Report prepared and submitted 6/30/2023 by:
Charles “Chip” Aquadro as Chair, URRC
Charles A Alexander Professor of Biological Sciences
Department of Molecular Biology and Genetics
Cornell University,
Ithaca NY 14853

URRC Committee Mission and Makeup
The URRC provides University oversight for hiring active military personnel that will serve as military instructors in the Cornell ROTC programs. The committee is composed of tenured Cornell faculty members from multiple colleges and the head (and executive officer) of each service branch as a courtesy.
As a committee, we interview potential candidates (typically via videoconference) for open positions within the ROTC programs. We discuss each candidate as a committee and vote to approve or disapprove of the appointment. The service branches extensively vet candidates before being interviewed by the URRC.

The URRC committee makeup for AY 2022 - 2023 as of 7/1/2022 (Cornell faculty):

<table>
<thead>
<tr>
<th>Person</th>
<th>School</th>
<th>College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles Aquadro (Chair)</td>
<td>Molecular Biology &amp; Genetics</td>
<td>A&amp;S</td>
</tr>
<tr>
<td>T. Michael Duncan</td>
<td>Chem. &amp; Biomolecular Eng.</td>
<td>ENG</td>
</tr>
<tr>
<td>Lee Humphreys</td>
<td>Communication</td>
<td>CALS</td>
</tr>
<tr>
<td>George Hutchinson</td>
<td>Literatures in English</td>
<td>A&amp;S</td>
</tr>
<tr>
<td>Bill Philpot</td>
<td>Civil &amp; Environmental Eng.</td>
<td>ENG</td>
</tr>
<tr>
<td>Keith Weller Taylor</td>
<td>Asian Studies</td>
<td>A&amp;S</td>
</tr>
</tbody>
</table>

The URRC committee makeup changed midway through the 2022-2023 period as Keith Weller Taylor retired from Cornell and this committee. He has been replaced by Dr. Keith Tidball for a three-year term starting July 1, 2023.

The current committee makeup can be found at:
https://theuniversityfaculty.cornell.edu/committees/standing-senate-committees/university-rotc-relationships-committee-urrc/

The Committee was ably assisted by Carrie “C.A.” Shugarts, Dean’s Assistant, Office of the Dean of Faculty, Cornell University
Interviews 2022-2023

URRC Committee Activities AY 2022 - 2023

Interviews for Incoming Military for Teaching ROTC Courses
The URRC committee carried out seven interviews during AY 2022-2023. A quorum of the committee was present, along with a representative from each service branch. All interviews were held by Zoom. The candidate was asked to give a short 10-15 min presentation on a topic of their choice followed by questions from the URRC committee members. The Committee then held private session, discussed the candidate and voted before bringing the candidate back from their zoom breakout room to tell them the committee’s decision. For each case, appointment documentation was then signed by Charles Aquadro as committee chair and filed with the Dean of the University Faculty.

8/17/2022 (zoom, 10:00 – 10:30am): Interviewed **Brenda Keitzer** for Air Force ROTC AS100 instructor. Lt. Col. Kirkum represented Cornell UASF ROTC. URRC members attending: Charles Aquadro, George Hutchinson, Keith Taylor, Lee Humphreys and Michael Duncan. Bill Philpot could not access the zoom call for some reason.
Decision: Unanimous approval of appointment by all present.

Decision: Unanimous approval of appointment by all present.

1/5/2023 (zoom, 12-12:30pm): Interviewed **Army Captain Juan Sepulveda** for Assistant Professor of Military Science, Army ROTC at Cornell. LTC Stephen Mallory represented Cornell ROTC. URRC members attending: Charles Aquadro, Bill Philpot, George Hutchinson, Keith Taylor, Lee Humphreys and Michael Duncan. Unanimous approval of appointment by all present.


6/5/2023 (by zoom 10:30-11:00 am): Interviewed **USAF TSgt Samuel D. Hull** for position as Visiting Lecturer. Lt. Col. Kirkum (Cornell UASF ROTC) and four members of URRC participated (Chip Aquadro, Bill Philpot, George Hutchinson and Mike Duncan. Lee Humphreys had a conflict and couldn’t attend. Unanimous approval of appointment by all present.

