Executive Summary
This CIVIC proposal aims to foster creative and research-based collaborations in Arts and Humanities across Cornell departments and colleges by focusing on two interlocking initiatives tailored for the 21st-century: “Media, Material Cultures & the Senses” and “Humanities, Arts & Public Life” (hereafter simply “Media” and “Public Life”).

Cornell is especially well-placed to pursue these initiatives in the Arts and Humanities. We can build upon and enhance our existing strengths in both Media and Public Life precisely by exploring creative points of intersection between departments and programs in A&S in conjunction with AAP, CIS, CALS, Cornell Tech, and the Law School.

With the Provost’s initiative, we are poised to make a significant and timely contribution to the university’s mission, its faculty research, and its obligation to prepare students to be global citizens in an increasingly complex 21st century.

Our proposal consists of 4 parts:

I. Creative Collaborations (CIVIC-Colabs)
   - **Goals:** to support and invigorate collaboration in humanities research, connect faculty and students, and enable experimentation in research and teaching;
   - **Format:** Each Colab will last 2 years; include 5+ faculty members (including lecturers and librarians), and one 2-year post-doc; each Colab should also grant 1 course release per faculty member per year and include a research grant of $30,000 for the group;
   - **Number:** each initiative will have 1 CIVIC-Colab (2 total), staggered in their schedules so that one begins as the other concludes, i.e., a new Colab begins each year. We suggest that Media start in 2018-19, Public life in 2019-20;
- each Colab will explore curriculum innovation and include some form of public outreach in its second year (e.g., a workshop, conference, exhibition or performance, distinguished public lecture, speaker series, etc.).

II. CIVIC Hires
- **ten hires** at the assistant/early associate level (**circa 5 in each initiative**). The exact number in each initiative may shift depending on interest and synergy;
- some of the hires in conjunction with AAP, CIS, Law, and/or CALS.

III. Infrastructure
A *Center for Media, Material Cultures & the Senses* in conjunction with Cornell University Library
- **Facilitate collaboration by creating spaces for collaborative research**
- **Retro-fit 726 University Ave (or a similar space)** as a first ‘home’ for this initiative; 726 already houses parts of cast, keyboard, and tablet collections as well as A&S Communications, and the Institute for German Cultural Studies
- **Work hand-in-hand with our world-class Cornell University Library**, which already provides programs, expertise, and digital space, as part of the infrastructure of this collaborative endeavor and, thus, is a perfect partner for future innovative research in Humanities and Arts
- Ready access to and financial support for **space for Arts and Humanities at Cornell Tech** for presentations, workshops, lectures, instruction, and conferences
- **Half-time administrative position** for running Colabs, scheduling events, advertising, reimbursements, and maintaining and updating the Media Studies website, [http://mediastudies.as.cornell.edu/](http://mediastudies.as.cornell.edu/) which is already launched through the related work of the A&S inter-College Media Studies group, an indication of the energy and synergy for this initiative.

IV. Curriculum Innovation and Teaching
- Encourage Cornell to **raise the profile and centrality of Humanities and Arts** in the education of our undergraduate students. To this end, it is important that A&S:
- Create a more robust, **prominent series of honors seminars on the freshman, sophomore, and junior level** for in-depth exploration of the interface of humanities & arts, public life, and / or media (as well as the Humanities and Arts in general);
- Create **introductory undergraduate courses** on, for example, 1) the challenges facing the world and 2) cultural techniques, i.e., ‘thinking through doing,’ both of which are at the heart of each initiative.
Rationale
In 2015, to mark the NEH’s 50th anniversary, Chairman William D. Adams launched the initiative *The Common Good: The Humanities in the Public Square*. Adams called upon “humanists to engage in illuminating the grand challenges that we now face as a nation” and emphasized “the relevance of the humanities to the current conditions of national life.” We couldn’t agree more; the relevance of the Arts and Humanities for the common good could not be more pressing or urgent today in the face of a crisis of liberal democracy, the dramatic polarization of the demos, and media confronted by ethical and political questions with fundamental implications for society.

