship at Cornell on a quite insignificant scale as compared with the contribution to such institutions as Chicago, California, Harvard, Yale, Princeton, and Michigan by their university presses. At these seats of learning it has long been realized that research publications often will not pay for themselves on a commercial basis; that it is highly important none the less to render them available, and promptly; and that the financial responsibility for any losses which accrue from such publications belongs to the university which encourages its staff members to discover new knowledge as well as to disseminate old.

Your Committee believes it necessary that the University specifically assume the financial responsibility for enlarging the activities of the University Press. Sufficient financial provision should be made so that no work of scholarly value done on this campus which in the opinion of the Editorial Board deserves publication would fail of opportunity for prompt publication, or would depend for its appearance on assumption of part of the cost by the author. In order that an immediate beginning be made in the discharge of this responsibility, the Committee hopes that the Trustees will appropriate the sum of \$10,000 per year for a period of five years to support the work of the University Press, with the expectation that this sum will be increased as rapidly as the need for additional funds becomes apparent.¹⁶

IV. PROBLEMS OF PERSONAL AND DEPARTMENTAL RELATIONSHIP

In any organization where people work together, efficiency depends to a very great degree on the maintenance of contented personal relationships. In many respects, of course, this is not a problem which can be dealt with by rules and institutional machinery. But a necessary foundation for such relationships lies in a sense on the part of all persons concerned that decisions affecting their well-being are made and administered with impartial justice, and with respect for the rights and preferences of each individual. Regulations cannot create the will to justice and tolerance, but if it is present they can provide it clear expression in relation to the main functions which the community is organized to perform.

What has just been said may be summed up in the statement that a high level of cooperative achievement in any institution rests on the successful operation of democracy within its walls. This, at any rate, is the American faith. And in view of the ominously critical challenge today to the democratic way of living, both openly abroad and insidiously at home, the Committee is convinced that every great American university faces an inescapable responsibility and a great opportunity. Whatever else it accomplishes or fails to accomplish, it ought to exhibit to the world a functioning model of successful democracy on its own campus. This is not easy; teacher-scholars are no more immune than other groups of men and women to the subtle forces that inhibit or undermine

¹⁶ Later in the report (see below, p. 44) methods are mentioned which we believe promise definite aid in keeping at a minimum the actual cost to the general University budget of providing for this expansion of the work of the Press.

the democratic way of doing things. But unless they are conquered in the day to day work of a university community the verbal professions of devotion to democracy on the part of its professors and administrative heads savor unpleasantly of cant. The Committee counts Cornell most fortunate in having enjoyed the leadership of a succession of presidents who have demonstrated by act as well as in word their profound faith in democracy as a method by which men and women can work together.

The situations affecting the welfare of staff members to which democratic practices primarily pertain are four: (1) decisions regarding appointment; (2) the assignment of departmental duties; (3) recommendations of advancement in salary or rank; and (4) miscellaneous acts resulting in dissatisfaction or grievance. After giving much thought to these matters, the Committee believes that they may best be dealt with by the Faculty's adoption; first, of certain fundamental principles as universally applicable; and second, of certain specific procedures which seem necessary to their implementation.

1. The principles recommended are as follows:

a. All university teachers, regardless of tenure, are entitled to freedom of research and publication, of class-room discussion of all matters relevant to their courses, and of expression of opinion as citizens. They stand under a parallel obligation to exercise the restraint appropriate to members of a learned profession, and to make reasonable effort to indicate, in all public expressions, that they are not speaking for their institution.

b. All decisions affecting the status or prospects of staff members shall be reached by as democratic a method as can be devised—one which assures free discussion with all the educational interests of the University that are concerned being represented.

c. It is essential to eliminate the element of subjectivity so far as possible, and make decisions stand on objective evidence.

d. Every appointment should be made with the realization that the appointee may ultimately become a permanent member of the Faculty. It is important that staff members be recruited from other institutions in sufficient number so that the evils of "inbreeding" may be avoided, and that appointments in each department be so made that breadth of outlook is assured on the problems within its field, and of methods whereby those problems are explored.

e. When duties are assigned, they should be fully discussed with the individual concerned before the assignment is made, and his program shall allow him ample opportunity to demonstrate in teaching and in research his fitness for advancement.

f. The progress of all young staff members shall be followed by their department heads and deans carefully, systematically, and continuously, so that when any term of appointment expires the evidence necessary for the making of wise decisions shall be at hand.

g. In the interest both of the individual and the University, provision must be made whereby a person for whom promotion is not available shall be apprised of that fact at as early a date in his career as possible.

h. In considering advancement in rank or salary, outside offers should be minimized unless they confirm a staff member's worth as already established by his record. Department heads are responsible to allow no advantage to accrue from clever maneuvering of outside calls which one has no serious intention of accepting, to the detriment of others who actually earn and deserve advancement.

i. In view of the University's limited budget, its policy in the main should be to add young persons of promise to its staff rather than to invite men with already established reputations. There are times, of course, when a department needs immediate strength such as can only be secured by calling in an outstanding scholar in the field. Barring these cases, however, the main effort should be to secure, while they are still young, men who will add luster to the University's name when they are older.

j. Since situations may arise in which a staff member feels that he has been aggrieved, a procedure ought to be available which will give him adequate opportunity to make his grievance known and which will provide means of prompt adjustment.

2. We do not suppose it feasible to lay down any detailed set of procedures which could reasonably be expected to implement these principles under all conceivable conditions. Certain procedures so obviously recommend themselves, however, as practically necessary to the implementation of principles (a), (b), (c), (d), (f), and (j), that they likewise, we believe, merit Faculty adoption. These procedures are as follows:

a. Procedures for assuring democratic administration of appointments and advancements.

(1) Each department shall have a committee responsible to investigate candidates for appointment or advancement. The recommendation of this committee shall go to the department head in the first instance. If he disagrees, and after consultation and reconsideration the disagreement remains, both recommendations, including a minority report of the committee if there be one, shall go to the Dean. The reasons for the conclusions reached shall in each case be adequately given. The Dean shall likewise transmit both to the President, with a statement of his grounds for favoring the recommendation whose adoption he approves.

(2) In small departments this committee may well consist of the entire department. In larger departments it may consist of all staff members of the same or higher rank than the position to be filled; or it may consist of a smaller number, chosen by election. Each department shall be free to select whichever of the foregoing methods seems most suitable to its needs.

(3) Since appointments within any department may be of concern to allied departments as well as to its own members, the Committee believes that the principle of democratic supervision implies the acceptance and extension of a procedure now frequently adopted as a matter of courtesy. This is to invite a representative of each of such allied departments to sit as a member of the appointment committee, participating in its deliberations and recommenda-

tions. We recommend Faculty approval of the principle that every department should determine which other departments, whether within the same College or not, are most closely concerned in its appointments, and invite a member of each to serve on its appointment committee. While this procedure is not to be obligatory, it would not only have the virtue of eliciting a broader faculty judgment in the filling of any vacancy, but would also aid the Dean and President by making available to them the opinion of interested persons whom otherwise they might not feel free to consult.

b. Procedures for securing objectivity of judgment and ensuring breadth of personnel in appointments, and for following the progress of younger staff members:

(1) When any appointment is under consideration, the appointment committee of his department shall make a list of the most promising persons who might be candidates. This list shall normally include both persons away from Cornell and those who occupy the next lower rank in the department where the appointment is contemplated. Such a list will contain the following specific items of information:

- (a) The candidate's degrees; where and when they were taken.
- (b) A chronology of his previous appointments.
- (c) A complete bibliography of his publications.
- (d) Statements from persons at Cornell who have had an opportunity to interview the candidate or who have watched his career.
- (e) Statements by other persons who know him intimately, concerning his teaching ability, his scholarship, his personality, his capacity to work harmoniously with students and colleagues, and other pertinent data.
- (f) Statements by specialists in the candidate's field appraising his publications.

(2) A copy of this list shall be sent to the Dean and, through him, to the President, accompanying every recommendation for appointment or advancement.

Systematic adherence to this procedure will, in the Committee's opinion, guarantee the University thorough examination of those considerations that are always important in the filling of any position on the staff.

c. A procedure for the adjustment of grievances.

Any staff member who has a complaint which he wishes heard by a Faculty committee, shall notify the person against whom the complaint is directed that he has selected two persons from the Faculty at large to serve on such a committee, and request him also to designate, within a period of ten days, two persons from the Faculty to serve in a similar capacity. If the latter does not, within the specified period, make the appointment, the Dean of the petitioner's College or the President of the University shall do so for him. These four persons shall together select a fifth who shall act as chairman of the committee and who shall not belong to the Faculty of the College of the petitioner. The case shall then be heard by the committee and, after hearings are completed, the committee shall report the facts and communicate its decision by letter to the

President of the University, the Dean of the College concerned, the individual complained of, and the petitioner. At the request of the latter, a copy of the report shall be transmitted to the University Faculty.

The committee on appointments of the petitioner's department shall serve as an adjustment committee whenever both parties consent.

V. THE SALARY SCALE

How far the Committee should attempt to go into problems that are primarily financial was a difficult matter to decide. On the one hand, we recognized the complexity of the subject of university finance, and wished to avoid venturing beyond our competence in dealing with it. So far as concerns the questionnaire sent to our colleagues, we wished also to avoid any appearance of trespassing upon the domain of personal matters. On the other hand, we were unwilling to shirk what might be reasonably felt to constitute our proper responsibility in this delicate field.

Some of the recommendations already made, such as the provision of increased facilities for research, can only be carried out by the expenditure of added funds, although these proposed outlays are relatively small. So far as concerns more fundamental financial problems, it seemed to be a part of our task to ascertain as well as we could how well adjusted the present salary scale at Cornell is to the essential needs of a community of teachers and scholars, and what feasible modifications would better that adjustment. We were appreciatively aware of the efforts of the Administration to raise the level of salaries; it appeared that a statement of how faculty members themselves assess their situation might provide definite help. In Part B of this report¹⁷ the detailed data are summarized which in our judgment render imperative adoption of the following provisions affecting salaries:

1. The general salary level.

a. The primary need is a substantial raising of the salaries paid to staff members holding the rank of full-time instructor. It is evident that the financial struggle imposed on these younger faculty members is at present, in the case of a large proportion of them, far too severe. The Committee believes that at the present average level of living costs in Ithaca, salaries at this rank should begin at a figure not less than \$2000 per annum. Such a minimum would in all but unusual cases, under careful budgeting, provide for the essential needs of their work and their professional progress. That this is the primary responsibility among the salary adjustments required is not only indicated by the statistical data from the questionnaire but also by the number of answers, to the following effect, given by members of the staff now in the upper ranks: "In recent years my salary has been sufficient. In earlier years, no."

b. The next most insistent need is a moderate lifting of the salaries of assistant professors. The results of the questionnaire indicate that with them also, in too many cases, present compensation is insufficient. It is during a university teacher's years as assistant professor that the main burden of meeting the needs of a growing family falls, and if he is to make the progress in scholarly

¹⁷ See below, pp. 55-58.

achievement expected at this rank he must allot a substantial sum for books and other research materials, for travel, and for attendance at professional meetings. He should not feel obliged to teach in summer sessions except when such teaching offers specific advantages to his scholarly work apart from the financial return. The Committee feels that these ends cannot be secured if the salary scale for this rank begins at a figure lower than \$3000.

c. The Committee recommends also that \$4000 be set as the minimum salary for associate professors, and \$5000 as the minimum for professors.

2. Distinguished Service Professorships.

The Committee further believes it highly desirable that, as rapidly as may be found practicable, a list of Distinguished Service Professorships be established, after the pattern of the recently endowed John Wendell Anderson Professorship and similar professorships at the University of Chicago. Present funds should not, we think, be employed for this purpose; special gifts should be secured to endow them. It is not our belief that these professorships should carry excessively large financial rewards—very likely, salaries no greater than \$7500 or \$8000 a year would be ample. Appointment to such a professorship would constitute mainly a reward of honor, expressed in public recognition of unusual contributions, over a period of many years, to fruitful scholarship and to the service of the University. It is desirable that such posts be as many as is possible without threatening loss of their distinctive attraction, so that they will appear attainable to all with the requisite qualities rather than to a fortunate few only. And they should be awarded with the utmost care for the preservation and enhancement of the respect in which, in the University community, they will be held.

3. Automatic increments in the non-permanent ranks.

In the judgment of the Committee a system of automatic increments is the only way to satisfy the general sense of fairness as applied to the salary structure of an institution of higher education, and especially to meet the natural hope for progressively larger compensation for satisfactory work. It also operates to reduce the unfortunate aspects of the use of salaries and titles as bargaining features in attracting men to Cornell, and the feeling that outside offers are necessary to secure financial advancement. We are sure that the morale of any faculty is improved when such a system is in operation. No scale, of course, should preclude selective advances beyond the point where the automatic increases stop.

An automatic increase of \$300 is therefore recommended for instructors at each reappointment in that rank; similarly an increase of \$300 for assistant professors in the second and the third year of their term at that rank.

In case it should prove impossible to put into immediate effect all these recommendations affecting salaries, the proposals above made regarding minimum salaries for instructors and assistant professors should in our judgment have precedence.

PART B. ANALYSIS OF RETURNS FROM THE QUESTIONNAIRE

CHAPTER I. THE QUESTIONNAIRE

The following questionnaire was sent in April, 1940, to all faculty members holding the rank of instructor or above.

A. Biographical Data

1. Name
 2. Year of birth
 3. Address
 4. Present rank and college
 5. Chronology of academic appointments (assistant, instructor, etc.)
- | | | |
|------|-------------|---------------------|
| Rank | Institution | Date of appointment |
| | From | To |

6. Were you a candidate for an advanced degree while holding an instructorship? Yes No

If so, how much time were you expected to give to the instructorship?

7. Please give date and institution at which you received the bachelor's degree and any graduate or professional degrees.

Degree	Date	Institution by which conferred
--------	------	--------------------------------

B. Considerations Affecting Efficiency

1. Is your salary alone sufficient to enable you to make the professional progress as a teacher and scholar which is expected of a member of a university faculty? Yes No

Comment will be welcomed.

2. If it is not, have you been able to supplement your salary by other means? Yes No

To what extent have these other means furthered or hindered your progress as a teacher and scholar?

3. Have you been delayed in completing or publishing any piece of research by inability to finance it, or by the need of securing materials not available in Ithaca? Yes No Please explain if you care to.

4. Do you regard your teaching load as excessive? Yes No Reasons for your answer will be useful.

5. Do you find sufficient time for research during the academic year? Yes No If not, what feasible remedies would you suggest?

6. What suggestions can you make toward insuring the most equitable distribution of the teaching load among members of the staff?

7. What criteria would you suggest whereby teaching ability can be measured?¹⁸

8. What criteria would you propose as measures of scholarship?

9. What changes, if any, would you suggest in the apportionment of duties to the younger staff members, to the end of affording them the fullest opportunity to show what ability they possess to meet these criteria?

10. With a view to giving due credit to teaching ability as well as to research, what suggestions would you make as to means whereby information regarding classroom effectiveness might be obtained?

11. What suggestions can you make of ways other than salary increases and promotions whereby excellence in teaching or in research could be effectively encouraged among members of the University Faculty?

12. Please indicate the relative emphasis which in your judgment should be placed on teaching, on research, and on publication in decisions regarding promotion.

13. In the interest of securing due consideration of the rights and needs of all staff members, what changes would you regard as desirable in the present administrative procedures connected with:

- a. Making of appointments?
- b. Judging and recommending candidates for promotion?
- c. Assignment of work?
- d. Other similar matters?

(In the last named case, please specify.)

14. In making appointments and promotions in your department, has there been, in your judgment, a tendency to favor persons who have received their training at Cornell? Yes No Do you consider such a tendency undesirable? Yes No Please give reasons.

15. In matters of appointment and promotion does your department favor the policy of attaining diversity of outlook on the problems within its field, and of methods whereby those problems are explored? Yes No Do you believe that it should do so? Yes No Why?

16. What suggestions can you make as to how staff members can be most effectively protected from differential treatment in matters of appointment, promotion, and other professional opportunities, because of their opinions on controversial issues.¹⁹

17. Would you favor the creation of a committee (or committees) of the University Faculty on:

- a. Appointments? Yes No
- b. Promotions? Yes No
- c. Grievances? Yes No
- d. Other matters affecting efficiency and tenure. Yes No

(In this case please specify)

¹⁸ This question, and likewise B8, should have distinguished between general criteria of teaching ability or scholarship and specific methods by which their presence or absence may be determined in individual cases. See below, pp. 44-47.

¹⁹ It would have been desirable to draw a distinction between matters of controversy in a faculty member's technical field and matters of general social and political dispute. Differential treatment in the latter cases only was contemplated.

18. Should this committee (or committees) function in merely an advisory capacity, or otherwise?²⁰ Please explain.

C. Considerations Affecting Tenure

Certain plans have recently been proposed concerning tenure of university teachers who have completed their formal education and are on full-time appointment:

a. The American Association of University Professors and the Association of American Colleges have adopted the policy favoring permanent tenure for all such staff members, after a probationary period not to exceed six years in a single institution, or nine years if the individual transfers during this period from one institution to another.

b. A committee at Harvard has recommended a plan (now in substance adopted by the Governing Boards) which extends the probationary period to a maximum of eight years—three as "annual instructor," and five as "faculty instructor" on a single term for that period. An annual instructor's connection with Harvard ends unless he is promoted to a faculty instructorship. Similarly, a faculty instructor's connection ends at the expiration of his term unless he is promoted to an associate professorship on permanent tenure. New appointments to the rank of assistant professor have been discontinued.

c. A plan proposed by a Planning Committee at Yale and ratified by the University Corporation extends the probationary period to nine or ten years. After four years' service as an instructor on annual appointment a staff member's connection with Yale ends unless he is advanced to an assistant professorship. (In the latter case he may be continued as instructor one additional year, pending assumption of the new rank.) Assistant professors are appointed for a single term of five years, at the end of which only those are to be promoted to the rank of associate professor for whom permanent positions are open and for whom, in all but exceptional cases, an ultimate appointment as full professor seems certain. Otherwise their connection with Yale is terminated.