6/22/2023 (by zoom 3:30-4:00 pm): Interviewed **Lt Tyler Durst** for Visiting Lecturer, Naval ROTC position NS1. Participating were Captain Scott A Hardy, USN Commanding officer and Professor of Naval Science, Cornell ROTC and URRC Committee members Charles Aquadro, Lee Humphreys, George Hutchinson and William Philpot. Michael Duncan was unable to attend. Unanimous approval of appointment by all present.
**URRC committee membership updates from 2022-2023**

Keith Weller Taylor retired from Cornell and this committee effective Dec 31, 2022. Keith was not replaced until July 1, 2023 (by Keith Tidball, see below).

Keith G. Tidball, Ph.D., Senior Extension Associate, Dept. of Natural Resources & the Environment, Cornell University was appointed to the University-ROTC Relationships Committee (URRC) for a three-year term July 1, 2023 - June 30, 2026.

Bill Philpot’s appointment to the University-ROTC Relationships Committee (URRC) was renewed for three-year term July 1, 2023 - June 30, 2026

**Additional business**

In addition to interviewing candidates for open positions, Charles Aquadro, as chair of the URRC had three additional meetings and follow-up communication the CAS Sr Assoc Dean. Two meetings were held with Dean De Rosa (8/8/2023, a follow-up on 8/25/2022 with URRC committee requests). The 8/8/2022 between Aquadro and Dean De Rosa focused on the responsibilities of the committee, and included Dean De Rosa asking Aquadro to continue to explore the issue of the disparate treatment of ROTC course credits among Cornell's colleges. The second meeting between Aquadro and Dean De Rosa 8/25/2023 focused on requests from the URRC committee regarding the materials and time of availability to the URRC committee prior to candidate interviews. A third meeting, this time with Aquadro as well as Dean De Rosa and Vice Provost for Engagement and Land-Grant Affairs Katherine McComas was held on 9/21/2023 to discuss strategies to address the issue of ROTC course credits disparities among the colleges. Vice Provost McComas subsequently provided Aquadro with extensive documents regarding the ROTC units and past discussions regarding credit for ROTC courses towards graduation. Aquadro followed up with Sr Assoc Dean Michelle Smith in CAS (the college that accepts no ROTC credit towards graduation) and the concerns of CAS were shared that ”faculty” for ROTC classes is constantly changing, there’s no clear syllabus that has been approved by CAS, and the qualifications with regard to professorial status varies often every year (some having no degree beyond high school—CAS requires at least a BS or BA degree). Efforts are ongoing to see if some solutions might be found, at least partial ones, but it will require perhaps yearly updating from the ROTC units regarding the courses as well as those who are teaching them. Correspondence regarding CAS and Sr Assoc Dean Smith are included in the appendix to this report. Aquadro got very ill shortly after this early Nov 2022 email exchange resulting in Aquadro being incapacitated (and hospitalized part of the time) until late Dec. He has not had a chance yet to follow up but will in Sept 2023.
8/10/2022 send via email to all members of 2022 URRC by Chip Aquadro, Chair of the URRC

Dear Members of the 2022-2023 University ROTC Relations Committee for Cornell.

Welcome to the 2022-2023 academic year. I appreciate Mike Duncan and Bill Philpot’s continued service and welcome George Hutchinson, Keith Taylor and Lee Humphreys to the committee. I attach a pdf that I put together for my own reference of committee members that you may also find useful (with pictures and indications of Dept etc and their faculty web page link).

I don’t know how familiar you are with the ROTC program so provide some info below. I did not have a military background, but one of our kids (son Brian) was a 2006 graduate of Cornell (Dyson School) and of the Marine Corp ROTC program. He served 6 years (including two combat deployments to Afghanistan) being honorably discharged as a Captain in 2012. I gained a lot of respect for the leadership training that the ROTC program provides, and hence my service on this committee for eight years so far.

The URRC provides University oversight for hiring active military personnel that will serve as military instructors in the Cornell ROTC programs. The committee is composed of tenured Cornell faculty members from multiple colleges and the head (and executive officer) of each service branch as a courtesy.

As a committee, we interview potential candidates (typically via videoconference) for open positions within the ROTC programs. We discuss each candidate as a committee and vote to approve or disapprove of the appointment. The service branches extensively vet candidates before being interviewed by the URRC.