Adams’ appeal captures the spirit of many similar initiatives at institutes of higher education throughout the United States, but it is of particular relevance for the Arts and Humanities at Cornell. Unlike many other universities, which are trying to ‘catch up’ to this humanistic engagement, Cornell is in the privileged position to strategically build upon its world-renowned reputation for excellence in the Humanities, from individual departments to the Society for the Humanities, while enhancing its existing programs and faculty strengths in both Media and Public Life. With a long-standing tradition of combining theoretical and practice-based research anchored in a robust “field” system that defines graduate studies in A&S, Cornell has interdisciplinarity written into the very structure of its research and education. Moreover, as a land grant university, a public mission is integral to the founding principles of Cornell University.

In step with the goals of One Cornell, this proposal aims to foster creative and research-based collaborations in Arts and Humanities across the Cornell departments and colleges by focusing on two interlocking initiatives tailored for the 21st-century: “Media, Material Cultures & the Senses” (“Media”) and “Humanities, Arts & Public Life” (“Public Life”).

Cornell is especially well-placed to pursue these initiatives. In fact, the diversity and de-centralized structure of Cornell offer unique possibilities. We can build upon and enhance the unique strengths in both Media (e.g., the plaster cast, keyboard, hip hop, and punk collections; Rose Goldsen Archive of New Media Art; digital humanities) and Public Life (e.g., Ethics and Public Life, Inequality Studies, the History of Capitalism, the Prison Education Program, Engaged Cornell, Global Cornell, the Atkinson Center, the Society for the Humanities) by exploring creative points of intersection between A&S, AAP, CIS, CALS, Cornell Tech, and the Law School. Moreover, CIVIC can rely on and work in tandem with Cornell’s world-class library, whose expertise and collections, together with an existing campus-wide infrastructure of resources for faculty and students alike, can help form the backbone of CIVIC’s envisioned research network.

The premise of this CIVIC proposal is, therefore, two-fold: 1) there can only be interdisciplinarity on the basis of thriving disciplines; and 2) the state of the world and inquiry into its workings require that on top of this disciplinary foundation we forge an evolving set of interdisciplinary avenues for investigation and collaboration.
“Media” names the diverse modes of communication from the hieroglyph to html, encompassing the myriad technologies, forms, and practices by which information, images, and ideologies circulate amongst a global population. “Media” names the transformation of every discipline by new arrangements of texts and information, sounds and images, new technologies of language and representation, and new requirements for interpretation, evaluation, and formal media production for every college graduate. “Media” designates not only the vastly influential contemporary spheres of mass-media (cinema, radio, television) and web-based media, but also a long, dense history of design, icons, rhetoric, systems, information, and technology. “Media,” in short, is the means through which society is reflected, tested, challenged, and changed. It is an ancient concept that remains cutting edge in its applications. Ezra Cornell made his fortune by investing in the media infrastructure of the nineteenth century; we renew his belief by affirming the centrality of media to our times.

“Public Life” names the diverse, complex groupings of individuals in multiple (rarely exclusive) ethnic, religious, cultural, political, and economic identities. “Public Life” marks the myriad ways in which people express themselves and interact, react, discuss, or ignore one another in various attempts to make and re-make the demos. “Public Life” is organized by political, cultural, economic, judicial, and increasingly medial forces that determine (explicitly or otherwise) the possibilities and limits of speech, assembly, and mobility. In engaging the global-historical expressions of literature, art, media, culture, and religion over the centuries, the humanities are necessarily always in dialogue with and reflecting upon social-political life, including the ways in which we critically engage the past and imagine other futures. This fact is especially critical today, when the quantitative methods of the natural and social sciences play an unquestioned and essential role in society, but in isolation are not adequate to address all aspects of the pressing global-political issues of our day. Questions of democracy, representation, expression, individuality, difference, citizenship, and inequality require humanistic approaches to be grasped and confronted in their full complexity.