The first of these plans entirely separates tenure from rank; the other two retain the connection between them, but shorten the period of trial and enforce its probationary character more rigorously. The plans suggest, among others, the following questions:

1. How long, in your judgment, should it normally take in your department to appraise:

a. The teaching ability of an individual? years.

b. His promise as a scholar? years.

Kindly explain the reasons for your estimates.

c. Should the age of the individual, or other factors independent of his university duties, make an important difference in the normal period? Yes
No If so, please explain.

2. What unfortunate effects, if any, upon the educational work of the Uni-

²⁰ This question should have been phrased thus: What powers, in your judgment, should be given this committee (or these committees)?

versity are, in your opinion, traceable to the policy of not extending permanent tenure to staff members below the rank of associate professor?²¹

3. What unfortunate effects, if any, would be likely to appear if permanent tenure were extended to:

- a. Assistant professors?
- b. Instructors?

4. If you believe a modification of the present practice at Cornell to be desirable, which of the above plans would you regard as most suitable? a. . . . b. . . . c. . . .

5. What suggestions can you offer for improvement in the plan you favor, or what alternative plan would you propose? In your answer to this question, kindly give the Committee the benefit of your judgment on the following specific points:

- a. Should permanent tenure be extended to:

Assistant professors?	Yes	No
Instructors?	Yes	No

- b. If your answer to question 5a is no, should reappointment be denied, after a certain probationary period, to:

Assistant professors?	Yes	No
Instructors?	Yes	No

How long should that probationary period be?

Assistant professors years²²

Instructors years

What provision, if any, should be made for flexibility in this probationary period?

- c. If you advise denial of such reappointment, what provision would you make in the case of staff members who at the present time have held appointment in the lower ranks for a longer time than this probationary period?

Three hundred and fifty-eight replies to this questionnaire were received, of which eighteen came in after the statistical summary of the returns now to be presented was compiled.

²¹ This question and those which follow were stated in faulty form. Questions 2., 3., 4., and 5a appear to assume continuance of the present rules regarding the term of appointment of instructors and assistant professors, while 5b assumes that changes in these rules might be desirable. The questions should have been so stated that their assumptions were obvious and were the same in all cases.

²² It should have been indicated whether this period includes the assistant professor's term as an instructor, or not. See below, p. 38, footnote.

TABLE I. DATA ON SECTION A OF QUESTIONNAIRE

Question	5					6					7				
	Answer					Time Spent					U. G.				
	A	I	AP	Age		Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
						Yes	No	Yes	No	F	$\frac{1}{2}$ F	$\frac{3}{4}$ F	$\frac{1}{2}$ C	N	Both
57 P	1.9	4.3	8.7	38.9		28	25.53	47	16	3	3.57	11	11	44	11
28 AP	2.5	5.3	—	32.5		16	11.59	41	9	1	5.44	6	31	25	3
31 I	2.9	—	—	26.2		19	12.61	39	9	2	6.47	11	32	25	6
Total	—	—	—	—		63	48.57	43	32	6	14.51	10	22	94	20
54 P	2.7	3.2	6.7	37.8		28	21.57	43	4	3	15.14	11	54	36	16
26 AP	2.7	5.4	—	33.0		11	10.52	48	4	1	5.36	9	45	16	10
20 I	2.9	—	—	27.6		10	8.56	44	2	3	2.20	30	20	15	5
Total	—	—	—	—		49	39.56	44	10	7	22.20	14	45	67	31
6 P	—	—	5.3	41.8		0	5	0	100	—	—	—	—	3	3
1 AP	—	—	—	45.0		1	1.50	—	—	—	—	—	—	2	0
3 I	—	—	—	31.5		1	6.14	86	—	—	—	—	—	5	3
Total	—	—	—	—		2	1.50	—	—	—	—	—	—	7	12
18 P	—	5.2	7.1	38.1		7	10.41	59	2	1	—	—	—	13	14
25 AP	—	8.2	—	34.2		16	7.70	30	8	2	—	—	—	11	12
22 I	—	—	—	27.2		18	3.86	14	12	3	1.67	17	6	21	38
Total	—	—	—	—		41	20.67	33	22	6	1.54	15	2	31	38
9 P	2.3	2.1	5.0	37.0		2	7.22	78	1	0	1.50	0	50	8	2
4 AP	—	6.0	—	39.0		2	2.50	50	—	2	—	—	—	100	2
7 I	2.5	—	—	31.0		5	1.83	17	1	1	3.20	20	60	7	0
Total	—	—	—	—		9	10.47	53	2	1	6.22	11	67	17	3
7 P	—	—	—	32.1		0	6	0	100	—	—	—	—	5	2
1 P	—	1.0	8.0	35.0		0	1	0	100	—	—	—	—	0	1
3 AP	—	2.0	—	30.7		0	2	0	100	—	—	—	—	2	0
2 I	—	—	—	—		0	1	0	100	—	—	—	—	2	0
Total	—	—	—	—		0	4	0	100	—	—	—	—	4	2
9 P	—	4.0	8.0	36.1		5	2.71	29	1	1	2.20	20	40	2	3
2 AP	—	4.0	—	—		2	0.100	0	1	0	1.50	0	50	2	0
5 I	—	—	—	26.6		4	1.80	20	2	1	3	0	75	2	2
Total	—	—	—	—		11	3.79	21	2	1	6.18	9	55	6	5
161 P	2.3	3.8	7.4	38.1		70	77.48	52	24	8	21.34	11	30	105	50
89 AP	2.6	6.1	—	33.5		47	32.59	41	20	4	13.43	9	28	60	29
90 I	2.8	—	—	27.5		57	27.68	32	24	9	15.42	16	26	64	25
Total	—	—	—	—		174	136.56	44	68	22	49.39	13	28	229	104

Note: F, $\frac{3}{4}$, $\frac{1}{2}$ in the columns under Question A6 mean full, $\frac{3}{4}$ and $\frac{1}{2}$ time instructorship.
 U. G. and G. in the columns under Question A7 mean undergraduate and graduate work respectively.
 N and C in the columns under Question A7 mean not at Cornell and at Cornell respectively.
 A = Assistant, I = Instructor, AP = Assistant Professor, and P = Professor.
 Age under Question A5 means age of appointment to present rank.

TABLE II. DATA ON QUESTIONS 1 TO 5 INCLUSIVE OF SECTION B OF QUESTIONNAIRE

Question	1						2						3						4						5					
	Number			Per cent			Number			Per cent			Number			Per cent			Number			Per cent			Number			Per cent		
	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total			
57 P 28 AP 31 I Total Arts	29	22	51	57	43	31	8	30	20	36	68	8	44	15	85	27	28	49	51											
	14	11	25	56	44	14	9	61	39	16	33	67	5	22	19	81	11	14	44	56										
	7	19	26	27	73	12	10	55	45	3	25	11	89	15	85	49	56	47	53											
54 P 26 AP 20 I Total Agriculture	50	52	102	49	51	57	27	68	32	28	77	27	73	16	90	15	85	49	56	47										
	25	21	46	54	46	28	9	76	24	11	39	22	78	6	43	12	88	24	50	50										
	13	12	25	52	48	7	9	44	56	7	19	27	73	5	20	20	80	14	13	52	48									
6 P 3 I Total Architecture	8	11	19	42	58	9	4	70	30	7	11	39	61	0	100	10	9	53	47											
	46	44	90	51	49	44	22	67	33	25	69	27	73	11	77	13	87	48	46	51	49									
	3	3	6	50	50	5	0	100	0	1	5	17	83	1	5	17	83	3	3	50	50									
1 AP 3 I Total Engineering	0	1	1	0	100	0	0	100	0	0	1	0	100	0	3	0	100	0	1	0	100									
	3	6	9	60	40	6	0	100	0	1	2	33	67	0	1	0	100	1	1	50	50									
	6	10	16	38	62	12	1	92	8	5	11	31	69	5	12	29	71	4	12	25	75									
25 AP 22 I Total Engineering	2	20	22	9	91	19	0	100	0	7	19	27	73	8	15	35	65	6	16	27	73									
	3	16	19	16	84	10	7	59	41	4	14	22	78	4	13	24	76	6	13	32	68									
	11	46	57	19	81	41	8	84	16	16	44	27	73	17	40	30	70	16	41	28	72									
9 P 4 AP 7 I Total Home Economics	6	2	8	75	25	1	2	33	67	1	6	14	86	2	5	29	71	0	9	0	100									
	3	1	4	75	25	0	2	0	100	0	3	25	75	0	3	0	100	2	0	0	100									
	3	3	6	50	50	4	4	55	45	2	15	12	88	2	15	12	88	4	13	24	76									
LAW	12	6	18	67	33	5	4	55	45	2	15	12	88	2	15	12	88	4	13	24	76									
	5	1	6	83	17	1	1	50	50	1	5	17	83	2	6	25	75	2	4	33	67									
	0	1	1	0	100	0	0	100	0	0	1	0	100	0	1	0	100	0	1	0	100									
1 P 3 AP 2 I Total Staff Adv.	2	1	3	67	33	2	1	67	33	1	2	33	67	0	3	0	100	1	2	33	67									
	1	1	2	50	50	1	1	50	50	0	1	0	100	1	1	50	50	0	1	0	100									
	3	3	6	50	50	4	2	75	25	1	4	20	80	1	5	17	83	1	4	20	80									
9 P 2 AP 5 I Total Medical	3	50	53	50	50	4	2	75	25	1	4	20	80	1	5	17	83	1	4	20	80									
	5	2	7	71	29	3	1	75	25	0	8	0	100	2	6	25	75	5	3	63	37									
	1	0	1	100	0	1	1	50	50	1	1	50	50	0	2	0	100	2	0	100	0									
2 AP 5 I Total Vet.	4	1	5	80	20	1	2	33	67	1	4	20	80	1	4	20	80	2	1	67	33									
	10	3	13	77	23	5	4	55	45	2	13	13	87	3	12	20	80	9	4	69	31									
	1	0	1	100	0	0	0	100	0	0	1	0	100	0	1	0	100	0	1	0	100									
161 P 89 AP 90 I Total University	79	62	141	56	44	82	22	79	21	36	111	24	76	26	122	18	82	65	84	44	56									
	35	46	81	43	57	43	22	66	34	25	61	29	71	18	66	21	79	36	46	44	56									
	29	51	80	36	64	37	24	61	39	16	63	20	80	9	56	14	86	32	43	43	57									
Total	143	159	302	47	53	100	68	70	30	77	235	25	75	53	244	19	81	133	173	43	57									

TABLE III. DATA ON QUESTIONS 14 AND 15 INCLUSIVE OF SECTION B OF QUESTIONNAIRE

Question	14a						14b						15a						15b					
	Number			Per cent			Number			Per cent			Number			Per cent			Number			Per cent		
	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total
57 P	12	37	49	25	75	100	31	15	46	67	33	100	33	5	38	87	13	100	37	3	40	92	8	100
28 AP	7	19	26	27	73	100	11	11	22	50	50	100	20	2	22	91	9	100	20	1	21	95	5	100
31 I	6	13	19	32	68	100	14	8	22	64	36	100	11	2	13	85	15	100	14	1	15	93	7	100
Total	25	69	94	27	73	100	56	34	90	62	38	100	64	9	73	88	12	100	71	5	76	93	7	100
54 P	13	32	45	29	71	100	28	13	41	68	32	100	38	1	39	97	3	100	47	0	47	100	0	100
26 AP	8	16	24	33	67	100	14	12	26	54	46	100	18	1	19	95	5	100	22	0	22	100	0	100
20 I	7	10	17	41	59	100	4	8	12	33	67	100	11	3	14	93	7	100	12	0	12	100	0	100
Total	28	58	86	33	67	100	46	33	79	58	42	100	67	5	72	93	7	100	81	0	81	100	0	100
6 P	0	6	6	0	100	100	2	2	4	50	50	100	4	0	4	100	0	100	6	0	6	100	0	100
1 AP	0	1	1	0	100	100	0	0	0	100	0	100	0	0	0	100	0	100	0	0	0	100	0	100
3 I	0	2	2	0	100	100	2	2	4	67	33	100	1	0	1	100	0	100	1	0	1	100	0	100
Total	0	9	9	0	100	100	4	2	6	67	33	100	5	0	5	100	0	100	7	0	7	100	0	100
18 P	4	12	16	25	75	100	8	6	14	57	43	100	9	0	9	100	0	100	11	0	11	100	0	100
25 AP	5	17	22	23	77	100	10	9	19	53	47	100	14	1	15	93	7	100	12	0	12	100	0	100
22 I	3	14	17	18	82	100	12	5	17	71	29	100	9	0	9	100	0	100	10	0	10	100	0	100
Total	12	43	55	22	78	100	30	20	50	60	40	100	32	1	33	97	3	100	33	0	33	100	0	100
9 P	1	8	9	11	89	100	5	1	6	83	17	100	7	0	7	100	0	100	5	0	5	100	0	100
4 AP	0	3	3	0	100	100	1	2	3	33	67	100	1	2	3	33	67	100	2	0	2	100	0	100
7 I	0	4	4	0	100	100	1	1	2	50	50	100	4	0	4	100	0	100	4	0	4	100	0	100
Total	1	15	16	6	94	100	7	4	11	64	36	100	12	2	14	86	14	100	11	0	11	100	0	100
7 P	1	6	7	14	86	100	3	1	4	75	25	100	7	0	7	100	0	100	5	0	5	100	0	100
1 P	0	1	1	0	100	100	1	0	1	100	0	100	1	0	1	100	0	100	1	0	1	100	0	100
3 AP	0	3	3	0	100	100	2	0	2	100	0	100	3	0	3	100	0	100	3	0	3	100	0	100
2 I	0	2	2	0	100	100	2	0	2	100	0	100	1	0	1	100	0	100	1	0	1	100	0	100
Total	0	6	6	0	100	100	5	0	5	100	0	100	5	0	5	100	0	100	5	0	5	100	0	100
9 P	4	2	6	67	33	100	2	3	5	40	60	100	6	0	6	100	0	100	6	0	6	100	0	100
2 AP	0	1	1	0	100	100	2	0	2	100	0	100	2	0	2	100	0	100	2	0	2	100	0	100
5 I	1	4	5	20	80	100	3	0	3	100	0	100	2	1	3	67	33	100	3	0	3	100	0	100
Total	5	7	12	42	58	100	5	4	9	55	45	100	10	1	11	91	9	100	11	0	11	100	0	100
161 P	35	104	139	25	75	100	80	41	121	66	34	100	105	6	111	95	5	100	118	3	121	98	2	100
89 AP	20	60	80	25	75	100	38	34	72	53	47	100	58	6	64	90	10	100	61	1	62	98	2	100
90 I	17	49	66	26	74	100	38	23	61	62	38	100	39	6	45	87	13	100	45	1	46	98	2	100
Total	72	213	285	25	75	100	156	98	254	39	61	100	202	18	220	92	8	100	224	5	229	98	2	100

TABLE IV. DATA ON QUESTIONS 17 AND 18 OF SECTION B OF QUESTIONNAIRE

Question	17a												17b						17c						18			
	Number			Per cent			Number			Per cent			Number			Per cent			Number			Per cent			Number		Per cent	
	Yes	No		Yes	No		Yes	No		Yes	No		Yes	No		Yes	No		Yes	No		Yes	No		Adv.	Pw.	Adv.	Pw.
Arts	57 P	9	37	20	80		9	37		20	80		24	21		53	47		25	4		86	14			86	14	
	28 AP	7	13	34	66		9	10		47	53		16	6		73	27		11	0		100	0			100	0	
	31 I	7	9	44	56		10	6		62	38		13	5		72	28		9	3		75	25			75	25	
	Total	23	59	28	72		28	53		35	65		53	32		62	38		45	7		87	13			87	13	
Agriculture	54 P	14	30	32	68		16	29		35	65		25	22		53	47		24	1		96	4			96	4	
	26 AP	6	17	26	74		9	14		39	61		14	9		61	39		12	1		92	8			92	8	
	20 I	8	5	61	39		8	5		61	39		10	4		71	29		7	2		78	22			78	22	
	Total	28	52	35	65		33	48		41	59		49	35		58	42		43	4		91	9			91	9	
Architecture	6 P	2	4	33	67		2	4		33	67		4	2		67	33		4	0		100	0			100	0	
	1 AP	0	0	—	—		0	1		50	50		2	0		—	—		0	0		—	—			—	—	
	3 I	0	2	25	75		1	1		37	63		6	2		75	25		5	0		100	0			100	0	
	Total	2	6	25	75		3	5		37	63		6	2		75	25		5	0		100	0			100	0	
Engineering	18 P	4	11	27	73		5	11		31	69		9	6		60	40		7	1		88	12			88	12	
	25 AP	10	10	50	50		10	9		53	47		7	12		37	63		9	3		75	25			75	25	
	22 I	1	11	8	92		3	9		25	75		5	7		42	58		7	2		78	22			78	22	
	Total	15	32	32	68		18	29		38	62		21	25		46	54		23	6		79	21			79	21	
Home Economics	9 P	3	4	43	57		4	3		57	43		2	3		40	60		5	0		100	0			100	0	
	4 AP	1	3	25	75		1	3		25	75		2	2		50	50		0	1		0	0			0	0	
	7 I	0	2	0	100		1	2		33	67		0	2		0	100		3	0		100	0			100	0	
	Total	4	9	31	69		6	8		43	57		4	7		36	64		8	1		89	11			89	11	
LAW	7 P	0	7	0	100		0	7		0	100		2	5		29	71		2	0		100	0			100	0	
	1 P	1	0	100	0		1	0		100	0		3	0		100	0		2	1		67	33			67	33	
	3 AP	1	1	50	50		2	0		0	0		0	3		0	0		0	0		—	—			—	—	
	Total	2	1	67	33		3	0		100	0		3	1		75	25		3	1		75	25			75	25	
Vet.	9 P	3	4	43	57		2	5		29	71		2	5		29	71		3	1		75	25			75	25	
	2 AP	1	1	50	50		0	1		0	100		1	0		100	0		1	0		100	0			100	0	
	5 I	1	3	25	75		3	2		60	40		2	2		50	50		2	1		67	33			67	33	
	Total	5	8	39	61		5	8		38	62		5	7		42	58		6	2		75	25			75	25	
University	161 P	36	97	27	73		39	96		29	71		68	65		51	49		71	7		91	9			91	9	
	89 AP	26	45	37	63		31	37		46	54		43	29		60	40		35	6		85	15			85	15	
	90 I	17	32	35	65		26	25		51	49		32	20		62	38		29	8		78	22			78	22	
	Total	79	174	31	69		96	158		38	62		143	114		56	44		135	21		87	13			87	13	

Note: Adv. and Pw. under Question 18 indicate those who wished the committee (or committees) in question to have advisory or more than advisory power respectively.

