

MINUTES OF A MEETING OF  
THE UNIVERSITY FACULTY SENATE  
Wednesday, November 12, 2008

Acting Speaker Howard Howland: "Please turn off your cell phones and remember to identify yourself when you stand to speak. At this time we have one Good and Welfare speaker who will present for five minutes at the end of the session. I'd like to begin by calling on the Dean of Faculty, Bill Fry for remarks."

**1. REMARKS BY THE DEAN**

Bill Fry, Dean of the University Faculty: "This has been a remarkably busy semester what with the political and economic activity. The economy has everyone's attention and David Harris will be talking about how the university is responding to the situation. I know the senior staff has been working very hard to prepare for this uncertain situation.

"I want to report on a transition that's happening in the Dean of Faculty office and that is that Diane LaLonde whom many of us have known for a very long time has announced that she is retiring in early January. I think everyone here will miss her and I have to say that I might miss her the most. Diane has been spectacularly important to all of us, to faculty all over the university, to department chairs, to deans, to people in probationary tenure status, to people going through promotion processes. I think there are several of us who understand what a crucial role that Diane has played in the University, making life better for all of the faculty. She has done a tremendous amount and I want to pay tribute to Diane at this time. She is the glue that holds us together and she also is the person that keeps us interacting very smoothly. She knows the faculty legislation, policies, and the procedures. She has wonderful judgment and has done a great job of correcting the Dean as needed in a most gentle and helpful way. She helps all of us by answering questions, providing great advice and we are going to miss her absolutely tremendously. There are two people who came to speak about Diane. They are former deans of faculty Bob Cooke and Charlie Walcott."

Charles Walcott, Acting Associate Dean and Secretary of the Faculty: "I just would like to tell the body how important Diane has been, not only to the Dean of Faculty's but to the functioning of the whole faculty office. All of the letters purported to come from me, actually, of course, were drafted by Diane. All the important decisions were made in consultation with Diane and I think the summary of the situation is I cannot imagine how it is going to be possible to replace her ability, her good humor, her judgment and insight. We are going to miss her enormously. Thank you, Diane."

J. Robert Cooke, Professor Emeritus and former Dean of Faculty: "Diane and I have worked together for quite a number of years here at Cornell. First we worked together when I was in my academic department back when I was a young associate professor. I later moved to the Office of the Director of Instruction to the Ag College and she joined me there. Then, after a number of intervening years I came to Day Hall to be in the Dean of Faculty Office and had her join me there. That is to say, that I have had ample opportunity to judge that she is a very talented person and her work is exemplary in nature. I am pleased to have a chance to join you in thanking her for many years of truly dedicated service to this university."

Dean Fry: "This is only a token of our appreciation. Thanks and best wishes from all of us."

## **2. APPROVAL OF MINUTES**

Acting Speaker Howland: "Thanks Dean Fry and now we'll call for approval of the minutes of the October 15, 2008 Senate Faculty Meeting. Are there any comments, corrections? If not, I ask for unanimous consent? Hearing no objections, the minutes are approved. I now call on the Acting Associate Dean, Charlie Walcott to give a very brief report on behalf of the University Faculty Committee."

## **3. REMARKS FROM THE UNIVERSITY FACULTY COMMITTEE**

Associate Dean Walcott: "I have two meetings to report to you on. One was the meeting with the Trustees and the subject of the discussion with the Trustees, was finances. You will learn in the course of the next hour or so, considerably more on that topic than I could report to you now. The other meeting, it was just the other day to set the agenda for this meeting, once again the topic was finances and that was followed with discussion of FABIT and some of the items from that committee which will be brought to your attention today and finally there was a brief discussion of the University Club and the decision that we weren't going to talk about that at this meeting but we were going to talk about it at a later time. That's my report."

Acting Speaker Howland: "I would like to now open discussion with the Financial Policies Committee and the Senior Administrators David Harris, Steve Golding, Mary Opperman, Paul Streeter regarding the financial situation of the university. I will call on Professor Kevin Hallock, ILR and member of the Financial Policies Committee."

## **4. REPORT/DISCUSSION, FINANCIAL POLICIES COMMITTEE AND SENIOR ADMINISTRATORS**

Professor Kevin Hallock, ILR: "My name is Professor Kevin Hallock and I'm a professor at the ILR School. I'm an economist and have served on the Financial Policies Committee for three years. I co-chaired with Ron Ehrenberg for a year. I chaired it myself last year and am still a member. I study compensation and executive

compensation and job loss in financial labor markets and so this is timely. You may not all know the details of the Financial Policies Committee. It's made up of faculty across campus. Currently we have faculty from Arts & Sciences, ILR, Human Ecology, AAP, CALS, Engineering, and Veterinary Medicine. It's a diverse set of faculty from across the university. There are about a dozen members. During my time on the committee, over the last 2.5 years, met roughly every two weeks with university administration providing input. Typically, we met with the Vice President of Planning and Budget, Carolyn Ainslie every time, sometimes with other administrators including the Provost and the Executive Vice President of the University. We discussed budget and finances in the short and long term, distribution of administrative and essential costs, graduate student support, undergraduate financial aid, the capital campaign, space allocations, staff compensation, faculty salaries and other issues. The committee is only advisory to the university administration but I always felt that the university administration took our concerns seriously and objectively. I felt the committee members didn't always agree with one another on every thing but in large part I think that they did. One could imagine that a committee who advocates for the desires of the faculty only; I suppose that might be a possible way that committee can be run but on my time it wasn't run that way and I think it would be a mistake for that committee to run that way. In large part, the members of the committee considered each issue before them with an objective eye and thought about the long-term interest of the university, not just one particular constituent group. I've been here for four years and expect to be here about another forty as a faculty so I'm also thinking in the long term."

Interim Provost David Harris: "Good afternoon everyone. I'm here with my colleagues Steve Golding, Executive Vice President and also Mary Opperman, Vice President for Human Resources. Paul Streeter is not with us this afternoon. There is a very big budget meeting happening tomorrow and given that we have been through this several times I thought it was better having Paul back at Day Hall doing some things for that big budget meeting tomorrow with the Trustees."

"What we're going to talk about today - we have an hour - and that hour is split up roughly equally between presentation and conversation. What we're going to talk about today is the Cornell's budget challenge. It is the story that's being told all around the country. You saw it in the New York Times this past weekend, there are many schools that are facing challenges for mostly the same reasons that we're facing challenges. Those schools are doing a number of things. We're thinking of about what we should be doing and we're actually acting on some of those things already. President Skorton sent a statement to the campus last week. He will hold two forums with faculty. He's had other conversations and he's engaged with other groups, but we thought it'd be great for us to talk to the faculty senate."