In the past decades, the core competencies and disciplines that define the modern university have shifted. Just as the older system of the arts had to accommodate the productions of telegraph and phonograph in the nineteenth century, the contemporary university must now account for the innovations of the smartphone and social media, and the collapse of traditional forms of news and information. Each of these innovations brings with it a host of ethical, cultural, political, literary, and artistic implications that the humanities are uniquely configured to investigate. For this reason, Media and Public Life form two overlapping circles that will continue to be intertwined in the decades to come.

By fostering interdisciplinary research in “Media” and “Public Life” as well as their interrelation, CIVIC will dynamically and immediately contribute to broader initiatives and future developments at the University, such as research and pedagogy to Engaged Cornell and the Roosevelt Island campus.

With this proposal, we are pleased not only to indicate strategic directions for the development of humanities scholarship at Cornell, but also to reaffirm the place of the
Humanities and Arts at the heart of liberal education – at Cornell and for the tradition of liberal education across the United States.

Students whose education is grounded in – rather that augmented with – the Humanities and Arts are trained in the intensive study of complex objects. They are expert evaluators of information and of sources of information; they compose persuasive accounts of their findings; they have vital knowledge of intellectual and cultural traditions here and abroad; they understand the structure and function of their own government and civil society, as well as those of others. These skills are essential for sustaining a culture of innovation in concert with a durable democracy. It is for this reason that they should be affirmed as the foundation of leadership, citizenship, research, and innovation in the 21st century.

As envisioned, this initiative will fill existing desiderata while further augmenting our research strengths and scholarly profile. Our proposal consists in 4 parts:

I. Creative Collaboratives (CIVIC-Colabs)
II. CIVIC Hires
III. Infrastructure: Center for Media, Material Cultures & the Senses, in conjunction with Cornell University Library
IV. Curriculum Innovation and Teaching

I. Creative Collaboratives (CIVIC-Colabs)
With its long tradition as a nexus of theoretical and practice-based research and learning, Cornell is in a unique position to innovate on an emerging model for humanities research working groups in a way that leverages existing resources, while also expanding capabilities for both research and teaching. At the heart of campus-wide initiatives on Media and Public Life, we recommend the development of a set of on-going Arts & Humanities CIVIC Collaboratives. These research working groups have three goals:

a) **to support and invigorate collaboration in research** on some of the most pressing issues of the day, with a conscious allowance for thematic evolution over time so that the Colabs function as a locus of creative investigation and an engine of innovation;

b) **to connect faculty and students to the methodologies and technologies** required for advanced research into public life; the intersection of art/media and the public sphere; and media production, archiving, and analysis from antiquity to the present;

c) **to enable experimentation in research, teaching, outreach, and display practices**.

Proposed rubric for CIVIC Collaboratives (Colabs):
- 2 years
5+ faculty members, lecturers, and/or librarians per Colab

one post-doc for 2 year appointment (with open application process, i.e., Cornell graduates can apply). This post-doc will have a 1-1 teaching load, be mentored by the faculty in Colab, and incorporated into the ongoing Wednesday seminar at the Society for the Humanities

1 course release per faculty member per year¹

research grant of $30,000 for the group to support research and outreach; there should also be separate funds to apply to for more comprehensive requests, especially for Media groups

each CIVIC-Colab will consider possible curricular innovation (for example, offering a new (team-taught) seminar in the second year of the Colab (or later) on the research topic; or parallel individual seminars in different departments that include collective group components; or an interdisciplinary A&S-Humanities honors seminar scaling from freshman to senior year (see section IV below), etc.

each CIVIC-Colab must include some form of public outreach or presentation/discussion of its research in its second year, whether as a workshop, conference, exhibition, performance, distinguished public lecture, civic engagement, etc.

We request that each initiative, Media and Public Life, receive 1 CIVIC-Colab; Colabs should be staggered in their schedules so that one is beginning as the other concludes.

Once established, this thematically interlocking set of CIVIC Colabs for the Humanities and Arts will not only support cutting-edge faculty research, but also dramatically expand the bandwidth for communicating the vitality of humanistic research to the campus and to the world. Moreover, the Colabs are intended to evolve over time with the themes “Media” and “Public Life” potentially pushing into other areas of exciting and urgent humanistic inquiry.