Frankly, the committee is somewhat poorly served by the ROTC program by them often providing files of recommended ROTC faculty candidates quite late yet asking for a fast approval process (as exemplified by the current review just put forward to us 8/9/2022 for someone whose appointment letter states their starting 8/8/2022. I have mentioned this in the past but as chair of this committee will renew those efforts to be provide materials for review in more timely fashion. But it is the armed forces process we are dealing with. I can honestly say that they have done a great job in selecting who they put forward from my last eight years on this committee, and I view that our main responsibility mainly as a watchful eye for the University Faculty in being sure all candidates put forward are worthy of being part of the Cornell faculty while they are with the ROTC program here. We do hope that we can somehow encourage a broader diversity of candidates applying for these positions. If anyone has ideas, please share. This is a priority of Dean Eve De Rosa too.

For those new to the committee, you can find the official committee charge and membership list on the Dean of Faculty website:

https://theuniversityfaculty.cornell.edu/committees/standing-senate-committees/university-rotc-relationships-committee-urrc/
and the Cornell Faculty Handbook:

https://theuniversityfaculty.cornell.edu/the-new-faculty-handbook/14764-2/

Note that Dean of the Faculty Eve De Rosa has asked that we as a committee seek ways to address the issue of the disparate treatment of ROTC course credits among Cornell's colleges. For example, while the College of Agriculture and Life Sciences and the College of Engineering each apparently allow some ROTC courses to be counted towards their college graduation requirements, the College of Arts and Sciences has not allowed any ROTC courses to be counted towards CAS graduation requirements.

You may find the following website on Cornell’s Admissions web page about the ROTC program at Cornell to be useful if you would like background and/or a refresher.

https://admissions.cornell.edu/cornell-reserve-officer-training-corps-rotc

More information regarding each of the three ROTC programs at Cornell (Army, Navy/Marine and Air Force) and their courses can be found in at the “Officer Education” at Cornell website from the 2022-23 Cornell Courses of Study:

https://courses.cornell.edu/content.php?catoid=52&navoid=21702

Aerospace Studies (Air Force ROTC) (AIRS course prefix)
https://courses.cornell.edu/preview_program.php?catoid=52&poid=26773

Naval Science Program (Navy/Marine ROTC) (NAVS course prefix)
https://courses.cornell.edu/preview_program.php?catoid=52&poid=26982

Military Sciences Program (Army ROTC). (MILS course prefix)
https://courses.cornell.edu/preview_program.php?catoid=52&poid=26975
Talking points for Chip Aquadro mtg with Rose De Gloria about ROTC Aug 25 2022

Remove AS100 and AS200 designations from Air Force ROTC website (get with the 4 digit numbering system)

Require requests for from CA Shugarts approval by URRC of candidates at least several weeks BEFORE they have arrived on campus if at all possible.

Ask that all candidate review requests be accompanied by a position description as well as a full CV/Resume, Transcripts and appropriate other materials (performance evaluations etc)

Require that all candidates prepare and present at the URRC interview a 5-10 min (max) power point or similar presentation relevant to their teaching assignments in ROTC here at Cornell.

Have each candidate notified before the interview that the URRC committee will ask questions as to their experience relevant to their role at Cornell, about their teaching philosophy, how they respond to student challenges and stress, etc., why they feel they are a good fit to Cornell, etc.

Require that all promotion requests go through the URRC committee prior to going to HR. Currently, HR is very confused as to what has been approved by Cornell and what has not. From Wendy Huff in HR: “I have found a lot of inconsistency in the titles these individuals hold from an HR/university policy perspective and how they are listed on the ROTC websites. Also, because of the frequent turnover of leadership, the process for committee approval is often missed and they are back-tracking after the members of the military are already here.“

How do we accomplish this? Make at least some ROTC courses count towards graduation in the College of Arts and Sciences (bringing it in line with what CALS currently allows) so that CAS students are not “penalized” by taking ROTC classes, particularly those related to leadership. This has been a long standing concern.

Who are contacts for each ROTC unit’s website? And can the leadership of each unit be updated in more timely fashion?
Overview of 2022-2023 University ROTC Relations Committee (URRC) for Cornell. Prepared 8-31-2022 by Chip Aquadro (as Chair) for URRC Committee faculty members.

6 tenured faculty members are appointed by the Dean of the Faculty for three-year renewable appointments.