"There are three things we want to accomplish today. Three questions if you will - the first question: why are we facing budget challenges? The second: what's the long term

plan for addressing the challenges and third: what are the immediate responses to the challenges?

“Let me start out with why we’re facing budget challenges. Let me first tell you, a disclaimer, I’m not going to give you a number. I’m not going to tell you it is X dollars. I will say X; I won’t say what X is. Now, why is that? We’re not ready to state the size because, as you will see as I talk about the components, several of these components are still in flux and so I am not giving a number. But I want you to trust that there is a confidence interval and there’s a number bumping around the confidence interval, that confidence interval is significantly above zero – substantially above zero. It’s one of those things that I don’t want you to think that we don’t know the exact number. We’re doing a bunch of things and it might turn out those values overlap to zero and maybe it wasn’t a problem at all. So I want to make that crystal clear that there’s clearly a challenge that’s non-zero and that’s substantially above zero. Up here on the screen are the key elements that lead to that part of the challenge. We have State Funds, Contract College Indirect Cost Recovery, Endowment Payout, General Purpose Operating Budget Deficit and Capital Debt Service.

“Let me go through and explain what each of these elements are, starting with state funds. This is perhaps the easiest. Basically, we get about \$160M/year from the state in appropriations and that’s been cut in-year as well as almost certainly cut next year. The base cut in the state appropriations; we don’t know exactly how big the cut is at this moment. We have a really good idea, but don’t know with certainty. The decision was made to tell us back in August that this was going to happen. It was the last meeting I had with Bidy and Carolyn when this thing broke. We didn’t know and they said they’d tell us after the election. The election is now over and now we’re getting close to knowing what the exact number is. It’s important to stress that state appropriation dollars, and I didn’t know this before a few months ago, they don’t only support activities in the contract colleges. Some of these dollars support activities at the center and some of these dollars actually flow to the endowed college as well for accessory instruction – the teaching of contract college students in the endowed colleges. Therefore, this number, this cut, affects contract colleges the most but doesn’t only affect contract colleges.

“Second element: Contract College Indirect Cost Recovery. Here what we’re saying is there is an indirect cost recovery rate that comes on grant dollars. That number was reduced a few years ago from about 57 to about 53 and that is working its way through the system. The reduction in F&A comes as a result of that.”

“Third: Endowment Payout. This is what all the action is about nationally. This is what people talk about - the market is down 30% or so in the last several months. We have endowments sitting in market, so endowments are going down all over the country. The first thing I should say is that we are extremely fortunate that we are one

of the few schools that has a multi-billion-dollar endowment, so we're able to weather this in a way that some of the other schools can't. We're hearing horror stories of what they have to do, what they're facing. It's obviously difficult on us, but much worse in some other schools. What I have here is the formula that explains what the payout rate is. It's a Board policy and it's a moving average and that's important because that means there's a 12-quarter rolling average. What this basically says is, the hit you're seeing in the market, even if the market rebounds next year, this hit is going to work its way through the system over a three-year period. This is yet another one of those factors that we don't know with great precision what it is. It changes day to day - how big this issue is.

"Four: General Purpose Operating Budget Deficit - the GP Operating Budget Deficit - this is a story that you see around the country - times were fat for a while and so we were able to do some things off of the surplus from our investments and those times are gone and so we have to look at our investments and expenditures and we have to adjust our expenditures or find other ways to get these initiatives on to more permanent funding. That's basically what we're talking about here.

"Capital Debt Services - what this is basically saying is we have a lot of construction and other capital projects that are going on, on-campus and these also have to be on a more permanent source of funding. When you take all those things and add them together you end up with this budget challenge. All of this budget challenge does not all have to be met next year. Most of it hits next year but then sort of feathers in over the course of the next several years.

"What do we do? The first thing we do is to acknowledge that we're going to have to do business differently and we're going to have to operate under these budget constraints. The first thing to be said, as you can see up on the slides, and President Skorton has said this repeatedly - we have to operate under budget constraints in a way that will make us proud to be members and stewards of this university during the period of getting the budget back in line. This will be the institution that we would like to be members of for the next five years and beyond. That means we're going to have to think about the expenditures necessary to recruit and retain faculty, staff and students. We're going to have to think about what's going to be required for research. We're going to have to think about the land grant mission. We're going to have to think about critical infrastructure. What that means is that we're going to have to address current shortfalls but we're also going to have to think about addressing some of the additional expenditures that will have to be made at Cornell University in the coming years. Let me be a little more precise.

"We're actually going to add some things to this budget challenge before we resolve it. What are those things? The first thing is SIP. One way you can deal with this is by saying, we're not going to give any raises to any staff over the next five years. That's

one way you could address this budget challenge and I don't think there's anyone here who would argue that that's viable. That's something that obviously gets factored in. Also, there is financial aid. I was in front of this body about a month ago talking about financial aid and talking about some of the problems we have with financial aid. We believe that it's critical at this time, not only to say we're not backing off what we have committed to financial aid. President Skorton makes a passionate case. It's also critical we move forward with some of the things we need to do with respect to financial aid and addressing some of those gaps in what we ought to be doing and what we have been doing. There was a quite heartfelt question by an undergrad at the second forum that stood up and said I'm really concerned. Am I going to lose my financial aid? If I do, I'm going to have to leave Cornell. It was great to be able to say, 'No, you'll be able to continue at Cornell.' We're not backing off in the way some other schools are forced to back off.

"Inflation – obviously we have to factor in inflation. Prices will go up. There will be new critical institutional priorities. That's something else that's obviously happening. There will be new initiatives and it's something we have to factor in before we think about how much we have to address.

"And last, planned maintenance and infrastructure investments – It's absolutely critical that as we move forward we continue to do maintenance on our buildings. We cannot let them just sit without maintenance over the next five or ten years. It's not feasible. So, what do we do to address this? What I'm going to talk about is levers. There are various ones that you could pull to address this challenge. One is tuition and I'm not telling you that we are doing these things but I'm telling you the lever. So these are some of the things we're considering and you'd expect us to be considering.