TABLE V. DATA ON QUESTIONS 1 AND 4 OF SECTION C OF QUESTIONNAIRE

Question		1						4								
Answer	a	b	c				Per cent									
			Aver.	Aver.	Number		Yes	No	a	b	c	Number	a	b	c	Per cent
					Yes	No										
57 P	3.1	4.8	18	19	49	51	14	5	6	56	20	24				
28 AP	4.0	5.3	10	10	50	50	10	4	3	59	24	17				
31 I	3.3	4.6	10	14	42	58	15	4	3	68	18	14				
Total	3.4	4.9	38	43	47	53	39	13	12	61	20	19				
54 P	3.7	4.6	22	21	51	49	11	10	10	36	32	32				
26 AP	3.9	4.6	7	14	33	67	5	1	7	38	54	8				
20 I	4.0	5.1	7	8	47	53	7	0	4	64	0	36				
Total	3.8	4.7	36	43	46	54	23	11	21	42	20	38				
6 P	3.8	3.8	2	3	40	60	0	0	1	0	0	100				
1 AP	2.0	—	0	0	—	—	—	—	—	—	—	—				
3 I	3.5	4.5	0	2	0	100	1	0	0	100	0	0				
Total	3.6	4.0	2	5	29	71	1	0	1	50	0	50				
18 P	2.5	3.3	5	5	50	50	3	0	3	50	0	50				
25 AP	3.0	3.8	7	12	37	63	12	3	6	57	14	29				
22 I	3.0	3.8	8	8	50	50	4	2	3	45	22	33				
Total	2.9	3.7	20	25	44	56	19	5	12	53	14	33				
9 P	2.7	3.0	3	3	50	50	2	0	3	40	0	60				
4 AP	4.3	5.3	2	1	67	33	1	0	1	50	0	50				
7 I	3.0	4.4	2	4	33	67	0	2	2	0	50	50				
Total	3.2	4.0	7	8	47	53	3	2	6	27	18	55				
7 P	3.3	4.8	2	3	40	60	2	0	1	67	0	33				
1 P	5.0	9.0	1	0	100	0	0	0	1	0	0	100				
3 AP	3.3	4.7	0	3	0	100	2	0	0	100	0	0				
2 I	2.0	2.0	0	0	—	—	0	0	0	—	—	—				
Total	3.3	4.8	1	3	25	75	2	0	1	67	0	33				
9 P	5.0	4.5	3	2	60	40	1	2	1	50	25	25				
2 AP	3.0	3.0	0	0	—	—	1	0	0	100	0	0				
5 I	2.7	2.7	1	3	25	75	1	1	1	50	0	50				
Total	4.0	3.7	4	5	45	55	5	1	2	62	13	25				
161 P	3.3	4.5	56	56	50	50	34	16	26	45	21	34				
89 AP	3.7	4.6	26	40	40	60	32	8	17	56	14	30				
90 I	3.4	4.5	28	39	42	58	28	8	13	57	16	27				
Total	3.4	4.5	110	135	45	55	94	32	56	52	17	31				

TABLE VI. DATA ON QUESTION 5 OF SECTION C OF QUESTIONNAIRE

Question		5																	
Answer		a(1)				a(2)				b(1)				b(2)				Years as	
		Number		Per cent		Number		Per cent		Number		Per cent		Number		Per cent		AP	I
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		
57 P	Arts	14	31	31	69	3	42	7	93	17	16	52	48	27	13	67	33	5.4	4.4
28 AP		5	13	28	72	2	14	11	89	8	8	50	50	11	7	61	39	4.8	4.4
31 I		13	5	72	28	4	16	22	78	3	6	33	67	10	4	71	29	5.0	4.3
Total		32	49	40	60	9	72	11	89	28	30	48	52	48	24	67	33	5.1	4.4
54 P	Agri-	14	26	35	65	2	39	5	95	13	17	43	57	25	9	74	26	4.9	4.4
26 AP		8	13	38	62	0	19	0	100	7	7	50	50	10	5	67	33	5.1	4.2
20 I	culture	10	3	77	23	7	16	60	40	4	3	57	43	4	3	57	43	4.3	4.0
Total		32	42	43	57	9	64	12	88	24	27	47	53	39	17	70	30	5.0	4.2
6 P	Arch-	1	4	20	80	0	4	0	100	2	2	40	60	2	1	67	33	5.5	4.0
1 AP	ecture	0	0	—	—	0	0	—	—	0	0	—	—	0	0	—	—	—	—
3 I		1	1	50	50	1	1	50	50	2	3	40	60	3	1	75	25	5.5	4.0
Total		2	5	29	71	1	5	17	83	2	3	40	60	3	1	75	25	5.5	4.0
18 P	Engi-	5	8	38	62	2	12	14	86	3	7	30	70	11	1	92	8	5.6	3.9
25 AP		15	6	71	29	6	14	30	70	3	4	43	57	7	3	70	30	3.3	4.5
22 I	neering	5	7	42	58	4	8	33	67	3	6	33	67	4	5	45	55	5.3	4.0
Total		25	21	54	46	12	34	26	74	9	17	35	65	22	9	71	29	4.5	4.2
9 P	Economics	2	3	40	60	1	5	17	83	1	2	33	67	1	3	25	75	4.0	5.0
4 AP		1	2	33	67	0	2	0	100	1	1	50	50	1	2	33	67	5.5	3.5
7 I	Home	2	1	67	33	1	3	25	75	0	2	0	100	2	4	5	55	3.5	4.3
Total		5	6	45	55	2	10	17	83	2	5	29	71	4	5	45	55	4.4	4.3
7 P	Law	1	5	17	83	0	6	0	100	3	1	75	25	5	0	100	0	4.6	4.3
1 P		0	1	0	100	0	1	0	100	1	0	100	0	1	0	100	0	4.5	4.5
3 AP	Med.	2	0	100	0	0	1	0	100	0	1	0	100	0	1	50	50	9.0	4.5
2 I	Staff	1	1	50	50	1	1	50	50	1	1	0	100	0	1	0	100	4.5	5.5
Total		3	2	60	40	1	3	25	75	1	2	33	67	2	2	50	50	6.7	4.8
9 P	Adv.	3	2	60	40	0	5	0	100	0	2	0	100	3	1	75	25	5.5	5.0
2 AP		3	2	60	40	0	0	0	100	0	2	0	100	1	1	50	50	5.0	3.0
5 I	Vet.	2	1	67	33	0	3	0	100	0	1	0	100	1	1	50	50	7.3	4.3
Total		7	3	70	30	0	9	0	100	0	5	0	100	5	3	63	37	5.8	4.6
161 P	Uni-	40	80	33	67	8	114	7	93	40	47	46	54	75	28	73	27	5.3	4.3
89 AP		33	34	49	51	13	53	13	87	19	23	45	55	31	19	62	38	4.5	4.4
90 I		34	19	64	36	3	36	33	67	10	20	33	67	22	14	61	39	4.9	4.1
Total		107	133	45	55	14	203	14	86	69	90	43	57	128	61	68	32	5.0	4.3

CHAPTER II. THE PROBLEM OF TENURE

A

The primary question to which an answer is needed before a wise tenure plan can be formulated is: How early in the career of a university staff member is it possible to tell whether he has the qualities which promise success in teaching and research?

From the answers to Question 1 on Table V of the questionnaire it appears that the Faculty believes about three and a half years are necessary to evaluate teaching ability, and four and a half years to judge capacity for research. These periods, of course, are not to be regarded as concurrent, nor does one begin when the other ends. During the first two years of a person's position as full-time instructor he is ordinarily too occupied in adjusting himself to his teaching responsibilities to engage in research. By the third year this adjustment is usually completed if he is destined to be a successful teacher, and his scholarly work is resumed. Its results may not be revealed, however, for another two or three years.

These are the considerations which induced the Committee to recommend a basic period of three years at the rank of instructor and another three years at that of assistant professor. By the end of these six years one's probationary term ought ordinarily to be over; in most cases it can be decided as well then as later whether he is suited to his chosen career or not. Indeed, the majority (55 percent) of those who answered Question 1c did not think that the period required for these appraisals needs flexibility to allow for individual variations. However, a considerable number did believe that the age of the individual at the time he begins his duties is apt to make some difference in the time required. For this reason, and because the Committee has felt that its first obligation is to safeguard the University against possible errors, the margin of another two years in the term as instructor has been allowed whenever it appears needed. This brief added period does not affect the individual too adversely, and yet it gives the University the extra protection desirable in the interest of efficiency and progress. Except for this margin, and for the extra term allowed at the assistant professorship in the case of those who come to Cornell as appointees at that rank, the Committee has followed the majority judgment in recommending strict and inviolable rules regarding the period of probation.

In the light of these estimates, thus interpreted, it is clear that a policy which allows a much longer probationary period than this is quite unjustifiable. Its consequences to the University are unfortunate, and it is unnecessarily cruel to those faculty members who grow old in its service without being awarded tenure. That this is not merely a theoretical situation is shown by the circumstance that on October 1, 1938, at Cornell, of 212 persons holding the rank of instructor, 36 had served in that capacity more than six years, 18 twelve years or more, 12 fifteen years or more, and 7 eighteen years or more.²³

It is interesting to note that official recognition of the period thus recommended would make the University's rules of tenure accord with its present

²³ The five year rule in Arts has begun to remedy this state of affairs so far as that College is concerned.

practice, so far as concerns the average age of appointees to the various ranks.

If the answers to Question 5 on Table I be consulted, it will appear that the average age at which persons on the Cornell Faculty have been appointed to the rank of professor is 38.1 years. The deviation from this average in the various colleges of the University is very small except in the cases of Architecture and Law. The average age at which appointments to an assistant professorship have been made is 33.5, and again the deviation of one college from another is very small except where the returns from members holding this rank were few. The average age at which persons have been appointed to the rank of instructor has been 27.5; likewise there is very little variation between the colleges except in the cases of Architecture and Home Economics.

The average age at which the doctorate is attained, at Cornell and likewise at other universities, is approximately 29. The difference of a year and a half between this age and that at which appointments to an instructorship have on the average been made is explained by the circumstance (see answers to Question 6 on the same table) that at present many persons are appointed to this rank before completing their formal education; indeed, at Cornell such is the case with a majority of those who answered this question (56 per cent).

It is our conviction, however, that in view of the varied conditions under which part-time staff members are employed, any sound tenure plan must begin with full-time appointment, and that the title "instructor" should no longer be used for part-time appointees. On this basis, the average age of appointment to instructorships would be 29, and the average age of advancement to an assistant professorship on the tenure plan proposed would be 32 or 33. This is only slightly less than the average age at which appointments to this rank are made at present.

Due to the fact that the rank of associate professor was introduced only one semester before the questionnaire was sent out, we have no data as to the average age of appointments to this rank at Cornell. It could not well be higher than 36, however, since the average age at which full rank is attained has been only 38. On the tenure plan recommended, since assistant professors will be appointed for a single term of three years (to be supplemented, if necessary, by two years more in the case of those who come to Cornell at that rank from elsewhere) the average age at which an associate professorship on indefinite tenure is attained would be approximately 36.

Several relevant factors quite independent of those thus far discussed converge to support the wisdom of these recommendations with respect to the age limits which are in practice involved. Many people do not settle down till the early thirties; it is not yet clear whether their varied interests, attitudes, and ambitions will be harmoniously satisfied when organized in the pattern required by an academic career. Moreover, this period is ordinarily the one in which marriage and parenthood are undertaken; often an individual is thirty-five or six before one can tell whether these relationships will prove happy adjustments or whether they will bring distractions too difficult to reconcile with dependable university work. On the other hand, the expectations of the competitive world of today are such that it is unfair to the young teacher himself to be retained

beyond this age if there is any serious likelihood that he will be released later. If he is in his early thirties it is ordinarily possible for him to find entrance in some other calling; if he essays to move from one university to another his experience is regarded as an asset, his age is no handicap, and his failure to win promotion is not interpreted as necessarily an indication of incompetence. If he is in his late thirties he faces a rather radical change in these respects. His age as such now stands in his way; his lack of advancement is at the very least viewed with suspicion; prospective employers are apt to consider it less risky to try younger men, of whom plenty are available. At the present time competition with distinguished refugees from Europe adds to the difficulty. A realistic observation of current practice shows that if he is continued beyond the middle thirties the University lies under, and recognizes, a moral obligation not to turn him loose without a satisfactory job, whatever its legal right in his regard permits. Very important it is, therefore, that the responsibility of a definite appraisal be accepted and exercised before this time has passed.²⁴

B

But a further important question must be answered before a definite tenure plan can be decided upon in the light of these conclusions. As a result of their work during the probationary period young staff members will fall into one or another of the following three groups: (a) those who have failed to exhibit the capacity and promise requisite in the occupant of a permanent post in the Cornell Faculty; (b) those who have fully measured up to the expectations of their colleagues and for whom advancement to a higher rank, in competition with candidates from other institutions, is possible; and (c) those who have exhibited these qualities in sufficient degree so that their superiors hesitate to terminate their connection with Cornell, but for whom, on account of budgetary or other limitations, no advancement is feasible. The proper procedure with groups (a) and (b) is obvious. What is to be done with group (c)? A difficult question must be clearly and frankly faced here. There are three possibilities. Shall all the members of this group, like those of group (a), be required to find positions elsewhere; shall some of them be continued past the normal probationary period

²⁴ Certain answers to Section C of the questionnaire might seem at first sight to be inconsistent with our colleagues' estimate of the time necessary to judge a person's competence as a university teacher and scholar. In C5b respondents were asked to indicate how long, in their judgment, a staff member ought ordinarily to be kept on probation before a position carrying permanent tenure is granted him. The answers averaged: for instructors, four and a quarter years; for assistant professors, five years. (See the last two columns of Table V.) If these be added together, a total probationary period of nine years and a quarter is apparently recommended. Such an interpretation would be a mistake, however, as the following considerations show.

Unfortunately, the question did not make clear whether the probationary period for an assistant professor was intended to include his term of service as an instructor or not. Some answered on one assumption, others answered on the other. Moreover, of the three tenure plans between which faculty members were asked to indicate a preference, that sponsored by the Association of University Professors and the Association of American Colleges was favored by a majority of those who replied. (See Table V, Question 4.) This plan proposes a probationary period of six years, to be lengthened only when the individual transfers during that time from one institution to another. It must also be kept in mind that those who answered C5b had already replied no to at least one part of the question preceding it, namely, whether tenure should be extended to assistant professors or to instructors. But 107 of our colleagues (45 percent of those who replied to C5) answered yes to that question so far as concerns assistant professors, and 34 (14 percent) made the same answer for instructors. It is evident that all of these faculty members regarded a short probationary period as sufficient.

When these circumstances are weighed the apparent discrepancy disappears.

in their present rank, still subject to later dismissal; or shall those who wish to stay be given indefinite tenure without advancement?

Our colleagues were evidently uncertain which of these alternatives should be chosen, as is shown by their comments on Question C5, and especially by a comparison of their answers to C5a(1) and C5b(1). A majority (56 per cent) of those who answered these questions believed that indefinite tenure should not be given to assistant professors, while a majority (57 per cent) also believed that reappointment should not necessarily be denied them at the end of a probationary period. As many pointed out, when this time comes a man may have fully demonstrated his worth, while there is as yet no vacancy in the higher ranks for him; no satisfactory post may be available elsewhere in that particular year, and his superiors' reluctance to terminate his connection may be matched by his own willingness to remain at his present rank.