We propose that the governance of the Colabs (particularly their administration and awarding) be integrated into an expanded version of the existing Society for the Humanities’ Humanities Council. For full details of the structure of this governance, please see Appendix II below.

II. CIVIC Hires

¹ In the college of A&S, there will be the following guidelines: a maximum of 10 (ten) course releases per year for A&S faculty in toto according to these parameters: a) a course release for the leader of the Colabs; b) a course release for any faculty teaching a 2-2 load (down to a 2-1 load); c) a course release for a DUS or a DGS with a 2-1 load (down to 1-1 load). Faculty who are already teaching 1-1, or who have course releases for other reasons will not be eligible for the release (per agreement with Dean Ritter).

For this reason, we recommend a maximum of 5-6 A&S faculty in any one Colab, so that on rotating years, when applications are due, each Colab has enough faculty to draw upon.
The proposed CIVIC Colabs will build on the strengths of current Cornell faculty and support their research and teaching needs. There are already large numbers of faculty across the university working in these areas and calling for support for new kinds of interactions.

As an essential piece in enhancing Cornell’s profile in the Arts and Humanities and elevating us to the forefront of the national discussions concerning Media and Public Life, we request five hires at the assistant/early associate level (i.e. beginning to mid-career) in each initiative (10 total). The exact number in each initiative may shift depending upon synergy as the project develops.

While the hiring process will be initiated by and take place within departments, it is necessary that they share the ethos of CIVIC and contribute to its larger purpose of interdisciplinary work across departments and ideally colleges. Therefore, in the spirit of One Cornell, some of the hires should take place in collaboration with CIS, AAP, Law, and/or CALS, but with a recognition that 1) the vast majority of Humanities and Arts faculty belong to A&S and 2) that the curricular and research barriers that currently exist between the colleges be progressively lowered in order to foster the type of collaboration between the schools which would take full advantage of the unique strengths of Cornell University that truly set it apart from other institutions.

We propose hiring early to mid-career colleagues to avoid some of the shortcomings of the Mellon process in past years, but more importantly because we are convinced that Media and Public Life already include prominent faculty members at Cornell. A next generation of scholars trained in interdisciplinary methods will certainly augment this excellence and provide further, dynamic impulses to the Cornell community, while forging surprising paths for future research in these growing fields. Finally, such hires will provide a model for renewing Humanities and Arts faculty at Cornell in a measured, wise, and judicious manner; this is especially crucial given the recent attrition of early and mid-career faculty in A&S together with the drastically reduced rate of new hiring (see Appendix V).

Some CIVIC hires, particularly in Media, may require additional research resources (e.g., start up packages) that can be addressed on an ad hoc basis to central administration as part of the hiring process.

III. Infrastructure
Center for Media, Material Cultures & the Senses (e.g., 726 University) & Cornell University Library (Uris and other nodes)

We are convinced that an essential ingredient of facilitating collaboration is the creation of spaces for collaborative research. We, therefore, envisage a Center for Media, Material Cultures & the Senses conjoined with a series of Library nodes that supports two essential elements of our proposal:
a) **provide space for the on-going set of research Colabs** (above). For the type of collaborative work that belongs to the 21st century university, it is important that there be space for the Colabs to meet, research, and interact that is distinct from the individual, isolated faculty office and that reaches beyond the College of Arts and Sciences.

b) **Media and Material Culture Laboratories**: Cornell possesses a striking array of highly dispersed collections of wide significance to the Arts and Humanities, including the Anthropology Collections, the Cast Collection, Archaeological Collections, Historical Keyboard collections, the Hip Hop collection, the Punk collection, the Rose Goldsen Archive of New Media Art,2 the Johnson Museum, the Rare and Manuscript Collections and many others both formally and informally curated. Yet the University has never invested fully in leveraging these resources for advanced research, nor for their use in teaching. Space is required for scholars and students to access and study media and material culture collections, and to put them to work in dynamic and creative ways.

c) **a half-time administrative assistant** for running CIVIC Colabs, lectures, workshops, brown bag lunches, advertising, reimbursements, scheduling spaces, and maintaining the Media Studies website, [http://mediastudies.as.cornell.edu/](http://mediastudies.as.cornell.edu/)

We are particularly interested in 726 University Ave as a first ‘home’ for the Center for Media, Material Cultures & the Senses with the Media Room in Uris Library as the initial “front window” to Media on the Arts Quad.