"One is tuition, so tuition both means what is the rate of tuition that you consider tuition increases to get extra revenue into the general purpose budget or budgets around the university but it also is an issue of how many students do you have. Do you increase the freshmen class size beyond the 3050? Do you increase the number of transfers? Do you increase the number professional masters students? There are a number of things you could do that would affect the amount of tuition revenue.

"Second: State Allocations – The belief that – experts tell us – that state money will come back at some level and we should factor some of that in the coming years.

"Third: Fundraising – It's a difficult time for fundraising right now but there are actually some people who are doing incredibly well in this environment and there are some who, even though they are taking a hit on their wealth, are still a lot wealthier than all of us combined and some of those folks are still able to make gifts in the period and moving forward.

“Campus Life Fees – Some portion of this – West Campus for example – will be addressed through some increases in campus life fees but it’s not possible, it’s not viable or feasible to put all of this on campus life fees.

“Institutional Cost-Savings – You’ll hear more about this shortly, but there are ways in which we can be more efficient in the way that we do things, effectively saying that there are ways to reduce the budget that are not telling any individual unit that it needs to make a change but instead looking across units at Cornell and asking the question, “can we do this in a way that simply costs less and perhaps at the same service or maybe even better service and I’m going to talk a little bit more at the end about what those things are.

“Unit Budget Reductions: After we have exhausted everything else all that’s left to is to say, here are the budget cuts, the allocation cuts that have to be administered to the units. These are academic units and administrative units that are around the campus. Are there any questions at this point? I’m going to move on to things that are actually going to happen in the short term.

Associate Professor Michael Van Amburgh, Animal Science: “What do you mean by campus life fee? How much does that mean?”

Interim Provost Harris: My friend Susan Murphy is back there --- What is the current campus life fee?”

Susan Murphy, Vice President, Student & Academic Services: “Campus Life fees are what we charge for housing and dining. What the general cost that are promulgated is about \$9K for a half double room and full meal plan. The West Campus was thought to be initially covered by fund raising and it’s now it is going to be a debt. So the question is how is that debt structure going to come into the campus life budget as opposed to sitting in the general purpose budget without putting that level beyond what we can deal with.”

Interim Provost Harris: Any other questions at this point? So let me now transition. I want to talk about immediate actions. Some of the things we’re doing in the longer term and I want to talk about some of the things that are happening in the short term, happening now.

Capital Pause: These are things we are seeing that President Skorton mentioned in his email – the Capital Pause, the Hiring Pause, the Planning Period: this is where we are looking at efficiency savings and then also Unit Budget Decisions. This is where I turn this over to Steve Golding and he’ll talk about the Capital Pause and then we’ll have Mary Opperman talking about the Hiring Pause and then I’ll come back.

Steve Golding, Executive Vice President: Thank you David. I am just going to take a couple of minutes to talk about the Capital Budget Pause. The current economic climate

as David alluded to has had an impact on university cash. University cash is a significant source of support for the university's capital budget and so therefore a slow down in cash has an impact on the number of projects that we can do. Additionally, over the course of the summer, there was an reassessment based upon the current capital campaign to the amount of fund raising that was achievable for facilities as compared to financial aid, endowed professorships and so forth and there was a re-adjustment on the assumptions of how much capital fund raising we could do for buildings and we have had to absorb the cost of buildings we have already constructed into the university debt and this has had an impact on the Operating Budget. It is clear that, from the initial assessments that we did, that the Capital Budget was out of line with the availability of resources and therefore, we needed to really step back and to think about how we might realign the Capital Budget to available resources and that's why the President announced the Capital Pause. That does not mean that we are going to stop making mission critical investments but we are going to need time to make sure we are using the resources that we have in the most efficient and effective way possible. So, therefore, on that November 3<sup>rd</sup> we announced the pause. We announced it for ninety days; it will be somewhere between 90 and 120 days by the time it is completed. What that means is that only those projects for which construction contracts have already been let will be continued to perform construction on this campus for major capital projects. The example would be the Physical Sciences Building or the wing tower on the hotel. Other projects where we have not let construction contracts - we will hold them during this pause. For projects that were already in design where we had a contract and we had incurred liability, we will allow that project complete that phase of the work so we do not waste university money but that, at the completion of that phase, we will again put that project on hold until we have completed our assessment. The same holds true for projects where we have not started any work. We will hold those projects until such time as we completed the assessment to determine whether or not they are still priorities at this point in time and would stay on the university's capital budget or whether they would be moved to the B List and be held until a later time. All physical infrastructure projects have been put on hold except for those that are mission critical. All IT projects have been put on hold except those for which we have already set up an obligation and the president has announced a \$20M program for affordable housing and transportation where we have not made commitments has been put on hold for this 90-day period. There are, as you may suspect, exceptions to this policy. Those exceptions will revolve around projects where the funding has been identified and available to support the needs of the institutions, life health safety projects where we can identify as specific compliant to critical maintenance issue that would have a future cost to the university or projects where there is actually a chance where we can identify efficiency and thereby cost savings in the future. This is an ongoing review that will be managed through the Vice Presidents of Facilities and it will also be reviewed by the President, Provost and others as we move our way through this 90-day period. Questions?

Associate Professor Risa Lieberwitz, ILR and Faculty Senate at Large: You mentioned about affordable housing projects and the sense that ....?

Vice President Golding: Right, the president has been very clear, that he is committed to following through on his \$20M commitment to the community both in the area of affordable housing and in the area of transportation. What he has asked is that during this period of pause, that if we have not incurred a liability that we just hold until we can make sure exactly how those projects are going to be paid for and those projects will not have a negative impact on other operating budget issues that the university will be dealing with over this period as identified by the provost so we will fulfill those commitments – it may take us a little bit longer and we just want to hold on them until we understand the full picture of the operating budget issues that we are dealing with.”

Associate Professor Martin Hatch, Music: “Would you give us an example of number 1 project for funding or identified that are available?”

Vice President Golding: “This would most likely be a state project where the state has indicated that they want us to continue following through with their capital projects for which the money had already been set aside by the state. Fernow/Rice would be an example in CALS. If on the other hand, one of the other contract colleges comes forth with a project which will have an increased cost in operating and maintenance, the president has asked that we hold that and make that does not have a negative impact on the operating budget of the contract colleges given all of the other issues that they are dealing with. It does not mean that the project will not go forward, but it does mean that we want to make sure that we are not exacerbating the problems that we’re dealing with in this short period.