The Committee is convinced that careful examination of all the relevant facts will lead to unqualified rejection of the second alternative, and to adoption of the third only in certain exceptional circumstances. One of the greatest evils in university administration is the continuance of men in the lower ranks past the age at which they can be readily moved elsewhere, so that the University gradually finds itself under a moral obligation to keep them as long as they need to stay, even when it is unable to advance them to a higher chair. This is unjust to the institution, because the latter is in effect deprived of the freedom to elect superior candidates from outside to such permanent openings as later appear, and of the opportunity to give trial to younger men who come with fresh promise upon the scene. It is unjust to the individuals involved, because they are placed in a position of inferiority to and dependence upon their more successful contemporaries, without the protection of security, when in the interest of their own progress and contentment they should be pursuing a career elsewhere. It is the Committee's considered judgment that the only way in which this serious evil can be effectively met is a rule of tenure which forces upon an individual's administrative superiors the responsibility to make a definite decision by the sixth or at latest the eighth year of his teaching whether or not he can at that time be given a responsible post in his department.

The Committee believes, then, that the first alternative, namely, to require all persons in group (c) to seek positions elsewhere, offers the only generally satisfactory solution of the problem. And it is a solution that is just to the successful young university worker who is not accorded advancement, provided that he understands the situation clearly, sees no evidence of partiality in the way the policy is applied, and is given every aid in locating elsewhere. His experience as a teacher at Cornell ought in any case to be of value to him in gaining consideration at another institution.

The Committee recognizes, however, that there may be temporary situations in which the recommended procedure should not be strictly applied, and that in a few departments security of tenure without advancement may need to be allowed in certain cases.

Under the head of temporary exceptions we have in mind the fact that occasionally a young staff member may be selected for a position carrying in-

definite tenure but his actual appointment may be unavoidably delayed for obviously temporary reasons. It would be unsettling to the individual and unjust to another institution to which he might be called, for him to move elsewhere if it is definitely understood on both sides that he is to return in a year or two to a higher rank. In such cases the candidate should be assured at once of indefinite tenure through a commitment from the administration, in writing, with respect to the time at which and the conditions under which he will assume his new duties.

Under the head of permanent exceptions we note that there apparently exist in the scientific and technological departments a few positions involving instructional duties which are essentially different, from the standpoint of the present analysis, from those occupied by the vast majority of the Faculty. These duties involve no responsibility for scholarly research, since they simply require trained competence in teaching students some standardized process, as in drawing or machine work. Such departments might be adversely affected if compelled every few years to replace one who successfully performs these tasks by a new incumbent. In certain important respects these posts are more akin to those held by department secretaries or laboratory assistants than to those of a regular staff member. The Committee believes that such positions should be explicitly distinguished from others by a unique title standing quite outside the instructor-to-professor hierarchy. The title "preceptor" is suggested for this purpose; it is entirely dignified, and, we think, otherwise suitable. Those appointed to this distinctive title should be granted permanent tenure not later than six years after commencing their duties, if they have discharged them adequately and the department wishes to retain them.

All these considerations, taken together, have led the Committee to recommend the tenure plan presented in Part A.

One further matter deserves brief mention. The Committee is doubtful whether, in one respect, the present titles for academic ranks might not be improved. After readjustment to the new plan has made substantial progress, we believe that the Faculty may well consider, for possible adoption at Cornell, the system of titles recently placed in effect at Harvard. This involves changing the rank above called "instructor" to that of "annual instructor," and the one above designated as "assistant professor" to that of "faculty instructor." The chief advantages of such a verbal change would be these: (a) The title of assistant professor is at present, in most departments, a misnomer. (b) The transition from faculty instructor to associate professor is sharp enough to encourage very seriously the careful and deliberate appraisal of an individual which by the end of six or seven years of teaching is so definitely needed. (c) It is in most cases, we are led to believe, easier for a "faculty instructor" to find a position elsewhere, without suspicions being raised because of his lack of promotion, than for an assistant professor. As a factor on the other side, it is probably easier to attract men from the outside to an assistant professorship than to a faculty instructorship, even though salary and other conditions of appointment are the same.

CHAPTER III. THE PROMOTION OF EXCELLENCE IN TEACHING AND RESEARCH

Our colleagues' suggestions on this important problem were given in their answers to Section B of the questionnaire, especially Questions 3-12 inclusive.

That the Faculty is alive to the importance of both teaching and research, as complementary functions of a university professor, is shown by the replies to Question B12: "Please indicate the relative emphasis which in your judgment should be placed on teaching, on research, and on publication in decisions regarding promotion."

The answers are summarized in Table VII.

TABLE VII. SUMMARY OF ANSWERS TO QUESTION B12

	Teaching first	Research first	Equal	Reason- able balance	Varies with factors mentioned	Total
Number of replies	67	15	67	42	87	278
Per cent	24.1	5.4	24.1	15.1	31.3	100

About 24 per cent regard teaching and research as deserving equal emphasis, while another 24 per cent regard good teaching ability as the primary requisite for advancement. The suggestions of 15 per cent may be brought under the general head of maintaining a reasonable balance between the two. By far the largest group (31 per cent) explicitly hold that the relation between these duties is a relative matter; they would rate teaching ability over research ability, or vice versa, depending upon such factors as: (a) field of work, (b) inclination of the individual, (c) the type of courses taught. The Committee has therefore laid stress both on the importance of a serious effort to improve instruction and on the need of further aid to research.

A

What methods, other than salary increases and promotions, commended themselves to members of the Faculty as promising effective encouragement of excellence in teaching or in research? The returns to Question B11 provide the answer to this query; they are summarized in Table VIII.

TABLE VIII. SUMMARY OF ANSWERS TO QUESTION B11

	Encour- agement by Ad- ministra- tion	Facili- ties for research	Discus- sion groups	Tenure	Proper selection	Reduc- tion of adm. au- thority
Number of replies	68	90	40	9	10	10
Per cent	27.1	35.8	15.9	3.6	4.0	4.0
			Special leaves of absence	Miscel- laneous	Total	
Number of replies			20	4	251	
Per cent			8.0	1.6	100	
			41			

The largest group (36 per cent) suggested the need of increased research facilities of various kinds; 27 per cent emphasized encouragement by the Administration; 16 per cent believe that group discussions of teaching problems and research projects would be of help; and 8 per cent mention the desirability of special leaves of absence to complete important studies. Other scattered suggestions include extension of tenure, proper selection of personnel, and reduction of administrative authority.

Detailed attention may be given first to the many pleas for more generous aids to research. An aid very frequently mentioned was relief from an excessive or unbalanced teaching load; the Committee had realized that this is likely to be a problem for some members of the staff, and had asked Question B4: "Do you regard your teaching load as excessive?" Of the 297 who answered, approximately one out of six, namely 52, replied in the affirmative. (See this column in Table II, p. 31) And, contrary to what might have been expected, a smaller proportion of those in the rank of instructor than of those occupying a higher rank belonged to this group. This is a very encouraging result, indicating that the average teaching load at Cornell does not at present constitute a serious problem.

The Committee believes, however, that ways and means should be found, so far as possible, to lighten the burden of those whose teaching is too heavy and time-consuming. Especially important does this obligation appear when the replies to B5 are considered. "Do you find sufficient time for research during the academic year? If not, what feasible remedies could you suggest?" Of the 306 who answered this question 173, or 57 per cent, replied that they did not find sufficient time. The distribution of yes and no answers is approximately the same as between the different ranks, but is rather uneven as between the different schools and colleges. (See Column 5 in Table II.) Apparently, the members of the Veterinary and Agriculture faculties are most happily situated in this regard, while those of the Engineering and Home Economic staffs find it most difficult to engage in systematic research during the academic year.²⁵

The causes of this inability are complex, and of course not always capable of remedy. In some measure it arises from insufficient care to assure that the teaching load in each department is fairly distributed, as the answers to Question B6—"What suggestions can you make toward insuring the most equitable distribution of the teaching load among members of the staff?"—appear to indicate.²⁶

The Committee believes that its recommendations touching the equalization of teaching loads and the redistribution of teaching in the year-by-year program of each faculty member, promise the most effective solution of these difficulties, and will also satisfy the need of special leaves of absence to complete research projects.

The other aids most often referred to in the largest group of replies to B11 were: special research grants, increased library facilities, technical assistance

²⁵ The same is perhaps indicated in the case of the Medical Advisory Staff, but the number of replies here is small.

²⁶ The detailed returns to this question hardly lend themselves to helpful tabulation. The two suggestions most frequently made provided the basis for the Committee's recommendations on p. 16f.

other than that given by graduate students, and the payment of travel expenses to professional and scholarly meetings. To provide these is obviously in every case a financial problem. So far as concerns the last of these aids mentioned, the Committee is of the opinion that more generous salaries offer the only satisfactory solution. This matter will be discussed below.²⁷

Leaving aside for the present the problem of salaries, the facilities requested may be best considered in connection with the answers to Question B3, whose aim was to find out how far and in what ways financial difficulties are at present a handicap in the prosecution of research at Cornell. The question was: "Have you been delayed in completing or publishing any piece of research by inability to finance it, or by the need of securing materials not available in Ithaca?" No fewer than 312 of our colleagues replied to this question: among them 77, or 25 per cent, answered yes, while 235, or 75 per cent, answered no. (See this column in Table II.)

One fourth of the members of the Cornell Faculty thus testify that they have found themselves frustrated on account of financial reasons in the attempt to fulfill one of their two major obligations. In the interest of discovering how to meet their needs, some examination of the 77 affirmative replies is desirable. Of this number 18 specifically stated that they had postponed projects in which they were especially interested, and which promised a significant advancement of knowledge, in favor of others in which they were less concerned, because of inability to find means of financing the former. Some 15 explicitly refer to handicaps that their studies have been under because of the serious inadequacies of the University Library. One of the most pressing deficiencies, as indicated by several of these comments, is in the field of scientific and technical journals. In 9 cases reference is made to the lack of needed apparatus and laboratory equipment, most of which would have to be purchased or rented with special funds since its uses are very limited. With 20 the chief cause of delay was inability to secure competent assistants; in most cases this was a difficulty which more generous funds would have remedied. Secretarial assistance would be sufficient for many, while a few waste time and energy in the construction of apparatus which could be turned over to skilled technicians. An important cause of delay to 10 was inability to travel to points where needed data are available. In 14 cases the chief handicap seemed to lie in the difficulty of finding adequate outlets for prompt publication of results.

An encouraging feature of several comments was that the authors found the situation with regard to these difficulties distinctly on the mend. Many express grateful appreciation for the aid made available by the Sage and Heckscher Funds, and, more recently, by funds provided through the sum allotted to the Trustee-Faculty Research Committee.

With respect to all but the last mentioned handicap, the Committee's recommendations in Part A presumably require no further explanation. Two points may be noted, however, in brief clarification of the need for more generous support of the Cornell University Press.

Our Library is a very serious sufferer from the meagre scale on which the Press now serves the University. It has to pay from its limited funds, not only

²⁷ See Part B, Chapter V, pp. 55-57.

for many productions of members of the Cornell Faculty, but also for a large number of publications which would be received on exchange if the University Press were active in publishing comparable series of studies by our own scholars. Experience at the University of California indicates that generous support of a university press often fully pays for itself in the savings made possible on current accessions to the library.

In addition to this weighty consideration, there appear to be several tested ways by which the actual financial drain on the University budget by reason of such support may be reduced to a minimum. One is the use of a considerable portion of the money appropriated as a revolving fund. Some of the learned societies have been very successful in the establishment of such funds, the provision being made that the fund has prior claim on all income from the sale of studies aided by it until whatever amount has been advanced is repaid. In certain cases the interest on the revolving fund has been sufficient to offset losses from monographs which it seemed important to publish despite their meagre saleability. This possibility is commended to the consideration of the Directors of the University Press.

Another way is to secure gifts in aid of specific scholarly projects. As was noted in Part A, the increased list of publications that may be anticipated when greater financial support is available will, to a large extent, naturally fall into several series of studies, each representing some field of investigation. It ought to be possible, in the case of some of these series at least, to find Cornell alumni or other interested persons who would be disposed to contribute generously toward their support. We urge that the proper officers of the University explore carefully the possibilities of such support, either by endowment or continued annual gifts. This should not be regarded as a substitute for acceptance by the University of financial responsibility for the Press; it would permit use of the annual appropriation to encourage projects not as yet supported by any outside donor.

As a third way, faculty members themselves have an opportunity to aid the Press when publishing books that are reasonably certain to be profitable. Few realize the fact that the Press is adequately equipped to market college textbooks by the methods which experience has shown to be most effective. It is surely entitled to serious consideration in such cases, where mutual advantage is promised to author and publisher alike. If each series published should include an occasional textbook enjoying wide use, the publisher's losses on other items in the series would in many cases be largely required. We suggest that a systematic effort be made to expand this function of the Press, and that announcements sent to faculty members describing its services call attention to the facilities offered in this regard and ask for the submission of textbook manuscripts.

B

But if the Faculty is to put to effective use these various aids when rendered available, and if the ability of the younger staff members is to be properly appraised when appointments to the higher ranks are made, it is necessary to know how to distinguish between excellence and mediocrity in the work of a

teacher-scholar. The Committee sought the help of its colleagues on this basic problem by asking Questions 7, 8, and 10 in Section B of the questionnaire.

Two of these questions may be considered together, namely B7: "What criteria can you suggest whereby teaching ability can be measured?" and B10: "With a view to giving due credit to teaching ability as well as to research, what suggestions would you make as to means whereby information regarding classroom effectiveness can be obtained?"

In general, answers to the former consisted of descriptive lists of characteristics that are essential in a good teacher, while the answers to the latter proposed specific procedures by which the teaching effectiveness of individuals may be judged—that is, by which the presence and degree of some of these characteristics may be determined. In all, 285 persons commented on one or both of these questions.

a. The answers which discussed the main qualities of a good teacher are not easily amenable to statistical treatment, although each of the following qualities was mentioned by at least ten or more faculty members.

1. Thorough knowledge of the subject-matter of the field taught.
2. Progressiveness, flexibility, an interest in self-improvement and in keeping abreast of new developments in the field.
3. Power to arouse interest and enthusiasm among students.
4. Ability to induce active thinking and critical thought-habits.
5. Capacity to organize and present the subject in an orderly and intelligible fashion.
6. A genuine interest in students and in teaching.
7. General personality factors not specifically included in the above.

In addition to these seven characteristics that were mentioned by 10 to 25 individuals, from 5 to 9 referred to the importance of a teacher's enthusiasm in his work and of fairness in his dealings with his students and his subject. Many other characteristics of good teachers were occasionally noted.

b. The other phase of the problem is much more difficult—how to test in some dependable manner the degree of effectiveness attained by the teaching of this or that individual. Among those who made relevant comments here, several stated that they considered this to be one of the more vital questions facing Cornell. Suggestions were made that it should be set up as a research project by the University, that special funds should be assigned for investigations in this field, and that a committee, or several committees, should be working on it. Although it will hardly be profitable to discuss in detail the various suggestions made, a summarizing classification of them may be given.

1. Staff members to the number of 183, or 64 per cent of all who answered these two questions, believed that student opinion should be useful in evaluating a teacher's effectiveness. About 30 among these thought that opinions from a teacher's colleagues as well as those of students would be of value. (Outside of this group, 10 expressed the belief that opinions of colleagues only should be solicited.) About 35 suggested that opinions obtained from students after graduation would be of special value, and several of these thought it best to

restrict the questioning of students to those who have been out of college one to five years or more. In very few cases were detailed instructions given as to the precise way in which student opinion should be obtained. Many, however, believed that some form of questionnaire should be devised, and some mentioned specific questionnaires.

2. A considerable number believed that some responsible person, such as a department head, or some committee should be designated to visit classes. (65)²⁸ In 5 cases, however, opposition to having any such visitor was expressed.

3. It was thought by not a few that a teacher's competence should be indicated by the performance of his students in succeeding courses and their success after graduation, but there was no hint as to how the latter could be properly judged. (30)

4. Some stated that teaching effectiveness could in part be evaluated through critical examination of course outlines, test and examination questions, etc. (25). Several thought that faculty committees should be set up to help teachers by this method.

5. The suggestion was made that some system of objective examinations, perhaps given by outside examiners, might be useful. (20)

6. Enrollment in classes appeared to some to offer a basis for judgment, but several of them pointed out the obvious weakness of this criterion. (15)

Many other possible procedures for assessing teaching effectiveness were suggested.

Because of the wide range covered by these suggestions, and the fact that their critical consideration and testing would take a long time, we came to the conclusion that a special committee of the University Faculty should be appointed to engage in a systematic investigation of the problem. It may be appropriate to mention, for the consideration of such a committee, not only the criteria and procedures just summarized but also two suggestions of ways to encourage good teaching that were made by a number of our colleagues in their answers to Question B11.

One proposed the institution of a series of discussion groups or seminars covering teaching methods and other matters promising to be of aid in the self-criticism of university teachers. The committee might provide initial syllabi for such groups which would serve as a basis for discussion. The other, mentioned as one of the ways in which the Administration might encourage good teaching, is that a series of annual prizes be established, to be awarded by the President and the Trustees to outstanding teachers in all schools and colleges of the University.²⁹

In Question B8 our colleagues were asked to indicate what criteria may be appropriately used in discriminating excellence from mediocrity in the enterprise of research, and how they are to be applied in evaluating the achievement and promise of individual staff members.

Comments on this question came from 222 staff members. As in the case of

²⁸ The numeral in parenthesis indicates the number of individuals making the suggestion in question.

²⁹ This procedure has been followed for some years at the University of Chicago.

B7 and B10, the suggestions fell into two fairly definite groups. There were lists of the qualities present in a competent scholar, often with some attempt to weight them in importance, and ways of testing the degree in which a given individual possesses some of them.