Mike Duncan (engineering)
Bill Philpot (engineering)
George Hutchinson (A&S)
Keith Taylor (A&S). **retired Dec 31 2022**
Chip Aquadro (A&S; Dept of MBG and EEB)
Lee Humphreys (CALS)

**ROTC** stands for **Reserve Officer Training Corps**
ROTC aims to provide military education and training for students to mobilize them for national defense preparedness. Included is a significant component of leadership training. Successful completion of the ROTC program can lead to commissioning as an Officer in the Army, Air Force, Navy or Marines upon graduation followed by three or more years of active duty.

Cornell has a long and prestigious military history which started with the Morrill Act of 1862. Cornell's founding and designation as New York State's Land Grant University imparted to it the responsibility to provide military training and education programs. Cornell formally established a ROTC unit in 1917. Cornell graduates have served with distinction in every major conflict since the Spanish-American War. Cornell commissioned more officers in World War I than any other institution in the United States including the military academies. During World War II, Cornellians again responded with more than 20,000 serving in the armed forces in every theatre of war.

There are three ROTC programs at Cornell (Army, Navy/Marine and Air Force). Barton Hall is the current home of the Naval/Marine Corps, Army, and Air Force ROTC units, consisting of classrooms, staff offices, a weight room, computer facilities, a study area, and lounges. University oversight of the ROTC program is by Katherine McComas the Vice Provost for Engagement and Land-Grant Affairs. **Our task:** The URRC provides University oversight for hiring active military personnel that will serve as military instructors in the Cornell ROTC programs. The committee is composed of tenured Cornell faculty members from multiple colleges and the head (and executive officer) of each service branch as a courtesy.

As a committee, we interview potential candidates (typically via videoconference) for open positions within the ROTC programs. The service branches extensively vet candidates before being interviewed by the URRC. We discuss each candidate as a committee and vote to recommend approval or disapproval of the appointment to the Dean of the Faculty, Eve DeRosa.

Note that Dean of the Faculty Eve De Rosa has asked that we as a committee seek ways to address the issue of the disparate treatment of ROTC course credits among Cornell's colleges. For example, while the College of Agriculture and Life Sciences and the College of Engineering
each apparently allow some ROTC courses to be counted towards their college graduation requirements, the College of Arts and Sciences has not allowed any ROTC courses to be counted towards CAS graduation requirements.
Hi Eve,
Wonderful to talk with you a bit ago.

Here’s the link for the Cornell Veterans Program House
https://scl.cornell.edu/residential-life/housing/campus-housing/upperlevel-undergraduates/program-houses/veteran-program-house

Would be a good place to start seeking connections with past veterans who are now students as well as others (current ROTC students) etc to find out what would be most helpful to them etc.

Here’s the link to the Warrior Scholars Program that I mentioned. I don’t know who the current campus contact is though:
https://www.warrior-scholar.org/cornell-university/
See also for a Cornell news article about the program last year: https://news.cornell.edu/stories/2021/08/boots-books-veterans-succeed-academic-prep-camp

And here’s a page on the Cornell Admissions page specifically for Veterans:
https://admissions.cornell.edu/learn/veterans-cornell
This admissions page also has info about the Warrior Scholars Program and another called VetLink

Also attached is a PDF of the PPT I put together for myself that I will also share with the other URRC committee since 3 are new members.

Best,
Chip
Info requested by URRC committee for all ROTC Candidate Interviews sent to Dean of Faculty 12/19/2022

The URRC asked that all candidate review requests be accompanied by a position description as well as a full CV/Resume, Transcripts and appropriate other materials (performance evaluations etc)

We also require that all candidates prepare and present at the URRC interview a 5-10 min (max) power point or similar presentation relevant to their teaching assignments in ROTC here at Cornell.

Further on Role of the URRC from the Vice Provost McKomas (from email communication to Chip Aquadro):

· "When positions need to be filled, the specific military branch/ROTC unit contacts the URRC. Each interview includes not only the committee members but also a service member from the respective military branch, e.g., Commanding Officer or Executive Officer. These members of the military branch also cast votes in the process.”
· “Nearly all (99.9%) of the interviews happen before someone comes to campus. They happen when people are on ships in the Pacific Ocean, in Afghanistan, or just in San Diego. Generally, these individuals are heavily vetted prior to the interview and in the top 1-2% of their peers in terms of their performance.”
· “The committee sees all academic transcripts, performance reviews, fitness reports, and letters of reference from former commanding officers. The perspective of the military representatives attending the interviews can be very helpful in understanding the qualifications of individuals for these positions.”
· “Interviewers almost always ask individuals what they hope to do at Cornell, as the candidate does not submit a letter stating such. “
· “The individual does not get their orders until the URRC approves their appointment. Bottom line, these interviews matter.”