Professor Stein: “I’m trying to get my head around this. A couple of observations. One: it seems to me that if you compare ourselves for instance General Motors, they’re in a lot worse shape, because people have stopped buying cars but students have not stopped coming here and I imagine we do not anticipate that, that we will not be able to fill our seats. I was thinking, just listening to this, that the places we’re hit, the value of the endowment has gone down and so to keep that same percentage point, that we’re going to draw less from it; that’s number one. We’ve got the state funds that have gone down and we’ve got some expectation that wealthy supporters at Cornell will reduce their support. Those seem to me to be the major issues that will hurt our income coming in. Has anyone ever added it all up and just try to figure out just exactly was fraction of our income, how much our income is going to go down due to these factors? I understand it can’t be precise but that’s one way of seeing how hard a hit it is.”

Vice President Golding: “I think we’re trying to work our way through that. The example of the endowment is a good one. When we started this conversation, the endowment was down about 12%. When we worked through it two weeks ago, we

were looking at a 17-18% drop in our endowment. That's after a 2.7% gain over the past fiscal year and since then the market has continued to decline a little bit more and so the endowment is down a little closer to 20% so it's hard right now to say explicitly yes we have a sense of the direction but we don't necessarily have, at the moment, an exact number that allows us to say with a high degree of confidence this is the problem that we're solving too. We are getting there, but we are just not comfortable and we're just not quite there yet."

Professor Eugene Madsen, Microbiology: I'd like to know if you can give us what kind of scenario we're looking at after 90 days? What's magic about this 90 days?

Vice President Golding: "Under the capital pause it will allow us to understand exactly what the decisions will be with the operating budget and since university cash is not only important for the capital budget but the operating budget we need to have answers there. It will allow us to make the determination as to what the actual cost is of the increased debt that we are going to have to absorb for the projects for which we were not able to raise the funds through fundraising and it will give us additional time to review each project to determine where does it sit in the overall priorities of the institution because quite frankly given the fact that the capital budget far exceeded the amount of available resources we need to go back in and work with senior leadership to re-prioritize certain projects. So that's what the 90-day pause is going to be for."

Professor Hatch: "Does 100% of funding have to be identified before the exceptions to go into effect?"

Vice President Golding: "Yes, we have to have knowledge of how a project is going to be paid for going forward if we're to allow the project to proceed."

Mary Opperman, Vice President for Human Resources: "The hiring pause is a pause that came early in November and will proceed through the end of March. Let me start by thanking you in advance for your cooperation through the hiring pause. It is not a hiring freeze; it is a decentralized pause. Ultimately, the decisions about which jobs continue are being made at the Dean and Vice Presidential level. What that means is that you have a great deal of decision making and authority over which jobs can move forward. That's important. So why should you proceed forward in this time. It's because attrition is very important to us right now. 65% of the operating budget is in people. We know that the time has come and you heard David say that after we do what we can in cost there very well may have to be cuts in our budget. For many of you, you're in tenure positions, for the staff that I think about every day and increasingly at night, they're not, and so attrition becomes extremely important to me. What's attrition? That's the opportunity that we have to save money when people leave jobs and make them open. That's the opportunity to save money because the job becomes vacant through voluntary leaving. Normally, we have a lot of that through

retirement. Take a guess what's happened to retirement and the staff ranks lately. Not a lot of that going on. Our staff regularly retire at very normal retirement ages. You tire them out. They like to go at 65. They love you but they are ready to leave at 65 and they send you post cards from warm places but they can't go right now and so our attrition opportunities and our voluntary turnover is reduced. So when we have it, when there is voluntary leaving it is precious. What that means is when jobs open, we're asking you to do two things. First, take a really hard look at each opening – do you need that job at all? That's the first question we're asking you. Can you hold that position open? If you can hold that position open it gives you in-year savings. If you need it, is there someone in another job that you could move into that job that you can't do without. That creates permanent savings or can you look at our layoff ranks? Increasingly people are losing their jobs through no fault of their own, right now mostly on the contract college side. We have people in our internal placement pool, about 50 right now, who lost their jobs because their job ended on the contract side – really good people who lost their jobs. They're in our pool and our HR people are helping them get jobs. We're asking you to look there first. We have some great success stories there. So the hiring pause asks you to look inside first. So, between now and March, we're asking Deans and Vice presidents to look inside first. For some jobs that's not possible; their jobs are just very specialized and there is not likely to be any one – those jobs will go outside. But for other jobs, there's plenty of good inside candidates so we're asking you to look inside first. Positions on sponsored funds are not affected and faculty jobs are not affected. Any questions? Thanks so very much! You have all already been so helpful – we have had some placements already. You'll see a little promo in the Chronicle this coming week." T

Interim Provost Harris: "We're now in the planning period the last, we're saying 45 days, I don't think it's 45 days but it's roughly 45 days. November 1<sup>st</sup> to early December. What's happening in this period? One of the things that's happening and by now you should have heard President Skorton's email as well as other places about this electronic suggestion box and this is a place where we're interested in having people share with us their thoughts about things we might achieve greater efficiencies and some cuts. We know we're not going to create all the savings we need to create to improve things. We're interested in hearing your ideas and acting on them. It was also set up so you can read what other people said so you have an idea of what others are thinking of. Second: we're focusing on institutional cost savings strategies, these are the efficiency savings I talked about earlier, things like, for example, looking at publications, looking at the number of publications we have across campus but also looking at the format of these publications are they electronic or are they print? Do we print the right number or do we print way too many? It actually turns out VP Tommy Bruce has suggested that there may be substantial costs hidden here in terms of the number of publications we have that end up in the trash for people who receive multiple copies. Some publications can become electronic. We can't get rid of print altogether but you might reduce print. It might be the fact that nobody actually notices

or complains – so there may be substantial savings there. That’s one example. There are others. We noticed each of these areas we think there may be efficiency saving and asked the senior staff to work with their staff since it’s usually one of the VPs who has some sort of responsibility in this area to work with college officers and deans and faculty and others to try and develop the ideas and understand what exactly is the idea. What’s the potential savings? How long will it take to implement? What’s the probability of success? What are the hurdles to look out for as you try to move in this area?

“The critical fact here is that every one of these efficiency savings that we do implement, and I always think back to the first lesson I learned in graduate school in policy classes we only study wicked little problems because the easy ones have all been solved, and I think this falls in that category. These efficiency savings will be difficult because for the most part it’s not because nobody ever thought about them but for one reason or another we said we’re not going to do that; we’re happier with a different system but for every one of these that we say we’re happy with the way things are that means that’s more of a cut that has to be allocated out across units because we’re not saving it through efficiency centrally. So that’s an incentive.