We reproduce below, under each of these heads, the points most frequently mentioned in the replies to this question.

a. Scholarly qualities:

1. Interest in keeping abreast of the researches of other scholars, with ability to evaluate them critically and to interpret them effectively to one's classes. (25)
2. Breadth of outlook, openmindedness, interest in and knowledge of affairs outside one's immediate field. (21)
3. Adequate training and background for the pursuit of research. (14)
4. Ability to conduct research and to direct the research of others. (13)
5. Influence on graduate students and colleagues; power to stimulate independent thinking. (13)

b. Means of testing the presence of these qualities.

1. Published articles, research publications, books, reviews, etc. (127 or 57 per cent of those who answered). Although several merely stated that the amount of material published is to be considered an important measure of a man's scholarship, a rather large proportion emphasized that quality and not number of publications is of prime importance.
2. Opinions of colleagues in an individual's own and other institutions, such opinion to be gained through informal conversations, discussions, acquaintance with his publications, etc. (67) Some in mentioning this as a test suggested that it should be restricted to colleagues in the same field of work, while others specified any colleagues.
3. Lectures in the classroom, public lectures, and reports before seminars or professional societies. (18)
4. Unpublished research. (18) Several emphasized the necessity of recognizing that individuals may be active scholars and conduct considerable research and yet publish little or nothing, but a few specifically recorded their belief that publication of one's research findings is almost essential.
5. Active participation in professional organizations. (17)
6. Opinions of teachers under whom the individual took his graduate work. (15)
7. The frequency with which an individual is called upon for assistance, for advice, for consultation, or for giving lectures. (8)
8. Offices held in professional societies, or honors received. (8)
9. Published reviews of completed studies, and the frequency of citations by others. (7)

These suggestions were carefully taken into account by the Committee in its recommendation of procedures governing appointments and promotions presented on p. 22f.

CHAPTER IV. PERSONAL AND DEPARTMENTAL RELATIONSHIPS

In Part A the Committee indicated its belief that the relations between faculty members, as individuals and as collaborators in the work of a department, affect their efficiency mainly in connection with the procedures employed in reaching decisions on additions to the staff, on the assignment of departmental duties, and on advancement in salary or rank. The opinions and suggestions of our colleagues on these matters were given in answer to Questions 13 to 18 inclusive in Section B of the questionnaire. The answers to B9 may also be most appropriately presented in this connection. These returns will now be summarized.

A

Question B13 asked: "In the interest of securing due consideration of the rights and needs of all staff members, what changes would you regard as desirable in the present administrative procedures connected with (a) making of appointments, (b) judging and recommending candidates for promotion, (c) assignment of work, and (d) other similar matters?" The suggestions given in response covered a wide range; many obviously supplement each other. They are classified in Table IX.

In general, the answers fall into two different types, since two different problems were in the minds of those who replied: (1) Who should make the decision? and (2) What aids should be employed in reaching it?

So far as concerns the first problem, the principle that all staff members should participate in the decision is approved by 31 per cent in the case of appointments, 20 per cent in the case of promotions. That the head of the department should make it after consultation with his colleagues, both in and out of Cornell, seemed best to 17 per cent in the case of appointments, to 21 per cent in that of promotions. In the former case 6 per cent and in the latter 9 per cent would have the decision made by a committee of the Faculty. In both cases only 8 per cent would relegate such matters exclusively to the Administration. These percentages, we think, speak for themselves; especially impressive is the strong belief in the employment of a democratic procedure within each department. Many answers to Question B16 reveal a similar emphasis.

So far as concerns the second problem a substantial number, in dealing with both appointments and promotions, stressed the importance of extreme caution, the need of more clear-cut criteria in deciding between candidates, and the desirability of securing adequate data regarding them.

How should the duties of a member of the staff be decided upon? His initial obligations must, of course, be clearly understood when he is appointed; they should be stated in a letter from his department head. But the needs of the department will change; how shall subsequent decisions regarding his work be reached?

The lower half of Table IX classifies the answers of the Faculty to this question. Those who compose the largest group, 39 per cent, believe that democratic procedure should prevail, with all members of the department participating in the decision; 13 per cent would make sure that all assignments are discussed with the individual concerned before they are made; 15 per cent

TABLE IX. SUMMARY OF ANSWERS TO QUESTION B13
a. (Appointments) b. (Promotions)

	All staff of department should decide	Head should consult colleagues in and out of Cornell	Establish a faculty committee	Exclusive responsibility of administration	Collect data on all persons available	Extreme care in promoting or appointing	Clear-cut criteria	Miscellaneous	Total
Number of replies	a 38 b 29	21 30	7 13	10 12	11 4	8 11	5 20	22 27	122 146
Per cent	a 31.2 b 19.9	17.2 20.6	5.7 8.9	8.2 8.2	9 2.7	6.6 7.5	4.1 13.7	18 18.5	100 100

c. (Assignment of work)

	All staff of department should decide	Each department to have own rules	According to individual aptitude	Discuss with individual concerned	Establish faculty committee	Exclusive responsibility of administration	Miscellaneous	Total
Number of replies	29	11	10	10	6	2	6	74
Per cent	39.2	14.9	13.5	13.5	8.1	2.7	8.1	100

would allow each department to determine its own rules in this matter; 8 per cent would give the responsibility to a Faculty committee; and only 3 per cent regard it as an exclusive privilege of the Administration. At least 13 per cent had a somewhat different problem in mind; they emphasized the need of considering the individual's aptitude in deciding what tasks he should be given.

A specific obligation arises in this connection when a university follows a definite plan of tenure. If, for example, the rules of tenure recommended in Part A of this report, insisting upon demonstrated excellence in teaching and in research as a condition of retention and advancement, are adopted, it is clearly the responsibility of each department to assign duties to its younger members in such a way that they have adequate opportunity to show their ability in these regards. In the effort to secure what help the Faculty might offer on this aspect of the matter, Question B9 was asked: "What changes, if any, in the apportionment of duties to the younger staff members, would you suggest, to the end of affording them the fullest opportunity to show what ability they possess to meet these criteria?"

Among the 181 who replied to this question the comments of about 130 (72 per cent) stressed the importance of giving the younger members of the staff more responsibilities of various sorts. In a few instances, however, the remarks indicate that too much responsibility for the handling of classes has been given to young and inexperienced instructors or assistants, and that there has been inadequate supervision of their work.

The following comment from the reply of an instructor indicates the need for serious examination of practices in certain departments of the University and the attitudes which underlie them: "Teaching loads are not heavy, but routine duties become monotonous. The main problem as I find it is an attitude of contempt for the ideas of younger people on the staff; they all too often are brought in to take over jobs that other people have started, and are given no opportunity to use originality or initiative in teaching such courses. They are not expected to question or to change existing conditions. The insidious ignoring of instructors and their ideas dulls all incentive for scholarship or research and leaves little desire to do anything but follow the rut." The following is the remark of an assistant professor in the same department. "I believe their teaching load should be light the first year or two. No problems in our department." One wonders if the complacency of the older member implied in the last sentence might not offer a clue to the difficulties which led to the complaint of his younger colleague.

Some 30 suggested that assistants be given more voice in the courses in which they assist—voice in planning the courses, in preparing laboratory experiments, in setting examinations, and in conducting discussions. About 15 others suggested that instructors might occasionally be given an opportunity to lecture before the classes. About 30 more suggested that younger members of the staff should have opportunities to offer courses of their own planning. Several spoke of these as advanced courses and some stated that it was a definite policy in their own departments to encourage the younger men to give such courses. Such a practice has much to be said in its favor. In certain departments, of

course, too great freedom in this direction may lead to an unjustifiable number of specialized courses for undergraduates.

Below are listed in greatly condensed form several of the types of comment frequently made which supplemented the suggestions above mentioned.

1. Give the younger men fuller opportunity to do more research of their own. (22) Five of these specifically mentioned the evil of restricting them to "pet problems of the older professors."

2. Younger men should have more association with the older men on the staff. (12)

3. Younger men should have more opportunity to report on their own work before seminars or before the general staff. (7)

4. More interest in scholarly activity by older men might encourage similar interest in the younger. (5)

5. Rotate responsibilities; give more diversity; have fewer sections of a course. (5) Opposition to more diversity was indicated in one answer.

6. Alternate teaching duties with research, and do not expect both to be carried on actively at the same time. (4)

7. Younger men should be encouraged to attend professional society meetings. (4)

8. More attention and more publicity should be given to teaching abilities, and not merely to research. (3)

9. Younger men should have a better understanding of their duties and responsibilities; they should know whether they are to put the main emphasis on teaching or research or whether both should receive equal emphasis. (3)

The Committee's recommendations on pp. 16f., 21ff. will, we believe, carry out as effectively as possible the policies approved by a majority of our colleagues in these matters affecting appointment, advancement, and assignment of duties.

B

Two questions were asked on the questionnaire which should be considered in connection with decisions regarding appointment or promotion. They concern the problem of "inbreeding," and that of securing an adequate diversity of viewpoint within each department.

To ascertain Faculty opinion as to whether preference is being given to persons trained at Cornell as against preference to persons trained elsewhere, Question B14(a) was included. By a vote of approximately three to one (213 to 72) the Faculty registered its opinion that no such tendency has obtained in this institution. A majority both of all ranks and of the faculties of each of the several colleges voted in the negative. (See Column 14(a) in Table III, p. 32). The judgment thus made is confirmed by a summary of the answers to Question A7 (See Table I, p. 30). More than twice as many members of the Cornell staff (229 to 104) took their undergraduate work elsewhere than at Cornell. Only in Engineering and Veterinary Medicine is the ratio between the two groups approximately equal, while in Arts and Home Economics it is five to

one in favor of non-Cornellians. As for their graduate work, staff members divide equally between Cornellians and recipients of degrees from other institutions.³⁰ In their answers to B14(b) the members of the Faculty by a vote of 156 to 98 affirmed their conviction that a "tendency to favor" Cornell-trained persons is undesirable. Assistant professors did not feel this undesirability quite as strongly as members of the other ranks. (See this column in Table III.) As several of the accompanying comments pointed out, Cornell is the logical place from which to recruit the higher ranks in certain departments, because of its specialization in the kind of training needed. This is notably the case in Veterinary Medicine and some departments in the College of Agriculture.

The reasons cited against the policy of favoring Cornell-trained persons were variously phrased, but in general they resolved themselves into the desirability of bringing "new blood" and new points of view into the departments, of avoiding provincialism, and the like. "Any inbred institution falls an easy victim of self-satisfaction, intolerance of other schools of thought, and tends to become somewhat narrow in both teaching and in research." "It is dangerous to become ingrown. Having one's students on the staff is likely to make one self-complacent and it is still worse for the young men." Typical of the answers on the other side are the following: "New blood is not more important than the particular kind of training individuals have received." "The mistake is frequently made of relying upon the reputation of an outsider and overlooking the merits of one he (the person arriving at a decision in the matter) knows well."

Question B15 asked: "In matters of appointment and promotion does your department favor the policy of attaining diversity of outlook on the problems within its field, and of methods whereby those problems are explored? Do you believe that it should do so? Of the 220 answering the first part of this question 202 (92 per cent) gave an affirmative answer; of the 229 replying to the second part 224 (97 per cent) said "yes." Fortunately for Cornell it thus appears to be a general policy in all colleges and departments to regulate appointments in such a way that diversity of outlook is attained. Faculty members are alive to the importance of this policy.

In general the comments accompanying affirmative replies center around such themes as those of achieving intellectual progress through resolving conflicting perspectives, of maintaining diverse points of view as a prerequisite to intellectual health, and of presenting different theories by their own representatives as an elementary matter of intellectual honesty.

Why did 5 of our colleagues regard such diversity as unnecessary? Study of their comments indicates a concern on their part to emphasize the truth that sometimes specialization in a particular school of thought is justifiable. Institutions occasionally become known over the country, and make whatever contribution they do make, in part, by the development of certain distinctive lines of approach. A university department that is outstanding because of its leadership in a certain method of analysis might seek properly to maintain this pre-eminence. The Committee wishes to call attention to the fact, however, that except in a small department it is possible both to do this and to assure the

³⁰ In the case of 125 their entire graduate course was pursued elsewhere; 124 took it at Cornell. It appears that 35 took part of it here and part elsewhere.

representation of diverse viewpoints which on other grounds is so desirable.

The recommendation on p. 21 records the Faculty view on these matters.

C

In the returns from the questionnaire regarding procedures in dealing with questions of appointment, advancement, and assignment of duties, a small but constant body of opinion in the Faculty wished to give the responsibility to a Faculty committee (or committees). And it is clear that this is one way in which democratic control may be exercised over these matters and at the same time the legitimate concern of other departments about them be given opportunity of expression. Question B17 sought to ascertain directly the wishes of the Faculty on this possibility—as also on the question whether a committee (or committees) to aid in adjusting grievances which may from time to time arise should be established.

By a decisive vote of 79 to 174 the members of the staff disapproved the establishment of a committee on appointments. By a smaller majority, 96 to 158, they strongly disapproved a committee on promotions. (See Table IV, Columns 17a and 17b.) Many of the accompanying comments naturally reflected the same viewpoints as appeared in the answers to B13; they stressed the important interest in these matters of members of the department primarily affected, or expressed the belief that administrative heads should handle them, after consultation with their colleagues. At least 14 of those who replied are convinced that we already have too many committees, which waste much time demonstrating their ineffectiveness. A committee on appointments, some hold, would give an illusory sense of protection if it had no control over funds. However, if the procedure in question is to be followed, twice as many favor having separate departmental committees as approve a single Faculty committee (25 to 12).

Question 18 asked: Should this committee (or these committees) function in an advisory capacity, or otherwise? By an overwhelming majority (135 to 21), the pooled opinion of the staff members would endow such a committee (or committees) with advisory power only. (See Column 18 of the same table.)

We were faced with a problem of interpretation as a result of the expression of opinion on these matters. In view of the strong preference for democratic methods of dealing with appointments and advancements, together with the fact that many of those who disapproved a Faculty committee were thinking of a single body representing the whole staff, our conclusion was that what is desired is probably a system of committees, one for each department, which shall share responsibility for these decisions with the department head. We believe also that since appointments are obviously of concern to staff members outside the particular department involved, the policy might be approved of inviting representatives of closely related departments to sit as members of its appointment committee. It seems to us that a system of committees so constituted would best promise to realize in these important matters the ends which a large majority of the Faculty appear to desire.

Although sentiment opposed the establishment of a general committee on

appointments or promotions, it distinctly favored, by a vote of 143 to 114, the establishment of a grievance committee. (See Table IV, Column 17c.) Indeed, some believe that one virtue of a committee on grievances is that it would render unnecessary a committee on promotions. At any rate, it would serve the "healthful purpose of ventilating discontent," of permitting troubles that rankle to be investigated impartially and settled democratically. In fact, several who favor giving only advisory power to either a committee on appointments or one on promotions, believe that a committee on grievances should be invested with greater power.

How should such a committee be constituted? A number of those who commented on this question believe it desirable to have a committee created for the specific situation that arises rather than to have a standing committee of fixed membership. A special committee, the personnel of which would vary with the occasion and the controversy, is less likely to be stigmatized as either "spineless or dictatorial." Its composition would be dependent upon the demands of the occasion, and it would be more fitted to view the controversy judiciously on account of this fact. After much deliberation, we agreed with this point of view, as our recommendation regarding such adjustment committees on p. 23f. indicates.

One particular cause of grievances is so important, in view of the serious contemporary threat to democracy in general and academic freedom in particular, that it deserves separate consideration. This cause is dismissal from the staff, or failure to receive advancement, on account of the expression of "radical" opinions by a faculty member.

Question B16 of the questionnaire reads: "What suggestions can you make as to how staff members can be most effectively protected from differential treatment in matters of appointment, promotion, and other professional opportunities, because of their opinions on controversial issues?" This way of phrasing the question assumed that there is no serious disagreement at Cornell as to the essential principles involved in this problem, which we have endeavored to formulate on p. 21. In general, the answers justified this assumption, and except for a few extreme expressions they recognized the importance of the problem and endeavored to make constructive suggestions, either by proposing safeguards of academic freedom or by revealing concrete forms in which the issue appears to be a genuine one on the Cornell campus at the present time.

What are the main safeguards suggested? A goodly number on the staff believe that the chief, if not the only way, to guard against differential treatment is to obtain administrative officers who are broadminded, sympathetic, and well-balanced. Considerable feeling prevails that dissatisfaction on the part of members of the staff would be less frequent if administrative officers were more accessible, so that controversial matters might be discussed with them more easily. Another approach is exemplified by those who advocate that limitations be placed upon the periods of tenure of those in administrative positions or that definite standards be established for administrative heads, so as to minimize the factors which operate to produce differential treatment. Many answers naturally stressed in this connection the need of democratic control in matters

of appointment and promotion, and of an impartial committee to adjust grievances; the Committee hopes that its recommendations on the matters concerned will make suitable provision for these needs.

Two comments are selected from those which revealed unfortunate present conditions relevant to the problem under discussion. "As liberal as senior members of a department are, the younger member cannot afford to express his opinions openly if he aspires to a higher position in the department." "Some departments in the University badly need reorganization. At present they have the appearance, but not the reality, of democratic organization. The result is that at least half of the department suffers from a sense of frustration. Whether or not it be true, they feel that they are being held back; they know they do not get a hearing on any issue."