Thanks
Chip Aquadro
Professor, Dept Molecular Biology and Genetics
Chair, URRC
Dear Chip and Eve,

I hope that the semester is going well! I wanted to follow up and see if things are going well from your perspective on the URRC, based on our meeting last fall. Also, I’d like to pick back up on the ROTC credit discussion. Chip, were you ever able to touch base with Michelle Smith on the A&S credit policy for ROTC courses?

Finally, I wanted to share two videos that eCornell helped create that does a nice job of describing Cornell’s military history. I hope you enjoy them!

https://www.youtube.com/watch?v=fjLxw7ycoFI (full version)
https://www.youtube.com/watch?v=RNw4fmWU_Uk (shorter version)

Best wishes,
Katherine

From: Charles F. Aquadro <cfa1@cornell.edu>  
Sent: Wednesday, September 21, 2022 11:55 AM  
To: Dean of Faculty Office <deanoffaculty@cornell.edu>; Katherine McComas <kam19@cornell.edu>

Subject: Sorry the zoom ended abruptly. I’ll follow up via email

Katherine and Eve,
Sorry the zoom ended abruptly. I’ll follow up via email.
Best
Chip

On Aug 25, 2022, at 9:45 AM, Charles F. Aquadro <cfa1@cornell.edu> wrote:

Talking points from Chip Aquadro mtg with Rose DeRosa about ROTC Aug 25 2022

Remove AS100, AS200, AS300 and AS400 designations from Air Force ROTC website on coursework (get with the 4 digit numbering system). See: https://www.afrotc.cornell.edu/program-overview/

Require requests for from CA Shugarts approval by URRC of candidates prior to their appointment at Cornell.

Ask that all candidate review requests be accompanied by a position description as well as a full CV/Resume, Transcripts and appropriate other materials (performance evaluations etc)
Require that all candidates prepare and present at the URRC interview a 5-10 min (max) power point or similar presentation relevant to their teaching assignments in ROTC here at Cornell.

Require that all promotion requests go through the URRC committee prior to going to HR. Currently, HR is very confused as to what has been approved by Cornell and what has not. From Wendy Huff in HR: “I have found a lot of inconsistency in the titles these individuals hold from an HR/university policy perspective and how they are listed on the ROTC websites. Also, because of the frequent turnover of leadership, the process for committee approval is often missed and they are back-tracking after the members of the military are already here.”

How do we accomplish making at least some ROTC courses count towards graduation in the College of Arts and Sciences (bringing it in line with what CALS currently allows) so that CAS students are not “penalized” by taking ROTC classes, particularly those related to leadership. This has been a long standing concern.

Who are contacts for each ROTC unit’s website? And can the leadership of each unit be updated in more timely fashion?
Air Force is now updated (8-25-2022): https://www.afrotc.cornell.edu/cadre/
Army ROTC is out of date: https://armyrotc.cornell.edu/staff/
Navy/Marine ROTC: https://navy.cornell.edu/about-us/active-duty-staff/

The URRC committee would like to have a current listing of all officer staff in the three ROTC units at Cornell, including their positions. Having this updated and distributed each July or early August would be preferred.
Hi Chip
This plan sounds good. Once you talk to the ROTC commanders, we can discuss details. It might be a good idea to include the college registrar Duncan Bell in the meeting. He understands more of the nuts and bolts, plus he has military experience.
Take care
Michelle

Michelle Smith, Ph.D.
Senior Associate Dean for Undergraduate Education
College of Arts & Sciences
Anne S. Bowers Professor
Department of Ecology and Evolutionary Biology
Cornell University
mks274@cornell.edu

Hi Michelle,

Thanks. This is very helpful information. I had thought the requiring a course to be cross-listed in an academic department would make sense to me (with the added requirement that whoever teaches them must have at least a BS/BA degree or equivalent. Then it’s on the ROTC programs to keep those active in a manner that the would keep the cross-listed department happy. Does that make sense to you as well?