“Budget Estimates: We’re also trying to refine budget estimates through this period. We’re getting pretty close on what that number is, narrower and narrower. We will continue to work very hard to refine that and also clarify the shortfalls to be addressed by unit budget cuts. I meet with the deans, faculty and VPs, and try to get a sense of what level of cuts and how cuts will be administered over what time period and so forth and lastly, this ends with a senior team retreat. Senior team is a term Pres. Skorton has coined in the last month or so. There is senior staff which the VPs who report to the President and Provost. There are also the deans and we’re putting those two groups together for a series of meetings and calling it the Senior Team of the university.

“I want to close and open questions with just two observations. One is, as Peter Stein was saying, I want people to keep in mind that this is a difficult time but we’re in this boat with a whole bunch of other places and in many cases they’re in much leakier boats than we are. We’re not alone in this and so when it comes to recruiting faculty, retaining faculty, same things with students, we can be at least a little comforted that while we have difficulties so will most other places. Second: we’re committed to being a stronger, more efficient university when this over and so throughout it’s not simply the case that everything will be no. As I said earlier there are areas where we will have increased investments and make sure university wide both in interim lean years and when this is over. I’m happy to address questions.”

Professor Gregory Poe, Applied Economics and Management: “Are we ever going to be bigger?” Are we ever going to adopt a transfer student program where 40% of our

students are transfer or some number? Are we going to make a decision to make us bigger?"

Interim Provost Harris: "One of the things I've said earlier is that tuition is one of the levers we hope we could pull and so if you could look at transfer and say that's one way to increase tuition revenue and so we may get bigger in some places, that it's possible that the undergraduate student population may grow somewhat, even if the first years didn't increase. One of things we've observed is that we're increasingly having students who go abroad. Which means the number of students on campus freshmen year, in many cases, is smaller than off campus students in junior year, for any given cohort. So, one of the questions is, should we do something about this through enhanced transfers? Not just in one college, but across many colleges. We are working with Doris Davis and also representatives from the undergraduate schools to look at enrollment policies around the university. Of course, VP Susan Murphy has to consider this because these students one they get here they have to eat and sleep somewhere. That's one of the things we're working on. So we may get bigger there, while we're getting smaller in other areas as we become more efficient. "

Dean of Faculty Bill Fry: "I have a question about Stanford. They are going through a very public assessment of their budget and are they working hard like we are or what is the situation there? Can you comment on that?"

Interim Provost Harris: "I can't tell you precisely whether they are in worse shape or not. Let me give a quick antidote. The quick antidote is I had a chance to go to the Ivy League Provost meeting in early October and this is a really fascinating meeting. We're meeting with all the provosts Ivy-plus and somewhere towards the end of that meeting someone said something about the budget and I thought there's Harvard and Stanford and Princeton. They won't care. I know we have all sorts of troubles and everyone's faced dropped and everyone went around and talked about how this is an incredibly difficult time. Some of the schools, just because you have a large endowment and you get a lot of your annual operating revenues from that, it doesn't mean that there's lots of slack. You're spending all that extra money you thought you had. Every school talked about this. They talked about some schools that have taken their capital campaign and put it all in annual funds. A quick bump instead of putting it in an endowment. A lot of schools are extremely worried about they are going to do now because they have no reserves. Coming down they might have had otherwise, so I don't think we're in better or worse shape. I know a lot of schools are facing a lot of substantial challenges and we're one of them and Stanford is one of them as well as other schools and then there's state schools that are facing things beyond what we're seeing. So I can't give you the ranking precisely."

Professor Susan Quirk, Animal Science: "I'm somewhat confused about why only positions on sponsored funds are not affected."

David Harris: The question is why is it that the hiring pause has not affected positions on sponsored funds.

Vice President Opperman: "All that means is that positions on sponsored funds can go directly external if they want to. They can still post them internally if they choose to. Though if they think there's someone internally that can fill the job, they can put it on the internal website as well, but they can go straight to the external website they can do that too."

Professor Quirk: That's what I assumed was the policy but I'm wondering why that impacts valuable employee who have been around for greater than ten years who have been consistently funded on sponsored funds and since NIH funding and other funding agencies are decreasing their funding, how does that affect very loyal employees who are not protected by the current policy."

Vice President Opperman: "What this is for positions that are open on grant funds. What we find is that they are looking for very specific skill sets that people in our current layoff pool don't tend to have so we can do it very quickly. We can look right into that layoff pool very fast and find out if we have anybody in that layoff pool really quickly and tell them if there's anyone there and if not, they can go straight out to that external pool really quickly."

Interim Provost Harris: "I'd like to make a very quick comment too. Something you may not know. I did not know until I talked to Mary about a week or so ago is that, what we've also done is created, in the jobs at the Cornell site, we've created a new piece that's password protected with Cornell netids and passwords where the internal positions are listed there"

Professor Lars Rudstam, Natural Resources: "I think I missed what the total time is the hiring policy suppose to continue?"

Vice President Opperman: "Until the end of March and then we'll look at it in March and see how big our layoff pool is at that time and we'll decide then if it needs to continue."

Professor Lieberwitz: "I wanted to get back to that question Peter Stein raised and try to understand the situation. Susan Murphy mentioned that the west campus we thought we could have costs covered by debt and so I wondered if that is an indication that this is something that happened as a result of the recent financial process or are there other kinds of issues that were already existing?"

Interim Provost Harris: "The question is about West Campus. That's not anything we can attribute to the current financial crisis. I know that because I had conversations about adjusting campaign estimates or assumptions before the financial crisis occurred.

What happens is you enter a campaign you have a bunch of expectations about what's going to be funded at what level and what donors we can attract and at some point you look and say, well, this one didn't pan out the way we thought it might have and so rather than think we'll get all the money from gift funding we're only going to get less than 100% of gift funding and the rest will have to be debt service and that's what happened. In this project and there are other things that pop up during a campaign and you feel real positive like the substantial gift from Ratan Tata that was announced at the mid-October. We had not heard, we'd gone into the campaign assuming we'd end with \$50M gift in research in Indian for scholarships for students from India. It goes both ways. The broader question - we are doing two things simultaneously. We're both trying to make sure we understand what's going on now, what's the budget challenge. At the same time trying to understand are there things we should be doing differently and you'd want us to do both those things simultaneously and we are. So we're spending more time than I want to with people like Steve Golding and so forth talking about all the operations and how they work and how we can report things differently internally. We're going down to NY tomorrow to talk with the trustees and one of the big topics is how do we present data to the trustees. There are different ways we can present the data so people will see things more clearly so yes, we are working very hard to try to understand what happened, where we are and how we do what we can to prevent these things from happening again, keeping in mind there were exogenous shots. We couldn't do anything about all of it."