**726 University**
We have talked to David Taylor and Henry Crans regarding space in A&S. From them we know that the college reserves 726 University Ave for “overflow” space (currently the Institute for German Cultural Studies, A&S Communications, parts of the tablet and cast collection, the Westfield Center office for the keyboard collection, etc.). The top floor and several offices on the second floor are currently unused.

From this small list, one can garner two salient facts: 1) the current “overflow” at Cornell almost exclusively concerns Media in the deep, historical sense we intend; and 2) 726 University is already *de facto* the home for Media Studies at Cornell.

Close to the Johnson Museum and West campus, the Center at 726 will form an important interface between Cornell and the town of Ithaca, whilst linking up with the university’s ‘arts zone,’ including Sibley, Tjaden and the Johnson. As one of the most beautiful buildings in this part of campus, it is in need of proper renovation and an external facelift.

We therefore request that the administration look into re-purposing 726 University as the first space for Media, Material Cultures & the Senses at Cornell. This space will be

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2See the Media Studies website for more information: [http://mediastudies.as.cornell.edu/media-collections/](http://mediastudies.as.cornell.edu/media-collections/)
a home for radical collaboration, a place where humanities, arts, and the rest of
campus can come together. This re-furbished building will

- house the on-going Colabs through an open-plan collaborative office space
  (e.g., both sides of a floor opened up, one side for Media, one for Public Life
  Colabs with work stations etc.)
- house physical media collections of all sorts (in basement, on ground floor, on
  second floor);
- feature a big public meeting space (for talks, events, displays) which could be
  on the ground floor;
- top floor could be a more informal meeting space / event space
- please see appendix III for full outline of a proposed plan for 726 University

Cornell University Library (CUL)
For both the immediate success and future evolution of CIVIC, we propose working
closely with the exceptional strengths of Cornell’s world-class library. In many ways –
from expertise and collections, to collaborations projects and digital affordances – the
library can serve as a key part of CIVIC’s infrastructure, since the library already
embodies many of the attributes that CIVIC aspires to augment and further develop:

- a campus-wide nexus of resources and digital laboratories with open access;
- a deep well of content across all humanities and arts disciplines combined with
  a profound expertise;
- a series of existing projects that already exemplify the type of collaborative
  work we want to intensify;
- tools for implementing new ways of visualizing humanities research and the
  ability to infuse media resources into ongoing curricular development room for
  growth in innovative, collaborative spaces (for example, the Fiske Room in Uris
  as a “digital scholars collaborative”). Uris library, in general, is ripe for exciting
development for research and teaching spaces and technology.

Moreover, the library already provides a series of nodal points across campus with
access to all university constituents, for example:
- MannYoufacture (112 Mann Library)
- The Digital Creation Lab (701 Olin Library)
- Audiovisual Preservation Lab (214 Olin Library)
- The Johnson Museum (e.g. “Crossing Photographic Divide” Mellon-project
  with CUL) The Fine Arts Library in Rand Hall.
We also note that two Associate University Librarians have already been working with a
group of faculty in A&S, CIS, and CALS to promote and expand upon these opportunities
for Media Studies at Cornell. Please see Appendix IV for a partial list of CUL programs and
projects that are excellent partners for current and future CIVIC projects.

As a first readily visible access point for Media on the A&S quad we request that the
current Media Room in Uris (which is already only used by faculty to show film) be
designated as CIVIC Media room, where Colabs, workshops, brown bag lunches, etc.
can take place on the A&S quad.
Additionally, Uris Library could potentially serve as a future home for many of the envisioned additional collaborative spaces on the A&S Quad such as:

**a) Media Technology Laboratories:** Media analysis and production today requires extensive technological investment. This can range from high-resolution scanning and 3D printing of ancient artifacts and texts to powerful workstations for film production to public facing web portals for content dissemination.