If you agree, then I will meet with the ROTC commanders to discuss this option. Depending on how that went, we could include you in a future meeting (I imagine your calendar does not need more meetings unless really necessary/userful).

Best,
Chip

On Nov 2, 2022, at 1:28 PM, Michelle K. Smith <mks274@cornell.edu> wrote:
Hi Chip

I am happy to meet about this and explore options. Britt in my office can help us schedule, please contact her at: blh98@cornell.edu

I have already engaged a bit with Katherine. I shared with her that the most straightforward option would be to crosslist a ROTC course with an academic department and have the course go through the A&S EPC approval process. She had some questions about the crosslisting process and so I connected her with Deb Morey in the A&S Student Services Office. Deb did not hear back from Katherine, but we are happy to answer questions when it is time.

Here is some additional information I shared with Katherine:
One important difference between A&S and other colleges is that there are lots of courses that do not count for A&S credits: https://as.cornell.edu/registrar/courses-that-dont-count

A&S sends a friendly reminder to students who are in courses that do not count for credit at the beginning of the semester. Students who are taking an ROTC course every semester will receive this reminder every semester. We are trying to be helpful, but understand it is likely hard for ROTC students to see this reminder so often.

From time to time, ROTC has approached A&S about having their courses count. The main reasons these courses have not been approved by the EPC include: 1) the courses must be crosslisted with an academic department, and 2) the instructors should have a higher education degree.

If the ROTC administration would like to approach A&S about a course, it should be crosslisted with an academic department and will go to the A&S EPC for a decision.

Here is the current A&S legislative policy:

Historically, military science courses have not counted toward the 120 credits needed in order to graduate from the College of Arts and Sciences:

Faculty legislation (May 7, 1968) prevents the college from offering degree credit for courses taught by the Military Science Program:

That (1) present military science courses may not be counted for credit towards a degree in the College of Arts and Sciences; (2) that nothing in the previous clause be construed as preventing a student in the College from taking courses in military science in satisfaction of requirements for (a) officer’s candidacy or (b) the holding of an Army, Navy, or Air Force scholarship.

Faculty legislation (1971) amended:

The Faculty of the College of Arts and Sciences reconfirms its policy of not granting credit to any course which is under the jurisdiction of the armed services. However, courses in the ROTC
program which are sponsored or co-sponsored by academic departments would be allowed
degree credit in the usual way. (in other words: EPC would still have to review such courses.)

To change the legislation, it would need to go to the EPC and then a faculty vote.

Hope this helps to provide some context,
Michelle

--
Michelle Smith, Ph.D.
Senior Associate Dean for Undergraduate Education
College of Arts & Sciences
Anne S. Bowers Professor
Department of Ecology and Evolutionary Biology
Cornell University
mks274@cornell.edu

From: Charles F. Aquadro <cfa1@cornell.edu>
Sent: Wednesday, November 2, 2022 12:11 PM
To: Michelle K. Smith <mks274@cornell.edu>
Cc: Charles F. Aquadro <cfa1@cornell.edu>
Subject: Request a mtg to discuss ROTC Courses and CAS

Hi Michelle,

As the new chair of the University ROTC Relations Committee at Cornell I have been asked to
renew efforts to explore the possibility that some of the many courses ROTC students at Cornell
might count towards their college course credit requirements for graduation. This request comes
to me from Dean of the Faculty Eve DeRosa and also Vice Provost Katherine McCommas who
oversees the three ROTC programs at Cornell (Air Force, Army and Navy/Marines).

There is currently variation among the colleges with some colleges (e.g., Engineering and CALS
allowing for some limited course credits be applied towards the graduation requirements, but
CAS allows no credits. Some of the ROTC courses focus on leadership, communication or the
history of warfare in the context of the global community in which we live, and thus are more
than simply “vocational” courses.

Of the 101 undergrads currently enrolled in ROTC at Cornell, 28 are from the CAS so it is not a
trivial number proportionately.

Could we find a time to meet for say 30 minutes for me to introduce you to the issue more fully
and see if there may be ways we can explore options?

Thanks,

Chip, As Chair of the Cornell ROTC Relations Committee.