Professor Hatch: I'm trying to figure out in the suggestions that are being conveyed on the internet which I have been looking at and there are all in the area of savings that can be made, publications as you said, turning out the lights, and that sort of thing and I'm wondering how seriously they are figuring into a long term planning and it comes to mind when I'm looking at this exception to projects we're funding and whether funds are available. Are you looking at the kinds of projects and seeing ways in which they can pan out over a longer term as savings for the university?"

Interim Provost Harris: "One of the things, in some early memos, when things started to occur is that we did not realize the challenge we were up against. What's sustainability? How do we factor that in? I was quite pleased to see in meetings, we had a meeting with CFPC which stands for Capital Funding and Priorities Committee and we talked about sustainability and the question is, when's the payback period, when will we expect this thing to return, to put us in the black and so we're actively thinking about sustainability everywhere, in all these projects and also asking the critical and important question - will this pay for itself and over what period?"

Professor Ronald Ehrenberg, ILR and Faculty Trustee: In my role as faculty trustee, and Rosemary may want to comment on this, I have had the privilege of watching these decisions being made and the thought processes of the trustees and the senior administrators over the last couple of months and I am very proud of serious issues

being addressed by people who care very much. On the other hand, in my role as a faculty professor there is zero faculty input and there was a time when the faculty was much more involved in a whole range of issues at the university than it is today. And each of these issues that you're thinking about are in areas where some faculty members in different cases would have potentially important input to make and so I really strongly urge you, with my hat as professor, to rethink the role the faculty in very important decisions. I do appreciate this presentation; I am really grateful that you've taken the time that you could have used thinking more about the issues to fill us in on what's going on. I hope you can find a way to involve faculty more."

Interim Provost Harris: "We're clearly moving in that direction. I don't know if Bill wants to comment, but talking with the UFC has been quite open and other members have been quite open about the challenges we're facing and we're looking for suggestions. I think broadening that is an important move by the president to move beyond the senior staff and create the Senior Team and having a broader input from deans and deans working with the faculty and chairs and so forth so some of this is more indirect but I think we're continue to and I'm sure Kent will after I'm gone in another month and half will continue to think about ways that we can involve the group even more and also the committed efforts of some is involved at some level but we can always do more."

Professor Stein: "I have a couple of comments to make. One is this all seems fine, sounds like a good solid framework for an approach. I do agree with Ron. I think that involving the faculty at this level doesn't make much sense at the level of the general presentation that you've made, but in the end this turns into real decisions about what, to use a common term "cutting the fat," as to exactly what is fat and what is muscle because there are people who have big differences in opinion and I think at that point, when those kinds of decisions are made that involve individual positions or individual programs that we should really work quite hard to involve the faculty in getting their input into it."

Interim Provost Harris: "I just want to be clear there will be no decisions made from Day Hall about specific unit cuts. What's likely to happen when we get to the end of this is a conversation with the deans that says the general-purpose allocation is going to have to be reduced by this amount over this period of time. The deans will then work with the faculty in the colleges to figure out how to any cut in allocations will actually be implemented. It's also important to acknowledge, and most people may not be aware of this, there are at least three colleges that come to mind, that have set up committees already that are faculty committees advising the dean. I know CALS and Johnson have them. I can't remember which the other is. They're setting up committees that are working very closely with deans to address the question and anticipating cuts that may be coming down the line. So there is some faculty involvement I'm sure."

Professor Stein: There was one thing in that rather lengthy list that concerned me a little bit. I've been at Cornell a long time and I've seen a lot of crises come and go and people lay out programs much like this one for dealing with them and one of the things I've noticed over those years which seems to me to not be a good idea is this notion that you can help yourself out of a temporary budget crisis by increasing the enrollment. The argument I've heard, more than once, over this period of time is that if you increase a small number of students then you get the whole tuition because you do it without causing any other expenditures to balance it so it's sheer profit and I believe we have grown steadily over the years without any one decided that that's what we wanted to do by a series of such decisions and I personally believe those decisions are fundamentally wrong – that you have to think that every student you add costs you in some – it's not all logical profit and you have to ask yourself whether you think Cornell is a healthier place with an enrollment of 2000 more than it has now or whether it's a better university with the enrollment it does have.

Interim Provost Harris: Just a quick comment on this. There is no sense in which we think that you can increase enrollment and simply think about the \$.27 or so cents on the dollar you tend to pay in financial aid and the rest is profit and then you have a bottom line. That's why, when I mentioned that we had this enrollment priorities group that Doris Davis is leading and working with Susan Murphy's group to understand, what's the impact on student services and costs there – things like Gannett as well things like dining and housing. Also working with deans of the college offices to understand if you increase enrollment by this much what's the impact on campus? Does it turn out you need more in instruction? More introduction to this that and the other thing? So thinking very much over this period of what is the impact and what is the real increase in revenue and we're trying to think of a sophisticated way, working with a number of units around campus, to get a better sense of that."

Professor Lieberwitz: "I don't think that you actually answered Ron's question when referring to the UFC so I am hoping you'll take it more seriously. "

Acting Speaker Howland: "I would like to call on Evan Cooch

## **5. INTERIM REPORT FROM THE FACULTY ADVISORY BOARD ON INFORMATION TECHNOLOGIES (FABIT) REGARDING WEB ACCESSIBILITY AND CHANGES TO CALENDARING AND E-MAIL PROGRAMS**

Associate Professor Evan Cooch, Natural Resources and Chair, FABIT: It's really a privilege to be here. I'm here to make a presentation on behalf on the group referred to as FABIT. It's the Faculty Advisory Board for Information Technologies. It has an interesting history and is sort of circuitous in how it came to be, but the current role that it serves is as an interface between the folks at this university who are charged as their

mission to build, maintain, and promote the use of technology in a whole variety of capacities and the interface between that group of people and selected faculty who are nominated by individual departments, individual colleges and such. We meet once a month to discuss a variety of issues. Some of the issues discussed are raised by faculty, and then put on the agenda, some are initiatives that CIT is the lead agency on and puts forward so that we can discuss them. We get some direct faculty feedback so that there is follow up and comments on the previous presentation, at least with respect to IT. There is a current formal structure in place for faculty to engage with management to make decisions at a very high level on IT and we think it's been particularly useful. I've been asked by Bill Fry to talk about two issues that the university is pursuing at the moment, which will have impact on faculty. I'll leave the impact somewhat vague at the moment because whether it's a big impact or a small impact, direct or indirect, will depend on your particular circumstances and your capacity as a faculty in this university.