**b) Flex teaching spaces:** In seeking to teach students not just how to think critically, but also how to think through doing, classroom spaces adaptable to the process of making are vital. It is impossible to teach through doing either in lecture halls with rows of seats or in seminar rooms with rigid central tables. New designs for flexible active learning classrooms with smart technology are emerging nationally; it is vital that Cornell develop similar resources if it seeks to implement its ambitions to prioritize active and engaged learning. Uris Library has the space, rooms of the right size, central location, and commitment to undergraduate education (university wide) that make it the perfect building for this sort of investment and vision on campus.

Finally, this vision for collaboration with CUL in general and the development of Uris in particular should be advanced once the new University Librarian is hired; we hope to see a broader revitalization of Uris Library as a campaign priority – it has enormous potential as a place for exploration, experimentation, creation, and intersection.

**Cornell Tech**

We are convinced that a clearly defined presence of the Arts and Humanities on Roosevelt Island will be a boon to both campuses. As part of One Cornell’s hinge-initiative, we ask that the central administration help secure ready access and funding for space for the Arts and Humanities at Cornell Tech for events ranging from meet-and-greets (both on faculty and student levels), presentations, and workshops to lectures, collaborative instruction (weekend courses or longer), and conferences. This request is motivated by the growing urgency to think through the ever more complex relations between media, technology, and public life.

In order to foster strategic collaboration with Cornell Tech, it is also highly desirable that there be some limited, temporary housing for faculty who are there to organize an event and/or participate in a Cornell related activity to ease and encourage this flow within One Cornell.

**IV. Curriculum Innovation and Teaching**

As mentioned above with the Colabs, this research initiative for the Humanities and Arts faculty is designed to have an impact on the curriculum and educating Cornell students for the 21st century. To this end, we propose the following:

**a) Creating a set of undergraduate courses that offer a unique humanistic perspective, for example, on 1) the challenges facing the world and 2) the cultural techniques of ‘thinking through doing.’** The goal of such courses is that they be truly
interdisciplinary, introductory courses (beyond a particular specialization, designed for 1st and 2nd year students) to the Humanities. This is consonant with one key theme in the current A&S curriculum revision process.

b) In conjunction with departmental senior honors, we also propose a set of honors seminars on the freshman, sophomore, junior level that provide in-depth exploration of the interface of humanities, public life, and/or media; these courses can and should go beyond the scope of this initiative, emerging from the humanities and arts generally. Such honors seminars would be housed in departments but designed to be open to the entire university community, perhaps with some GPA restrictions. They could be cross-listed and crossed-advertised with the already existing (and seldom used) arts & sciences rubric ARTS. It is essential that we raise the profile and importance of the humanities and arts for our undergraduates, and an elite undergraduate program would help do so.

A great university must update the concept of the global citizen for the future and provide an undergraduate experience that prepares its students for a rapidly changing world: the humanities and arts stand at the center of this mission.

Respectfully submitted,

Paul Fleming, on behalf of the CIVIC committee:
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Larry Glickman
Camille Robcis
Durba Ghosh
Kim Haines Eitzen
Gerard Aching
Amy Villajero
Derk Pereboom
Mary Woods
Appendices

Appendix I
Proposed Procedure for CIVIC-hiring

It is essential that departments make requests for hires depending on needs determined by faculty expertise. As part of a world-class research university in the 21st century, many departmental needs remain unique to the discipline. Insofar as this initiative originates in the provost’s office, it adds a hiring layer that builds on the disciplinary depth of departments by additionally strengthening Cornell’s long-standing field system of interdisciplinary research across departments and colleges. Therefore, if a department has cross-disciplinary hiring needs that align with the two research initiatives, it should flag this hiring request when submitting to the deans as a potential CIVIC hire.