Probably the only adequate remedy for the latter situation is the introduction of effective democratic control and a change in the department head. The former can only be corrected by greater breadth of mind and tolerance on the part of the senior staff members; in part, this ought to be encouraged by fuller care in securing diversity of viewpoint in each department such as is emphasized in the answers to B15.

The Committee offers no special recommendations on this matter beyond a statement of guiding principles, in the belief that its proposals under other heads will take care of the problem as well as is possible by any set of regulations. The primary protection here is a deep-going faith in tolerance in general and academic freedom in particular on the part of administrative heads and trustees as well as members of the Faculty, together with constant alertness and discrimination in its exercise. These qualities can be neither created nor preserved by rule.

CHAPTER V. THE SALARY SCALE

As explained in Part A, the Committee felt that one inescapable task in investigating the problem of academic efficiency was to find out how well adjusted the Cornell salary scale is to the essential needs of a community of university teachers and scholars.

With this inquiry in mind, the Committee asked staff members Questions B1 and B2: "Is your salary alone sufficient to enable you to make the professional progress as a teacher and scholar which is expected of a member of a university faculty?" If it is not, have you been able to supplement your salary by other means? To what extent have these other means furthered or hindered your progress as a teacher and scholar?"

A

It would be easy in answering the first question to allow the practically universal wish for a larger income to weight one's judgment rather heavily. There is every indication, however, that the answers received by the Committee are as honest and objective as is possible in a situation of this kind. This is shown in part by the distribution of the affirmative and negative replies; in part by the comments with which, in a majority of cases, the replies were accompanied.

It is evident that the authors of these comments conscientiously viewed the financial problem which affects themselves and their families in the larger context of the resources and responsibilities of the University as a whole, and of its distinctive nature as an enterprise in higher education. Many referred to the privileges, which cannot be reckoned in terms of salary, that service as a university professor brings; and several observed that if faculty salaries were more adequate a lower level of achievement might easily result. "Perhaps if (my salary) had been greater I would have worked less and spent more time on amusement." Especially did several note that during one's early years as an instructor or assistant professor a certain degree of hardship is often a favorable incentive to the formation of habits of industry, self-discipline, and persistent attack on scholarly projects. "Lack of money during my years as assistant professor at Cornell undoubtedly stimulated me to try my utmost to accomplish something in research. If I had had plenty of money I would have taken things easier." And several who now occupy the lower ranks specifically recognized the fact that larger financial compensation must, to some extent, in the nature of the case, be contingent upon demonstration that they are worthy of advancement. The Committee believes, in view of such indications as these remarks provide, that the returns to this part of the questionnaire may be taken as a trustworthy guide to a wise readjustment of Cornell's salary scale.

What did the returns indicate? Of the 302 staff members who answered these questions, 143 (47 per cent) regarded their salaries as adequate to provide for the professional progress normally expected of them, while 159 (53 per cent) did not. (See Table II on p. 31, Column 1.) Of those occupying the rank of professor or associate professor a majority (56 per cent) believed their salaries adequate. In only one college did an exception to this result appear. This testimony would seem to indicate that a relatively small increase in the salaries paid in the upper ranks would be sufficient to meet the essential needs of this group of staff members.

In the case of assistant professors 43 per cent regarded their salaries as adequate while 57 per cent did not. Again, in that same college a much higher majority held their salaries inadequate; indeed, if the answers from its members are subtracted from those submitted by assistant professors in general, those who regard their salaries as adequate constitute a small majority.

What is the situation in the case of instructors? The results obtained indicate that these younger staff members are in too many cases compelled to face a degree of hardship that is irreconcilable with maximum achievement and rate of growth. In the University as a whole 80 instructors replied to this question; of these only 29 (36 per cent) felt that their salaries were sufficient, while 51 (64 per cent) did not. The need of substantially raising salaries at this rank is thus especially pressing.

In what ways is the deficiency of income most seriously felt by those who answered "no"? In two main ways.

First, in inability to make provision for the pursuit of their scholarly work.

"With my present salary, I am dependent on the University for all materials of research and for library facilities. I should like a personal library in my field

of study. Attendance at summer conferences and symposia is at present financially impossible." (An instructor in Arts.)

"I have needed fellowships and grants-in-aid in order to carry on the research in European libraries necessary in my work." (A professor in Arts.)

"A higher salary would enable me to attend more engineering conferences, visit engineering projects, supply myself with more books." (An assistant professor in Engineering.)

"A salary of \$1950 is not sufficient to permit an instructor to spend the summer months in research at a biological station or to collect materials for research purposes." (An instructor in Agriculture.)

Of the 159 who stated that their salary is inadequate, nearly 50 per cent (75 in number) specifically mentioned their inability to meet such necessary expenses as these, in an adequate manner at least, on the income which the University provides for them. It should be noted that these staff members are not asking generous accommodation to their professional ambitions. They simply wish a fair chance to do their university job well.

Second, in inability to meet the needs of their families. Among the 159, 45 specifically mentioned incapacity to take care of those dependent on them, without undue strain or worry, on the salary they receive.

"Any unusual expense due to illness unbalances the budget, and worry about finances decreases efficiency." (An assistant professor in Engineering.)

"The salary would be ample for an unmarried person, but with the various deductions for insurance and retirement very close budget supervision is required to make ends meet for a family of five." (An assistant professor in Veterinary Medicine.)

"A salary which barely provides for the necessities of life makes it impossible to maintain social and professional contacts, to purchase needed reference books and equipment, to live in a decent apartment, to dress properly, to attend scientific meetings, or to obtain valuable summer experience in preparation for doing a better job of teaching." (An instructor in Agriculture.)

Eleven of the replies to this part of the questionnaire made express reference to the circumstance that the standard of living expected of a faculty member is much higher than that required of most other persons with a similar income, and that living conditions in Ithaca bear especially hard upon those occupying the lower ranks. In particular, staff members wish to live under such conditions as will permit frequent hospitality to students. It is not a simple matter to meet these expectations on an instructor's salary in any community, and when rents and other costs are as high as they are in Ithaca it may be entirely impossible.

B

As might be expected from the data on salary problems thus far summarized, many members of the Cornell Faculty are dependent on income derived from other sources than their regular salary. Out of 340 tabulated replies to the questionnaire 162 (48 per cent) stated that they were able to supplement their salary with some degree of regularity by other means, while 68 (20 per cent) found themselves unable to do so. (See Table II, Column 2.) Of the 162 who find other sources of income, 47 (29 per cent) explicitly stated that without such additions they would not have been able to make both ends meet. A few

derive extra income from investments; some who are members of the scientific or technical departments have opportunities to engage in consultation service; most, however, depend on teaching in the summer session, or extension teaching during the academic year, to provide the funds needed. Among these 47, 27 indicated that they could not get along without summer teaching or other summer employment connected with their field of work.

Anticipating, when drafting the questionnaire, that some such picture as this would be revealed, the Committee asked, as a part of Question B2: "To what extent have these other means (of supplementing your salary) furthered or hindered your progress as a teacher and scholar?"

Of the 162 colleagues involved all but two gave answers to this question. In the case of 34 (21 per cent) it seemed impossible to strike a confident balance, so as to be able to say that on the whole these extra duties furthered or hindered their professional growth. It was the belief of 75 (46 per cent) that in general their extra employment has aided their professional development. Nearly one-third of the group, 51, definitely felt that on the whole the added duties which they had assumed were a handicap to their growth as teachers and scholars, and could be justified only because they provided sorely needed financial aid. An assistant professor well summarized the point of view of most of these 51: "These (added) obligations have divided interests, divided time, and diminished the attention one could give to university work. The burden has also diminished participation in outside activities and time for recreation, which the assistant professor needs as badly as anyone else." Much of this extra employment naturally came in the summer. Another assistant professor states: "I have spent from one to three months each summer at hack work of various sorts which has kept me from projects valuable to my teaching." Even teaching in summer session, as several note, makes systematic research impossible during the one lengthy period in the year which would otherwise be available. And it usually means lowered efficiency as a teacher during the regular academic year, since most teachers need the whole summer to recover from nervous exhaustion and gain the freshness essential to effective classroom work. Of the 51 who testify that they feel themselves forced to these sacrifices 12 are professors or associate professors; 19 are assistant professors, and 20 are instructors. Expressed in percentages of those who have been able to supplement their salaries by additional income, 14 per cent of professors, 44 per cent of assistant professors, and 54 per cent of instructors, have found these added duties a handicap.

The Committee's recommendations of changes in the salary scale at Cornell, and of automatic increases in the lower ranks, have been formulated in the light of all these data from the questionnaire.³¹

³¹ See above, p. 24f.

16 March, 1942
Boardman Hall
Room 122

A special meeting, ordered by the Faculty on March 11, was called to order by the President at a quarter after four o'clock, to consider the following resolutions formulated by the Dean and a special committee for implementation of the Navy V-1 program:

RESOLVED

I. That the University Faculty recommend to the special faculties that they give immediate consideration to the question whether they wish to adopt any changes in their present requirements in order to make it feasible for their students to enlist in the V-1 program recently announced by the Department of the Navy.

In connection with this recommendation it is suggested that if the special faculties wish to make it possible for their students to participate in V-1, a minimum provision would be that the schedules of the first four terms may include English-6 hours, Mathematics-6 hours, Physics-6 hours, Chemistry-6 hours, and, in addition to existing requirements in Military Science and Tactics and in Hygiene, a course in Physical Training extending through the four terms.

RESOLVED

II. That for the present war emergency

1. A course in Physical Training be established, the work to extend through four hours a week and to carry credit of one hour a term in each of four terms.
2. That the basic work in Military Science and Tactics, 3 hours a week, already required of male students, be assigned credit of one hour a term through four terms.

3. That credit in Hygiene remain as at present, one hour a term through two terms, and that designated sections of courses 1 and 2 give stress to military hygiene.
4. That the special faculties be asked to accept the basic course in Military Science and Tactics and the new course in Physical Training with credit, either within or beyond their total requirement of hours for graduation.
5. That the special faculties be requested to report their decisions in these matters to the Dean of the University Faculty so that application for the approval of V-1 schedules may be forwarded to the Secretary of the Navy promptly.

In presenting these resolutions the Dean read communications from the Department of the Navy setting forth the Navy's intention to examine present college sophomores on the first of May, and present freshmen on the first of March 1943, the first examination to be of a somewhat general nature, and the second to be based on one term's college work in English and the physical sciences. The Dean moved adoption of the first resolution, noting in the brief discussion which followed that the V-1 program will presumably be the principal route for admission to the V-5 and V-7 programs. The resolution was adopted without dissent. The Dean then moved adoption of the second resolution which also was carried unanimously.

The Dean suggested that the Faculty might wish to take up the Report on Tenure and Efficiency (see minutes for meeting of March 11) and it was so voted. The motion of the

Professor of Philosophy, Professor Burt, for approval of the section relating to tenure (see pages 10-13 of the printed Report) was declared to be before the house. In the discussion which followed, the Professor of Mathematics, Professor Agnew, moved that the question be divided so that tenure of assistant professors might be considered separately. The motion was carried. Professor Agnew then moved, as amendment to Professor Burt's motion, that the section of the Report relating to tenure of assistant professors be deleted. The amendment was lost on a voice vote. The Professor of Law, Professor G. J. Thompson, thereupon moved as amendment, that the words "unless they have been recommended and approved for promotion" be interpolated on page 11 in the first sentence of paragraph c. (1) so that the sentence would read

(1) Persons who are advanced to this rank from instructorships at Cornell shall be appointed for a single term of three years, with no eligibility for reappointment in that rank unless they have been recommended and approved for promotion.

When the chairman of the committee, Professor Burt, declared that he saw no point in this amendment which he felt was covered by specific references to "temporary exceptions" on pages 39-40, Professor Thompson re-worded his amendment to read: "subject to provisions indicated in Chapter II, Part B, relating to temporary exceptions." This amendment also was

seconded. The Professor of Regional Planning and Dean of the College of Architecture, Professor Clarke, moved that the whole report be referred to the Committee on University Policy for a digest and a submission of specific proposals to the Faculty. The motion was seconded, but the Professor of History, Professor Bretz, moved that the section of the report dealing with tenure be made a special order for the April meeting, and this privileged motion was carried by voice vote. The Faculty adjourned at 5:55 p. m.

R. P. Liley
Secretary

15 April, 1942
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes of the sessions of March 11 and March 16 were read and approved.

The President made formal announcement of the death, on March 12, of Professor emeritus Karl M. Wiegand; on March 17, of Professor Adam C. Davis; on March 28, of Professor Leo A. Muckle. In respect for the memory of these colleagues the Faculty rose. The Dean reported the appointment by the President of the following committees to draft memorial resolutions:

On the death of Professor Wiegand:

Professor A. J. Eames, chairman, Professors
A. J. Heinicke and L. H. MacDaniels

On the death of Professor Davis:

Professor J. R. Bangs, jr., chairman,
Professors J. O. Jeffrey and J. R. Moynihan

On the death of Professor Muckle:

Professor E. A. Flansburgh, chairman,
Professors Montgomery Robinson and M. B.
Hoffman

The Dean reported the following prize awards:

(1) Of the Ninety-four Memorial Prize to Julian Arky
Sobel, Arts '43.

(2) Of the Forbes Heermans Prize in Playwriting: first
prize, Frederick M. Shelley, 3d, Arts '42; second prize, Albert
N. Perretta, Arts '43; honorable mention to Jacob M. Regal, Agr.
'43.

Under the head of communications, the Dean reported that the Board of Trustees has approved the recommendations of the Faculty in the matters (1) of the University Calendar for the year 1942-43, (2) of the spring vacation for the current term, (3) of the request of the University Faculty that the administration of the University accommodate members of the Faculty and all other employees who may request that any part of their salary stipends be regularly withheld and invested for them in defense savings bonds or stamps or in tax anticipatory warrants as they may indicate, and, further, that the University notify all employees of the availability of this service.

The Dean reported briefly on the present status of the Navy V-1 program. The Department of the Navy has abandoned the original plan of giving examinations for sophomores enrolled for V-1 on May 1; instead, sophomores will be examined about March 1, 1943, but they must have enlisted before the end of their sophomore year.

Before taking up the special order of the day, the Dean begged the indulgence of the Faculty for a recommendation from the Committee on Prizes. In behalf of this committee its chairman, Professor Leland Spencer, read the following report and recommendations concerning the establishment of prizes in American History and Literature in honor of Moses Coit Tyler:

The University has received the sum of \$3,000 from the estate of the late Willard Austen to be used for prizes in American History and Literature

in honor of Moses Coit Tyler. The question as to how this fund could be used most appropriately and advantageously has been studied by a special committee, consisting of Professors Paul W. Gates and Harold W. Thompson. This special committee has made the following proposal:

"Inasmuch as competition for prizes is at present often feeble and sometimes, as in the case of last year's Guilford Prize, limited to a single unsuccessful candidate, it is suggested that a greater honor to Professor Tyler's memory would be the establishment of a series of printed studies devoted to those subjects in which he attained high distinction: American History, American Literature, and American Folklore. These studies might be entitled the Cornell Series in American History, Literature, and Folklore. The timeliness of such a Series is indicated by Cornell's present interest in an archive of historical materials concerned with this section, by the collection and projected publication of the State's folklore under the direction of a member of the department of English, and by Professor Drummond's New York State Drama Project now subsidized by the Rockefeller Foundation."

In a letter dated February 2, 1942, the Assistant Treasurer of the University, Mr. R. B. Meigs, has given his opinion that the proposed use of the fund would not be out of harmony with the provisions of the wills of Willard Austen and Jessica Tyler Austen.

The Committee on Prizes approves of the proposal made by the special committee that the income from the Moses Coit Tyler Fund, amounting to approximately \$123 a year, be awarded for the publication each year of one or more studies by graduate or undergraduate students in the University, in the fields of American History, Literature, and Folklore, in a series to be identified as the Cornell Series in American History, Literature, and Folklore.

It is recommended that the terms of the awards be stipulated as follows:

1. The awards shall consist of publication in the Cornell Series in American History, Literature, and Folklore, rather than of payments for manuscripts by royalty or otherwise.
2. Competition shall be open to all students registered in any College or School of the University located at Ithaca.

3. Manuscripts offered in the competition must be typewritten, on one side of paper 8 by 10-1/2 inches in size, and double-spaced. Minor corrections only may be made in writing; corrections involving five or more words must be typewritten. Each essay must be signed with an assumed name. The real name of the competitor is to be enclosed in a sealed envelope, superscribed with the assumed name.

4. The manuscripts and envelopes are to be deposited with the Registrar at or before 12 o'clock noon of the second Monday in May. In 1942 the board of editors may extend the date for deposit of manuscripts at their discretion.

5. The manuscripts shall be read, the awards made, and the Series edited by a committee of three professors, appointed by the President of the University, one member to be appointed on recommendation by the Chairman of the Department of History, and one on recommendation by the Chairman of the Department of English. The first year one member shall be designated to serve for three years, one for two years, and one for one year. Thereafter each member shall serve for a term of three years.

6. Only scholarly contributions to the interpretation of American History and Literature, editions of documents hitherto unpublished, and edited collections of folklore are to be considered for awards.

7. Not later than the second week of January in each year the committee on awards shall make appropriate announcement as to the nature of the competition for that year. The committee is authorized to make no award in any year when no manuscripts of outstanding value are submitted.

Manuscripts submitted in 1942 should not exceed 20 typed pages, double-spaced.

The Committee on Prizes further recommends that appropriate action be taken to authorize that proceeds from sales of printed papers in the Cornell Series be added to the income from the Fund and used for the same purpose.

Professor Spencer moved adoption of the committee's recommendations and they were adopted without dissent.