"I want to talk about two things, one of them I'm going to refer to generally as what we call the '508 Policy.' The Rehabilitation Act was passed in 1973. In 1998 there was an addendum added to the act that talked about accessibility issues for media that involved technology and I'm going to refer to it generically as the 508 Policy or the Web Accessibility Policy. The basic as we move more and more of our information to technology media, particularly with the advent of the World Wide Web is how are we going to accommodate the need for people to be able access it who may not have the capacities that we take for granted and graphics is one.

"The basic problem that we're faced with is how do we render electronic and information technology accessible to people with disabilities. By and large, the vast majority of the client pool that this act is directed at, have visual impairment problems. There are others but if you were somehow able to survey and enumerate the population of folks who have difficulty accessing technology most folks that I've talked to seem to think the vast majority of them are visual. So, some of the things we'll talk about refer to that specifically but there are lots of general issues. The 508 Accessibility Act and addendum to the Rehabilitation Act that was passed in 1998 is mandated for federal agencies. Federal agencies have to do this now. They all have been doing it since 1998 although there have been some exclusionary clauses. The university, this is the information I gleaned last week I had in a conversation, currently is not subject to this but because we are an agency who receives federal funds in some fashion, we will sooner or later be subject to this. What CIT and Office of Communications and various other elements of the university are doing is trying to be proactive. We aren't under obligation to make everything accessible so far but wouldn't it be a good idea if we were ahead of the curve and started to work on this now and started figuring out the challenges, both in terms of the policies and technology before we are really given no alternative. The basic point is that agencies, and universities will fit in this category,

ultimately must give disabled employees and members of the public access to this information that is comparable in content as currently available to any one else.

"I don't want to get too far down in the technical weeds so I tried to boil down a fairly long list of specific technical things you would need to do, most typically for things like websites. We'll talk about other things in a moment, to have the text equivalents. So is a website heavily graphics oriented and the assumption is that the graphic is going to relay some critical information, you have to have text alternative. Why text when you can't see graphics it's presumed you couldn't see text - the reason is because there is technology out there that will take anything that's text and read it aloud. There are technical tools that somebody who is sight-impaired can use to hear the text read to them from a website but that doesn't work if the website is entirely graphical. There need to be text only page equivalents as needed. For pages that cannot be rendered accessible, you need to essentially create a duplicate set of pages. Pages that are generated by these things called scripting languages, java script, there's a whole host of them that I won't go into - they need to be rendered accessible. This is non-trivial, in many cases it's not even possible under current state of technology but the basic policy, the 508 policy, has codified that this is something that needs to be addressed in order to be in compliance. On-going forums which would make a great deal use of 508 are students, staff, and faculty have to be accessible. They have to be, imagine the forum that you need to navigate just by what you hear as opposed to what you see, so cute little elements that are whizzy and potentially useful for visual paradigm may not work very well if you're not able to actually see things.

So Section 508 support at Cornell - this is one that is presented to FABIT. The reaction is immediate; well how could you argue against this in principle? There is no argument that I think is rationale, at least from my perspective and, I don't think anyone in FABIT found one either that the argument and the pushback is going to be well how do you actually do this? Let's start with the positive: There is general support at least using FABIT's representatives as a sample of 508 Policy. Cornell is taking the lead amongst most of the universities that I'm aware of in trying to be proactive in drafting a policy. It is being coordinated by CIT and University Communications. There is also some involvement with the Counsel's office because there are some legal issues in play here and what we're trying to do, is to come up with a policy that reflects the requirements of 508 but is consistent with the mission of the university. We're not a federal agency even though we may receive federal funding, and to come up with a policy that clearly delineates the technical needs, what support services are going to be available, and what particular applications or bits of information that we disseminate through technology might be exempt. We want to acknowledge that there will, in many cases, be some situations which aren't going to easily fit into the policy so we need to be very clear and specific about what potentially is exempted. The policy itself, is stated here, all web pages within the Cornell University web space and that does not simply mean Cornell.edu. So, you've outsourced or offshored a website off campus for whatever

reason but it still conducts official university business, that falls within the purview of the university web space, subject to exceptions enumerated in this policy, must be made accessible to the widest range of users, including those with the more common sensory, motor and cognitive disabilities, by adopting at a minimum all the requirements of 508. It's a very concise statement. Of course that the devil is in the details on how we actually do that. But this is the basic policy and I think the key point here for folks to be aware of is that all web pages within the Cornell university web space will be subject to this.

Does this affect you directly as faculty? Not just individual faculty; faculty don't exist in a vacuum. We have connections to units, research groups, and colleges. There are things that are beyond the immediate personal impact I will address. Here are some things I'm going to talk about specific impacts: administrative units will be subject to this, academic units, teaching, so blackboard websites where teaching. Research: websites devoted to research programs, the programmatic research areas (extensions, all sorts of things will fit into extension and outreach clauses) so basically almost everything from the top down (and you think university level, you think college level, you think research level, teaching units - they're all going to fall within this so there is a direct and clear impact on these.

"If it's an unofficial site and I put unofficial parenthetically because there's a certain amount of debate depending upon who you ask although I am sure folks who are drafting the policy there is no ambiguity as to what really does constitute official. I think in general these things are fairly obvious but I think there are going to be some areas in the gray areas, in the middle. Inaccessible applications, I'll come back to that in a minute. Inter-institution collections so if it's a website that involves an inter-institutional collaboration simply because Cornell has a 508 policy we can't enforce that on collaborators so inter-institutions won't necessarily be impacted. Sites that are devoted to the development of the web as a pedagogy for information aren't subject to this. Non-active archival sites - so if you have a website that hasn't changed in X number of years - not a problem. Sites that are targeted at very few users - the number 25 is actually in the document - they're basically exempted from this and then the final item: Undue burden. I will talk about two particular items here. Inaccessible applications - if the site is crafted with technology that does not have and probably will never have a simple solution to make it accessible it's exempted and the one that's very commonly used in the acrobat file - pdf files. It's so ubiquitous but of all the technology out there, it's the most problematic. It was not designed for the purposes of being accessible to anyone who is visually impaired. So there are major challenges with working with acrobat files and sites are heavily using acrobat files are a problem. Undue burden - this is where it's established that a particular website or I'm just using websites as a euphemism for a bunch of different things, but it is the most common one is that it would take so much work and so much money to retrofit it that it would cause

an undue burden. There is a policy in place that you can apply for an exemption provided you can sufficiently document the burden.