The goals of all interdisciplinary CIVIC hiring are:

- to keep departments empowered and autonomous as the essential nodal points of collaborative research; there can only be exceptional interdisciplinary work on the basis of exceptional disciplines;
- to avoid superfluous work (e.g., departments/people investing time in a search process without being able to make an offer; reduplicating structures); all aspects of CIVIC aim for efficiency, transparency, and effectiveness;
- to ensure that all hires under the rubric of CIVIC contribute to its larger, interdisciplinary project;

CIVIC will produce broad descriptions for departments outlining the two CIVIC initiatives; requests for these positions from departments would include statements as to how they would fit with the CIVIC initiatives (i.e., how they would engage other departments or units in the College and elsewhere, how they would foster collaboration, how they would have an impact beyond one department, etc.).

A CIVIC hire is generally at the early to early mid-career level, from new PhDs to around the time of promotion to tenure or publication of a first book or equivalent. However, under some circumstances departments can request mid-career hires of more established scholars.

For a CIVIC hire:

1. Either a single department or 2 departments submit a hiring request per usual to the Dean, flagging this as a CIVIC request (as well as for which initiative). The request can take the several forms: a single department can make a hiring request; this request can also include letters of support from other departments who are also interested in and would benefit from such a hire in this department (e.g. clear cross-disciplinary synergy and excitement); a department can collaborate with a program (FGGS, Latina/o, Asian American, etc.) following the established guidelines for such a hire; two departments can produce a joint hiring request (here too with possible letters of support from additional departments/programs); if on the junior level, this joint request
should include a clear MOU of how the line would be shared (most likely with tenure-procedure and committee service solely in one department, with course offerings shared to serve both departments, but these details are for the 2 units to work out and elaborate in the MOU).

2. A CIVIC board (more below) advises Dean on CIVIC-flagged requests, but ultimate decision as to which departments are allowed to conduct a search lies with the Dean.

3. An additional paragraph will be added to all CIVIC hire job descriptions describing the CIVIC initiative.

4. Whether a single department or a joint search, the search committee will consult with the CIVIC board in an advisory capacity; once finalists have been identified by the department(s), their applications must be reviewed and approved by the CIVIC board before inviting candidates for on-campus visits. The CIVIC board will also be invited to CIVIC job talks, and briefed before an offer is extended. The final hiring decision remains with the hiring department/s in conjunction with the Dean.

Appendix II
Proposed CIVIC Governance

CIVIC Governance will be charged with advising on CIVIC hires as well as the ongoing administration of the Colabs. There will be two integrated phases of this governance:

- **Phase one: for immediate hires**, there will be a CIVIC “pop-up” committee drawn from the existing committee and the A&S Media Studies working group as well as representatives from AAP, CALS, CIS, and/or Law. The provost will appoint this temporary committee; its main charge is to advise deans on hires and initial Colab allocation.

- **Phase two**: once the CIVIC hiring is completed or near completion, the CIVIC “pop up” board will be dissolved into the existing Humanities Council, i.e., the elected faculty representative body of the Society for the Humanities. When it comes to matters of CIVIC (largely deciding Colabs) additional member/s from AAP, CALS, Law, and/or CIS will be added. The Humanities Council will continue to be elected as usual by faculty vote from the humanities faculty in A&S.
Appendix III
Proposal for 726 University Avenue

We propose that 726 University Avenue, or a space of similar size (perhaps closer to central campus), become a new Center for Media, Material Cultures & the Senses, which will consolidate and improve upon the functions it is already serving for several collections and initiatives within the College of Arts and Sciences.

As part of this Center, the building will serve as a hub for bringing together new media and historical collections relating to Music, History of Art, Archaeology, Classics, and Near Eastern Studies. The goal is to provide flexible, multi-use space for display, storage, teaching, research, and projects related to the Colabs funded through the CIVIC initiative.