The Faculty then took up the special order of the day: consideration of the section, dealing with tenure, of the Report of the Committee on Tenure and Efficiency. The Chairman of the Committee, Professor Burt, led off with a general review of the Committee's proposals in this matter, commenting on the degree of interdependence of the various recommendations and speaking to three criticisms made by members of the Faculty. The question was raised whether a motion was before the house; the Professor of Law, Professor Laube, moved that any pending motions be laid on the table and his motion was carried by a voice vote. Professor Burt then moved adoption of paragraph I of the Summary of Recommendations in the Report of the Special Committee on Tenure and Efficiency, which summary had been distributed before the meeting to all members of the Faculty. Professor Burt's motion was seconded. The discussion, at first, centered about the recommendation concerning "Preceptors." Professor Burt asked for unanimous consent to substitute the word "routine" for "elementary" in this section; no objection was raised and the President ruled that the substitution was approved. The Associate Professor of Limnology and Fisheries, Professor Mottley, moved that the original motion be divided--that sections 1 and 2 relating to Instructors and Assistant Professors be voted on together and the third section on Preceptors separately. Professor Mottley's motion was carried, and the President ruled that the question of adopting sections 1 and 2 of paragraph I was before the house. The

See page
2229

Associate Professor of English, Professor French, moved as amendment that the section dealing with Assistant Professors be re-worded to read: "Maximum term: three years if they have been advanced to this rank after four or five years of service as instructors at Cornell; five years if they came to Cornell as assistant professors or have served here as instructors not more than three years." This amendment was carried on a show of hands and the motion as amended was adopted by a voice vote.

Section 3 of paragraph I was then declared before the house. In the discussion of it, the Associate Professor of Electrical Engineering, Professor Malti, moved as amendment that the section be re-worded to read: "Staff members whose duties involve only routine instruction shall be appointed as preceptors. A preceptor may be appointed to indefinite tenure after six years of probationary service in this rank." This amendment was accepted by the Chairman of the Committee, Professor Burt, without objection from other members. After further discussion the motion to adopt section 3 was put to a vote and lost, 45 ayes and 60 noes.

On motion the meeting adjourned at 5:50 p. m.

R. P. Boley
Secretary

13 May, 1942
Boardman Hall
Room 122

The meeting was called to order by the President at a quarter after four o'clock. The minutes for the session of April 15 were read and duly approved.

The Dean reported the appointment by the President of the following members to the committee on award of the Moses Coit Tyler prize: Professor R. M. Ogden for a term expiring June 30, 1943; Professor P. W. Gates for a term expiring June 30, 1944; and Professor H. W. Thompson, chairman, for a term expiring June 30, 1945. Announcement was also made of the following awards of prizes:

1. Of the Corson French Prize to Joseph Sbunsky, Arts '43
2. Of the J. G. White Prize for excellence in Spanish to Joseph Sbunsky, Arts '43
3. Of the Barnes Shakespeare Prize to John H. Detmold, Arts '43
4. Of the Eighty-six Memorial Prize to Charles Lawrence Swezey, Arts '44
5. Of the Woodford Prize to Lawrence Albert Knox, Arts '42
6. Of the Juliette MacMonnies Courant Prize to Jean M. Garrett, Arts '42
7. Of the Charles Lathrop Pack Foundation Forestry Prize to Earl Lewis Stone, jr., Grad., with a special award of \$25 to Gaston Eduardo Vivas-Berthier, Agr. '43
8. Of the Guilford Essay Prize to Howard J. Samuely, Chem. E. '46

The Dean noted that the committee on award of the Sampson Fine Arts Prize considered the one paper submitted of insufficient merit to receive an award.

The President spoke informally on the difficulties encountered in making the 1942-43 budget for the endowed units of the University. Because of the war and the consequent uncertainty about attendance, the Administration was confronted with an unusual speculative element. He announced that the Trustees had passed a budget carrying an operating deficit of \$101,000. He urged the members of the Faculty to economize as far as possible and to make the funds appropriated go as far as they can be made to go. A future cut in salaries would, he said, be approved by the Board of Trustees only as an absolutely last resort.

When the Faculty came to the item of unfinished business, the Chairman of the Committee on Tenure and Efficiency, Professor Burtt, yielded his right to the floor, and the President called for reports of committees. For the Committee on University Policy, the Dean introduced the following resolution and moved its adoption:

"That freshmen entering in September be required to be in Ithaca so as to take part in a pre-registration program beginning at 9 a. m. on Friday, September 25, 1942; students transferring from other institutions and those who have entered the University in the summer terms to be invited to participate in so far as this is desired by the special faculties."

In response to the Dean's request the Professor of Clinical Medicine, Dr. N. S. Moore, explained the nature of the "screening examination" which the medical department wishes to give entering students this fall and explained why it is necessary that the examination be given before registration and the beginning of University classes. Also at the Dean's request, Mr. D. H. Moyer, Counselor of Students, presented a "Freshman Week Program" beginning at 9:00 o'clock, on Friday morning, September 25, and extending to 12:00 o'clock on the night of September 30. Various questions were asked and comments made on the proposed program; special criticism was voiced of the proposal to put the "Psychological Examination" (really aptitude or placement tests in special subjects) on Tuesday, September 29, too late for the results to be in the hands of faculty members advising students at registration. In reply to this criticism Mr. Moyer agreed to see whether the examinations in question could be given on Friday morning or afternoon, September 25, as the University Committee on Scholastic and Aptitude Testing recommended and the College of Arts and Sciences desired.

By voice vote the recommendation of the Committee on University Policy was adopted.

Also for the Committee on University Policy, the Dean reported a recommendation

"That, provided the University Board of Trustees concurs, students who have enlisted in the United States Navy under the V-1 program may substitute the new course in physical training, required in their schedules, for the requirement of basic military science."

In response to a question, the Dean declared that the recommendation of the Committee would not prevent any college from allowing its students to register for both physical training and basic military science; neither would it interfere with the right of the several colleges to allow, or refuse to allow, academic credit for either course as each may see fit. On the Dean's motion the recommendation of the Committee was adopted by a voice vote.

Under the head of new business, the Secretary presented the petition of Meir Sofair that he be permitted to receive two degrees at Commencement--the degree Bachelor of Civil Engineering and the degree Bachelor of Arts. For Dean Hagan of the College of Veterinary Medicine, the Dean presented petitions that Paul Handler and Benjamin Sann, both of whom received the Bachelor of Science degree in February 1942, be permitted to receive the degree Doctor of Veterinary Medicine at Commencement. The petitions of all three students were approved without dissent. The Dean had indicated that no good purpose seems to be served now by the rule which forbids the conferring of two baccalaureate degrees on a student in one calendar year, and the Professor of Economics and Statistics, Emeritus, Professor Willcox, moved that the Committee

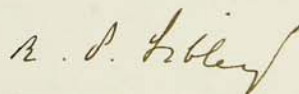
on University Policy be asked to study and report on the possible abolition of the regulation. It was so voted.

Also under the head of new business, the Professor of Education, Professor Freeman, introduced the following resolution:

"That the President appoint a committee from the University Faculty to confer with the present Radio Advisory Committee, with a view to expanding the educational usefulness of Station WHCU, with particular reference to present emergency problems of education and morale. This Committee shall be authorized to represent and act for the University Faculty in any decisions to be made during at least the summer and until the opening of the University next autumn."

In comment on the resolution, the President remarked that the University would be unable to subsidize the Station for the purposes indicated, desirable as those purposes might be.

Because of the lateness of the hour, the Chairman of the Committee on Tenure and Efficiency, Professor Burt, proposed that the Faculty should not take up consideration of the Committee's report. He moved that the items remaining be made a special order for the October meeting of the Faculty and this motion was adopted, viva voce. On motion the Faculty adjourned at 5:40 p. m.



Secretary

INDEX

Accelerated program, see--Calendar

Abrams, Herbert L., awarded Woodford Prize, 2169,
awarded '94 Memorial Prize, 2162

Administrative Board, see - Summer Session

Admissions

Changes to be announced early, 2039

Changes in 1942, 2193

Entrance examinations in Agriculture and
Home Economics withdrawn, 2022

Entrance unit in drawing, 2040

Entrance unit in general science, 2040

Experiment in admissions, 2022

Scholastic Aptitude Test, 2150

To Architecture, 2029, 2030

To Engineering, 2029, 2030

To Arts and Sciences, 2146, 2147, 2150

To Veterinary Medicine, 2153

To Agriculture, 2153, 2154

To Hotel Administration, 2166

To Law School, 2173

Agriculture, entrance examination withdrawn, 2022

Admission to, 2153, 2154

Appointments, see - Boards, Committees, ROTC, Faculty

Architecture, admission to 2029, 2030

Arts and Sciences, admission to 2146, 2147, 2150

Asmus, Henry

Death announced, 2099

Committee to draft resolutions, 2099

Resolutions (See printed Necrology 1938-39)

Assistants, see - Instructors and assistants

Associate Professor, see - Faculty

Athletics, see - Physical Education and Athletics

Automobile insurance, 2111, 2113, 2118, 2124

Bach, John G., awarded Courant Prize, 2171

- Baker, William Charles
 Retirement announced, 2068
 Committee to draft resolutions, 2071
 Resolutions, 2076
- Bancroft, Wilder Dwight
 Retirement announced, 2068
 Committee to draft resolutions, 2071
 Resolutions, 2076
- Barnes-Shakespeare Prize
 Committees to award, 2050, 2103, 2134, 2167
 Awards, 2110, 2168, 2212
- Bascom, Wade L., War alumnus, 2052
- Becker, Carl Lotus, retirement of, 2174
- Bedell, Frederick
 Retirement announced, 1991
 Committee to draft resolutions, 2000
 Resolutions, 2019
- Bennett, Virginia H., awarded Courant Prize, 2110
- Bentley, Madison
 Retirement announced, 2068
 Committee to draft resolutions, 2070
 Resolutions, 2078
- Bissell, Claude T., Awarded Messenger Prize, 2110
- Bittker, Boris I., awarded Guilford Prize, 2041;
 awarded one-half Forbes-Heermans Prize, 2041
- Boards, See - Athletics and Physical Education, Library,
 Student Health and Hygiene, Summer Session, Trustees
- Bosworth, Francke Huntington
 Retirement of, 2149, 2150
- Boyle, James Ernest
 Death of, 2061
 Committee to draft resolutions, 2071
 Resolutions, see Necrology 1938-39
- Brauner, Olaf M.
 Committee to draft resolutions on retirement of, 2104
 Resolutions, 2114
- Brown, Stuart M., jr., awarded Philosophy prize, 2110 (1939),
 2138 (1940), awarded Messenger Prize, 2171

Brummett, Thelma Louise, appointed Counselor of Students, 2176

Burdick, Charles Kellogg

Death of, 2140

Committee to draft resolutions, 2140

Resolutions, see - Necrology, 1939-40

Burr, George Lincoln

Death announced, 2061

Committee to draft resolutions, 2070

Resolutions, see printed Necrology, 1938-39

Business and Public Administration

School of, 2185

Calendar, 2105, 2171, 2180, 2182, 2190-92, 2196, 2207

For appointments, see-Committees, calendar

Law School, 2159, 2172

Cars, see-automobiles

Cavanaugh, George Walter

Retirement announced, 2068

Death announced, 2061

Committee to draft resolutions, 2070

Resolutions, see printed Necrology, 1938-39

Chamot, Emile Monnin

Retirement announced, 2068

Committee to draft resolutions, 2070

Resolutions, 2115

Chemical Engineering

Transfer of, 2013, 2028

School of, 2028

Admission to, 2030

Degrees in, see - Degrees

Chemistry

Masters degree abolished, 2032

Claassen, Peter Walter

Death announced, 1991

Committee to draft resolutions, 2000

Resolutions, 2004

Cohan, Bess Berlow, Prize,

Established, 2110

Awards, 2110, 2138, 2171

Coleman, George Louis, retirement of, 2174

Committees, see also - Boards, Prizes

Calendar, appointments to, 1993, 2062, 2119, 2142, 2177

Committees (continued)

- Chapel Exercises, committee discontinued, 2144
- Entrance Credentials, appointments, 1992, 2062, 2119, 2142, 2177
- Faculty committee on war emergency proposed, 2188
- Hygiene and Preventive Medicine, appointments, 2062,
committee discontinued, 2144
- Military Science and Physical Training, appointment, 2143
- Music, appointments, 1993, 2062, 2119, 2143, 2177
- Nominations, appointments, 2063, 2120, 2143, 2179
reports, 1995, 2001, 2063, 2071, 2125, 2147, 2181
- Prizes, appointments, 1993, 2062, 2119, 2143, 2177
reports, 2074, 2207
- Scheduling of public events
 - Establishment, 2067, 2107, 2110, 2142, 2177
 - Appointments, 2120
- Scholastic and aptitude testing, 2133, 2144
- Scholarships
 - Appointments, 1993, 2029, 2062, 2119, 2142, 2177
- Special Committee to advise students regarding
war measures, See - Student War Service
- Special Committee on radio programs, See Radio
- Special Committee on faculty ranks and tenure - See Faculty
- Student Activities
 - Appointments, 1992, 2029, 2062, 2119, 2142, 2177
 - Reports, 2012, 2040
- Student Conduct, appointments, 1992, 2029, 2062,
2119, 2142, 2177
- University Lectures, appointments, 2062, 2100, 2119,
2126, 2142, 2177
- University Policy
 - Elections to, 2015, 2129, 2151, 2185
 - Nominations to, 2001, 2072, 2125
 - Eligibility of officers of administration, 2139

Corson Browning Prize

- Committee to award, 2104
- No award, 2105
- Date of award, 2164

Corson French Prize

- Committee to award, 2050, 2103, 2167
- Awards, 2055, 2105, 2169, 2212

Counselors of Students, 2040, 2095, 2109, 2176

Courant Prize, 2055, 2110, 2171, 2212

Davis, Adam C.

- Death of, 2206
- Committee to draft resolutions, 2206
- Resolutions, see-Necrology, 1941-42

Day, Edmund Ezra
Address before Faculty, 1999

Deaths, see - Faculty

Degrees, See also War alumnus
In Chemical Engineering, 2014, 2028, 2031, 2032
Master of Chemistry, degree discontinued, 2032
Master of Education, 2093
Masters degree in Forestry, 2032
Master in Regional Planning, 2169, 2178
Two degrees in one year, 2166, 2215
Withholding degree for misconduct, 2171

Departmental organization, 2201t, 2201xx

Detmold, John H., awarded Barnes Shakespeare Prize, 2212

Diederichs, Herman
Death announced, 1991
Committee to draft resolutions, 2016
Resolutions, 2016

Distinguished service professorships, 2201y

Drawing, entrance unit defined, 2040

Durham, Charles Love, retirement of, 2141

Eaton, Julia, awarded second Heermans Prize, 2135

Education, See - School of Education

Eighty-six Memorial Prize, 2055, 2110, 2171, 2198, 2212

Elections, See - Heckscher Council and various committees
and boards

Elizondo, Hector Raoul, awarded one of the White Spanish
Prizes, 2168

Embody, George Charles
Death announced, 2099
Committee to draft resolutions, 2099
Resolutions, see printed Necrology, 1938-39

Emeritus professors, See Faculty retirements

Emerson, Margaret Louise, awarded Cohan Prize, 2171

Emerson, Mary Elizabeth, awarded Goethe Prize, 2171

Engineering
Admission to, 2029, 2030

Entrance, See - Admission

Ernsberger, Millard Clayton

Death announced, 2131

Committee to draft resolutions, 2135

Resolutions, see printed Necrology 1939-40

Examinations

Entrance Agriculture and entrance Home Economics, 2022

Excellence in teaching and research, 2201m

Extension courses for credit, 2052, 2060, 2094, 2109

Extension staff, membership in University Faculty, 2130-2133a-d

Extra-mural courses, See - Extension courses

Faculty, See also - Committees

Appointments, 2201t-w, 2201xx, 2201ccc

Membership, 2105, 2130, 2131, 2133a-d

Ranks and tenure, 2084, 2092, 2101, 2103, 2156, 2197, 2201,

2201a-2201hhh, 2201b, 2210, 2211, 2216,

Special committee on, 2101, 2103

Memorials on deaths and retirement, 2068, 2083, 2084, 2179

Committees, see separate heading

Meetings, time of, 2102

Oath of allegiance required, 2176

Publications, 2183

Representatives in the Board of Trustees

Nominations, 2071, 2125

Elections, 2083, 2129, 2151, 2185, 2196

Eligibility, 2139, 2143

Retirements, See - Baker, Bancroft, Becker, Bedell, Bentley,

Bosworth, Brauner, Cavanaugh, Chamot, Coleman, Durham,

Faust, Johannsen, Jordan, Karapetoff, Kingsbury, Lincoln, Lyon,

Monroe, Northup, Ogden, Parson, Patterson, Prescott,

Ries, Rose, Sawdon, Sharpe, Smith, Snyder, Strunk,

Wells, White, Wiegand, Wood.

Deaths, See - Asmus, Boyle, Burdick, Burr, Cavanaugh,

Claassen, Davis, Diederichs, Embody, Ernsberger,

Fairbanks, Farrand, Gladwin, George, Hamilton,

Hammond, Hopper, Hunn, Kerr, Lee, Lyon, McDermott,

Muckle, Nichols, Phelps, Reed, Rettger, Richtmyer,

Schmidt, Shepard, Smith, Tanner, Trevor, Warren,

Wiegand, Wilson.