“Time to Promulgation: I asked a couple of folks what the actual start for this calendar is and I’m told probably as early as January. So if we use that as a reasonably accurate statement then in a year all new or redesigned sites published by the university, a college or program should be in compliance with 508 and I think the keywords here are “new” and “redesigned.” So if you’re in the process of developing or redesigning one this is something you need to be aware of. Within two years all official, administrative and academic instructional sites; within three years all academic research and outreach sites; within five years all official sites subject to exceptions as I mentioned before and a lot of faculty at the individual faculty level will fall in this category here at the bottom and so the time horizon that you need to consider for making changes for 508 compliance is far enough out that if you’re feeling at all concerned that this is going to be a major problem at least there’s time to find some solutions and the folks involved with the compliance policy have a lot of things in place to help.

“The other topic I wanted to talk to you about today or briefly introduce you to is some recent initiatives you’ve seen some press about in the Chronicle and other places and that’s upcoming changes to the email and calendaring system. This is referred to collectively within the enterprise as the Ensemble Initiative and it is essentially a large, multi-faceted effort to figure ways to improve and modernize and enhance email and calendaring. It is a project that has been designed to deliver new email and calendaring and related services. I am going to focus primarily on email and calendaring since for most folks those are the primary services that you’re using and are going to be most influenced by in terms of this initiative but there is a whole host of other ones. These are services that are targeting both faculty/staff, and students. I am going to focus primarily on faculty and staff. Students are somewhat a different issue but I’ll at least mention them a little bit. Faculty and staff email and calendaring will be moved to what’s called an exchange environment. Exchange is a very sophisticated, very stable backend that’s been developed by Microsoft and it provides the basis, the underlying pipes if you will for the actual services that we’re going to use. Student email and some of the services – there’s an initiative in place to basically outsource those to both Google and Microsoft. This will not only have some significant infrastructural benefits because we’ll be making use of some external services but we will enhance and improve considerably the range of services we can actually provide to students far beyond what our current capability is.

“Why do we want to do this? You’re getting your email successfully, probably and some of you are actually scheduling using the calendar so why do this? The reason to do this is because the current system is ten years old and in technology terms, that’s archaic in some sense. Since the e-mail and the calendaring systems do not have the functionality that we need and increasingly desire. and the first item is one of the things

that has changed in the last few years that's what's precipitated this. More and more people have the smart devices, whether it's an iPhone, a Blackberry or some equivalent thing and to get those things to work successful with current email and calendaring specifically in combination is nontrivial and we really need to do something because these devices are becoming mission critical for a number of folks, especially at the Senior Administration level. Scheduling meetings is way harder than it should be in the current system. The current system is actually obsolete and is no longer being supported by the company that created it so we're basically at the point where we have to make a change anyway, but even if it were to continue I think there's growing recognition that it's simply not sufficient for our purposes. There is demand for change from some of our academic units. Some academic units are already running their own exchange services so what CIT is really trying to do is to say, look let's consolidate our collective efforts and energy and experience and do this at an institutional level and we're going to reap and collect the benefits from doing that.

"Moving the students offshore to Google and Microsoft is not as huge a shift as one might imagine since the vast majority of students are coming in using external accounts anyway so there's a whole host of reasons to do this regardless but I think it's really going to be a fairly benign transition for the students.

"I want to talk mostly about the faculty and staff side of things. Where did this come from? This isn't something just popped up out of nowhere. The Ensemble Initiative and the decisions to go with exchange system and various other bits of infrastructure both from the hardware and software side of things came from a very broad task force that was built from across the university that represented different administrative units. We have representatives from faculty, there is some student input, and there has been very high-level input from CIT. There's been extensive discussion with consultants. There have been a number of executive steering committees that have talked about very specific elements. This has been in discussion, to my knowledge, at least a year, probably close to two years, at least in the broad sense. There have been a whole bunch of discussions about the specific requirements for campus units so individual campuses, hotel school, business school have had some chances to give some input and there has been and continues to be a high level of exchange in the process. Who is it governed by? Senior administration in charge is Polley McClure VP for IT; CIT has several sponsoring directors involved, Rick MacDonald, Steve Schuster, Jim Lombardi. Chris Lyons is the project manager. He gets to deal with all the nuts and bolts. There is also an Executive Steering Committee, which I have served on, and there are several advisory boards.

"So, here are the really important things: If you're using email, the changeover will not affect your email use at all. If you use Thunderbird, you can use Thunderbird. If you use Eudora, for a little while you can probably use Eudora although there are reasons you'll want to switch off Eudora so your basic email client won't change. It would only

change if you wanted to take full advantage of emailing and calendaring simultaneously. At this point, the initiative is going to make use of Outlook on the Windows platform and on the Mac platform, Entourage. So if you never use calendaring, it won't make any difference but for a lot of folks it will. If you want the full email and calendaring, you may make use of Entourage on the Mac platform or Outlook on the Windows platform. The calendaring is far more robust than what we currently have and can access a bunch of different things. It will be available, I'm told, September 2009. Migration will continue to March 2010 at which point Oracle calendar will be retired."

Acting Speaker Howland: "The chair calls on Charlie Walcott."

## **6. GOOD AND WELFARE**

Acting Associate Dean Charles Walcott: "I just want to make a brief pitch for the United Way, to point out that even small gifts make a difference. A dollar a pay does great things - it turns out to be \$20/year or so. The need is great and it's obviously going to increase as state funds decrease. This year for the first time, corporate cornerstones, that is corporate givers have paid all the expenses for the United Way, all the administrative expenses which means any money you give, 100%, goes to the agencies and you have the ability to designate or alternatively agencies you don't like on your pledge card and I would urge you to join me in contributing."

Meeting adjourned 5:58 p.m.

Respectfully submitted,

Charles Walcott  
Acting Associate Dean and Secretary of the Faculty