Salaries, 2201x, 2201eee

Fairbanks, Frank Latta

Death announced, 2099

Committee to draft resolutions, 2099

Resolutions, see printed Necrology, 1938-39

Farrand, Livingston

Death announced, 2126

Committee to draft resolutions, 2131

Resolutions, see printed Necrology, 1939-40

Faust, Albert Bernhardt

Retirement announced, 2068

Committee to draft resolutions, 2070

Resolutions, 2075

Ferguson, Albert B., awarded Messenger Prize, 2055

Finn, Robert Kaul, awarded first Fuertes Prize, 2168

Forbes Heermans Prize

Committee to award, 2013, 2100, 2134, 2157

Awards, 2041, 2104, 2162, 2206

Forbes Heermans Special Prize

Committee to award, 2157

Awards, 2135, 2162

Forestry, see also - Pack Prize

Masters degree, 2032

Fraser, Allan Cameron

Death of, 2174

Committee to draft resolutions, 2176

Resolutions, see - printed Necrology 1941-42

Fraternity initiations, 2157

Freeman, William Newby, awarded third Fuertes Prize, 2105

Freshman Week, see - Preregistration

Fuertes Prizes, 2105, 2135, 2169

Garrett, Jean M., awarded Courant Prize, 2212

General science, entrance unit in, 2040

Geneva Experiment Station and Faculty membership, see - Faculty membership

German Prize

Committee to award, 2136, 2170

Awards, 2171

No award, 2138

German University Service, 2085, 2094

George, Sidney Gonzales

Death of, 2140

Committee to draft resolutions, 2140

Resolutions, see - Necrology 1940-41

Gilmartin, Daniel T., War Alumnus, 2183

Gladwin, Fred E.

Death of, 2149

Committee to draft resolutions, 2149

Resolutions, see Necrology, 1940-41

Goethe Prize, See - German Prize

Gottesman, Herbert W., awarded Cohan Prize, 2110

Graduate School

Instructors and assistants in, See - Instructors

Graduate School of Education, See - School of Education

Grievance Committee proposal, 2210w, 2201ddd

Groner, Isaac N., awarded '94 Memorial Prize, 2104

Guilford Essay Prize

Committee of award, 2100, 2134, 2157

Awards, 2041, 2104, 2135, 2168, 2212

Hamilton, George Livingstone

Death of, 2140

Committee to draft resolutions, 2140

Resolutions - see Necrology, 1940-41

Hammond, William Alexander

Death announced, 2047

Committee to draft resolutions, 2054

Resolutions, 2057

Handler, Paul, two degrees in one year, 2215

Hankin, Robert M., awarded one of White Spanish Prizes, 2168

Awarded Corson French Prize, 2169

Harper, Merritt Wesley

Death announced, 2047

Committee to draft resolutions, 2054

Resolutions, 2065, also in printed Necrology, 1938-39

Health and Hygiene, See - Student Health and Hygiene

Heckscher Council, elections to, 1999, 2068, 2069, 2122

Hinsey, Joseph C., appointment as Dean and election as
Faculty Representative, 2196

Home Economics, entrance examination, 2022

- Hopper, Herbert Andrew
 Death announced, 2013
 Committee to draft resolutions, 2029
 Resolutions, 2056
- Hotel Administration, see Admissions
- Hunn, Chester Jermain
 Death of, 2174
 Committee to draft resolutions, 2176
 Resolutions, see - Necrology, 1940-41
- Hygiene, See - Student Health and Hygiene
- Hutchinson, Frank Emery, awarded third Fuertes Prize, 2135
- Infantry unit, See - ROTC
- Infirmary, See - Student Health and Hygiene
- Initiations, see Fraternity
- Instruction, improvement of, 2102
- Instructors and assistants, salaries, residence, etc., 2112
- Insurance, See - Automobile insurance
- Intramural sports, 2072
- Johannsen, Oskar Augustus
 Retirement announced, 2068
 Committee to draft resolutions, 2071
 Resolutions, 2079
- Johnson, Harold E., awarded one-half Forbes Heermans Prize, 2041
- Johnston, Bruce, awarded Sherman Bennett Prize, 2168
- Jordan, Riverda Harding, retirement of, 2174
- Karapetoff, Vladimir
 Retirement announced, 2117
- Kamarck, Edward L., awarded second Forbes Heermans Prize, 2104
- Katz, Stanley J., awarded J. G. White Prize in Spanish, 2110
- Kenney Scholarships, awards, 1992
- Kerr, Abram Tucker
 Death announced, 2061
 Committee to draft resolutions, 2070
 Resolutions, see printed Necrology, 1938-39

- Kingsbury, Benjamin Freeman, retirement of, 2175
- Knox, Lawrence Abbot, awarded Woodford Prize, 2212
- Krapes, Morris, awarded Woodford Prize, 2138
- Kuchmy, Peter, awarded third Heermans Prize, 2135
- LaCorte, Nicholas St. John, awarded '86 Memorial Prize, 2055
- Lake, Charles William, awarded second Fuertes Prize, 2135
Awarded third Fuertes Prize, 2169
- Law School, See Calendar, Admissions
- Leaves of absence, 2048, 2052
See also - Student leaves
- Lee, Myron A.
Committee to draft resolutions on death of, 2064
Resolutions, 2064, see also printed Necrology, 1938-39
- Leighton, Paul W., awarded Guilford Prize, 2135; Messenger Prize, 2138
- Library, administration of, 1993, 2032, 2035, 2049
- Library Council (later Board), elections to, 1999, 2135
- Lincoln, Paul Martyn
Retirement announced, 2099
Committee to draft resolutions, 2104
Resolutions, 2123
- Long, Norman Herbert, War Alumnus, 2172
- Lyon, Thomas Lyttleton
Committee to draft resolutions on retirement of, 1992
Resolutions on retirement, 1997
Death announced, 2061
Committee to draft resolutions, 2071
Resolutions, see printed Necrology, 1938-39
- McDermott, George Robert
Death announced, 1991
Committee to draft resolutions, 2000
Resolutions, 2008
- McKearin, James Gerard, awarded first Fuertes Prize, 2135
- MacMonnies, See Courant

- Marshak, Robert Eugene, awarded Philosophy Prize, 2050
- Martinez, Salvadore M., awarded J. G. White Prize in English, 2110
- Masters degrees, See - Degrees
- Matthews, Harry Grant, War alumnus, 2121
- Maynard, Leonard A., appointed Director of School of Nutrition, 2179
- Medical College Staff, See - Faculty membership
- Medical (Clinical) examination of students, 2214
- Medical service for staff, 2148
- Meetings, time of changed, See - Faculty
- Memorials on the death or retirement of faculty members, 2068, 2083, 2084
- Merrill, Irving R., awarded second Forbes-Heermans Prize and second Special Forbes Heermans Prize, 2162
- Messenger Prize
 Committees of award, 2104, 2134, 2167
 Awards, 2055, 2110, 2112, 2138, 2171
- Military Science
 Requirement, 2165, 2172, 2202, 2215
 See - ROTC
- Monroe, Benton Sullivan, retirement of, 2175
- Morgan, Leonard Beard, awarded Kenney Scholarship, 1992
- Moyer, Donald H., appointed Counselor of Students, 2176
- Muckle, Leo Augustine
 Death of, 2206
 Committee to draft resolutions, 2206
 Resolutions, see - Necrology, 1941-42
- Nash, Ann, awarded first Forbes Heermans Prize, 2162
- Naval ROTC, 2160, 2164, 2168, 2170
- Navy V-1 program, 2200, 2202, 2203, 2207, 2215
- Necrology, See - Faculty, Memorials
- Nelson, Karl John, awarded first Fuertes Prize, 2105

Nichols, Edward Leamington
Death announced, 2013
Committee to draft resolutions, 2029
Resolutions, 2042

Niles, Dean Walter L., Death of, 2189

Ninety-four Memorial Prize, awards, 2104, 2162, 2198, 2206

Nominations, See - Committees

Northup, Clark Sutherland
Retirement of, 2141

Nutrition, School of, 2173, 2177, 2179

Oath of allegiance, required of faculty, 2176

Ogden, Henry Neely
Retirement announced, 2068
Committee to draft resolutions, 2071
Resolutions, 2083, 2086

Pack Foundation Forestry Prize
Committees to award, 2100, 2134
No award, 2105, 2169
Awards, 2051, 2135, 2212
Changes in regulations proposed, 2108, 2112

Page, Frances L., awarded Cohan Prize, 2138

Palumbo, Anita F., awarded Courant Prize, 2055

Painting presented to the Faculty, 2178

Parson, John Thomas
Retirement announced, 2068
Committee to draft resolutions, 2071
Resolutions, 2093, 2097

Patterson, Woodford, retirement of, 2141

Pennock, Charles Foster, War alumnus, 2155

Pensions, See - Retirement

Perretta, Albert N., awarded second Forbes Heermans Prize, 2206

Phelps, Albert Charles
Committee to draft resolutions on death of, 2001
Resolutions, 2001

Philosophy Prize ²⁰⁰⁰
Awards, 2171, 2110, 2108,

Physical Education and Athletics

Special committee to report on administration of, 2051
Board established, 2038, 2047, 2059, 2072, 2073, 2082
Elections and appointments to the Board, 2048, 2073, 2082,
2092, 2129, 2152, 2185
Compulsory course in physical training, 2192, 2194, 2195,
2202, 2203, 2215.

Portela, Raul Miguel, awarded J. G. White Prize in English, 2138

Preregistration, 2187, 2213
Committee on, 2187

Prescott, Frederick Clarke
Retirement of, 2141

President of the University, See - Farrand, Day

Prizes, See - Barnes Shakespeare, Cohan, Corson Browning,
Corson French, Courant, Eighty-six, Forbes Heermans,
Fuertes, German (Goethe), Guilford, Messenger,
Ninety-four, Pack Foundation, Philosophy, Sampson Fine
Arts, Sherman Bennett, Tyler, White, Woodford

Prizes, entries submitted more than once, 2042, 2074

Prizes, report of Committee on, 2074

Progressive Education Association, experiment in admission, 2022

Public Administration, see - Business and Public Administration

Publications by Faculty members, 2183

Public events, scheduling of, See - Committees

Putnam, Marian, awarded Barnes Shakespeare Prize, 2110

Radio, Committee on, 2216

Ranks and tenure, See - Faculty

Ransom, Frances Rose, awarded Corson French Prize, 2055

Reed, Hugh Daniel
Death announced, 1991
Committee to draft resolutions, 2000
Resolutions, 2007

Regal, Jacob M., honorable mention in Forbes Heermans
competition, 2206

Registration, see - Preregistration

Representatives in the Board of Trustees, See - Faculty
Research, excellence in, 2201m, 2201qq

Residence requirement, See - Instructors and assistants

Resnick, Ralph, award Pack Prize, 2135

Resolutions, see - Faculty, Memorials

Retirement income, 2049

Retirements, see - Faculty, Memorials

Rettger, Ernest William

Death announced, 2061

Committee to draft resolutions, 2071

Resolutions, see printed Necrology, 1938-39

Richtmyer, Floyd Karker

Death announced, 2124

Committee to draft resolutions, ~~2071~~ 2126

Resolutions, 2126, see also printed Necrology, 1939-40

Ries, Heinrich

Retirement, announced, 2117

Roe, Robert Beebe, awarded second Fuertes Prize, 2105

Rose, Flora

Retirement of, 2149

ROTC

Appointments, 2024

Infantry unit discontinued, 2135

See Naval ROTC

Rublee, Robert Merrill, awarded '86 Memorial Prize, 2110

Sabbatic leaves, See - Leaves of absence

Sabine, George H., See - Faculty Representatives

Salaries, see - Faculty

Samuely, Howard J., awarded Guilford Prize, 2212

Sampson, Fine Arts Prize

Committees of award, 2103, 2134

No award, 2105, 2213

Awards, 2138

Sann, Benjamin, two degrees in one year, 2215

- Sawdon, Will Miller, retirement of, 2175
- Sbunsky, Joseph, awarded Corson French Prize, 2212
awarded one of the White Spanish Prizes, 2212
- Scheduling of public events, See Committees
- Schmidt, Nathaniel
Death announced, 2117
Committee to draft resolutions on death of, 2124
Resolutions, see printed Necrology, 1938-39
- Scholarships, See - Committees, Kenney
- Scholastic and Aptitude Testing, See - Committees
- School of Chemical Engineering, 2028
- School of Education, 2137, 2139, 2157
See also - Degrees
- Seley, Jason L., awarded Sampson Fine Arts Prize, 2138
- Shakespeare Prize, See - Barnes-Shakespeare
- Sharpe, Francis Robert
Retirement announced, 2068
Committee to draft resolutions, 2070
Resolutions, 2083, 2087
- Shelley, Frederick M. III, awarded first Special Forbes
Heermans Prize, 2162; awarded first Forbes Heermans
Prize, 2206
- Shepard, Max
Death announced, 2117
Committee to draft resolutions, 2124
Resolutions, see printed Necrology, 1938-39
- Sherman-Bennett Prize
Committees of award, 2104, 2167
No award, 2055, 2109
Awards, 2134, 2168
- Smith, Frederick Miller
Retirement announced, 2068
Committee to draft resolutions, 2070
Resolutions, 2083, 2089
- Smith, Preserved
Death of, 2170
Committee to draft resolutions, 2176
Resolutions, See - Necrology, 1940-41

Snyder, Virgil

Retirement announced, 2068

Committee to draft resolutions, 2070

Resolutions, 2083, 2089

Sobel, Julian Arky, awarded '94 Memorial Prize, 2206

Social activities, 2040

Sofair, Meir, two degrees in one year, 2215

Sorbello, Rosary Carmen, awarded J. G. White Prize, 2055

Sorn, William Wheeler, awarded second Fuertes Prize, 2169

Spanish Prizes, See - White Prizes

Staff, see - Faculty

Standing Committees, See - Committees

Statutes, amendments reported or recommended, 2048, 2133a

Stone, Earl Lewis, jr., awarded Pack Prize, 2212

Strunk, William

Retirement announced, 1991

Committee to draft resolutions, 2001

Resolutions, 2021

Student Activities, See - Committees

Student Health and Hygiene

Board established, 2128, 2136, 2144

Initial appointments to the Board, 2136

Report by Board, 2137

Elections to the Boards, 2152, 2185

Hygiene requirement, 2169, 2203

Student leaves of absence for war service, 2154, 2158, 2182, 2187

Student War Service, Committee on, 2161, 2162, 2163, 2164, 2188

Suchoff, Benjamin, awarded '86 Memorial Prize, 2171

Summer Session

Appointments to Board, 1992, 2063, 2120, 2178

Tuition in, 2049

Summer Session of 1942, 2190

Swezey, Charles Lawrence, awarded '86 Memorial Prize, 2212

Tanner, John Henry

Death announced, 2134

Committee to draft resolutions, 2138

Resolutions, see printed Necrology, 1939-40

Teaching, excellence in, 2201m, 2201qq

Tenure of faculty members, See - Faculty

Terms in the year, See - Calendar

Testing - See Committees

Time of faculty meetings, See - Faculty

Time for announcing changes in admissions, 2039

Traffic control, see - automobiles

Trevor, Joseph Ellis

Death of, 2167

Committee to draft resolutions, 2170

Resolutions, see - Necrology, 1940-41

Trustees, Board of

See, Faculty representatives

Tuition

In short courses, 2048

In summer session, 2049

Tuttle, Norman Elmer, awarded Kenney Scholarship, 1992

Tyler Prize

Rules for, 2208

Committee of award, 2209

Committee appointments, 2212

Undergraduate Scholarships, See - Committees

Unit courses, tuition in, 2048

University, See - Calendar, Faculty, Library, etc.

University Buildings, use of, 2145

University Policy, See - Committees

University Press, 2120

Vacations, See - Calendar

Veterinary Medicine, see - Admissions

Vivas-Berthier, Gaston Eduardo, awarded special Pack Prize, 2212

Wallihan, Ellis F., awarded Pack prize, 2051

War

Actions related to - See Student leaves of absence
Calendar,
Student War Service
Faculty committee on war emergency
Admissions
War Savings
Navy V-1 program

War Alumnus, 2045, 2052, 2121, 2155, 2172, 2183
Committee to award certificates, 2172, 2177

War Savings Bonds, 2198, 2207

Warren, George Frederick, jr.

Death announced, 2054

Committee to draft resolutions, 2061

Resolutions, see printed Necrology, 1938-39

Weissberg, Ned, awarded Woodford Prize, 2104

Wells, Albert Edward

Retirement announced, 2141

White, Edward Albert

Retirement announced, 2118

White, J. G., Prizes

Committees to award, 2054, 2109, 2134, 2167

Awards, 2055, 2110, 2138, 2168, 2212

Changes in regulations, 2074

Wiegand, Karl McKay

Retirement of, 2175

Death of, 2206

Committee to draft resolutions, 2206

Resolutions, see - Necrology, 1941-42

Williams, Lauren Robert, awarded first Heermans Prize, 2135

Wilson, Benjamin Dunbar

Death of, 2140

Committee to draft resolutions, 2140

Resolutions, see Necrology, 1940-41

Wood, Edgar Harper

Committee to draft resolutions on retirement, 1991
(later asked to remain in service one year more)

Resolutions, 2010

Index

Woodford Prize

Awards, 2104, 2138, 2169, 2212

Date of contest, 2198

Woodruff, Edwin Hamlin

Death of, 2174

Committee to draft resolutions, 2176

Resolutions, see - Necrology, 1941-42

Wyman, Phillips, War alumnus, 2045