Suggested Use of Space:

Ground / basement floor
- West wing about to be occupied by the Historical Keyboard Studies.
  - Space to be refitted and expanded. Part of current hallway to be incorporated into large L-shaped space for instruments; flooring, lighting, etc. to be updated; humidification and de-humidification to be installed.
- East wing to be turned into workshop space for the Historical Keyboard Collection

First floor
- Entire floor to be turned into a gallery space for the Cast Collection, incorporating flexible performance and display space.
- West wing (currently occupied by Communications/Cornell Chronicle) to be opened up into continuous gallery and performance space
- East wing (currently occupied by Cuneiform Tablets) to retain conservation/restoration room. Rest of space to be made continuous with South wing by taking down walls of current room assigned to the cast collection.
- New, central entrance to gallery space (instead of separate entrances to North and South suites) to serve as welcome space for whole building.

Second floor
- house the on-going Colabs through an open-plan collaborative office space (e.g., both sides of the third floor opened up, one side for Media, one for Public Life, with work stations etc.)

Third floor
- West wing: Institute for German Cultural Studies plus Office for Historical Keyboard Studies and Office for Cast Collection (i.e., IGCS gives up 2 offices)
- East wing: collections relating to the cast collection, archaeology, and history of art as they interface with new media arts
  - Epigraphy room (for inscriptions, squeezes etc.), ideal for teaching courses related to media archaeology of writing (e.g. new foundational course funded by the Classics Active Learning Initiative grant on ‘Hieroglyphs to HTML’).
• Room for lantern slides and historical media relating to the history of art
• Room for new media arts

Fourth floor
• Large oval room becomes a seminar room for new media as well as sound or projection installation space for media-related projects.
• Installation of sky-lights would transform this space and make it especially attractive for seminars, workshops, and receptions.

Timeline:
Summer/Fall 2017: Ground floor space to be fitted for Keyboard Collection
Start work on second floor?
December 2018: Tablets scheduled to leave first floor. Communications leave at the same time?

Needs:
Alternative space to be found for:
- Cornell Chronicle/Communications
- Government dept. overspill
- Emeritus offices
- Tablets need to keep to timeline determined by Dean Ritter

Staff:
a half-time administrative assistant for running CIVIC Colabs, lectures, workshops, brown bag lunches, advertising, reimbursements, scheduling spaces, and maintaining the Media Studies website:
http://mediastudies.as.cornell.edu/

Funding for:
- Bringing building up to code (removal of asbestos, new ceilings, flooring, refitting bathrooms)
- Repainting external windows and facelift of façade
- Knocking through spaces, reorganization and redecoration of internal rooms.
- Elevator for moving larger items
- Reorganization of first floor vestibule
- Lighting and technical equipment
- Possible installation of skylights on fourth floor
Appendix IV
Examples of Existing Library Resources & Programs as a foundation for collaboration with CIVIC

Conversations in Digital Humanities (co-sponsored by the Society for the Humanities): https://blogs.cornell.edu/dhconversations/about/

Cornell Summer Graduate Fellowships in Digital Humanities (co-sponsored by the Society for the Humanities): https://blogs.cornell.edu/sgfdh/

Grants Program for Digital Collections in Arts and Sciences
https://dcaps.library.cornell.edu/grants/as
https://dcaps.library.cornell.edu/grants/as/awards

Digital Humanities Website (includes workshops and training programs): http://digitalhumanities.library.cornell.edu/people

Digital collections: https://digital.library.cornell.edu/

RMC Collection Highlights:
https://rare.library.cornell.edu/collections

Humanities Graduate Students Immersion Program:
https://olinuris.library.cornell.edu/services/instruction-outreach/graduateimmersion

Digital Colab, 701 Olin:
http://digitalhumanities.library.cornell.edu/digital-colab
Appendix V
State of the Humanities and Arts at Cornell

As part of its charge, the CIVIC committee was asked to assess the state of the Humanities and Arts at Cornell, and to advise on how to enhance the scholarship and teaching of the faculty. In this Appendix, the CIVIC task force attempts to fulfill this dimension of its mandate. Our conversations with colleagues during the past year have brought forward a common set of concerns shared by Humanities and Arts faculty across the University. We detail these concerns here in order to recommend strongly that the CIVIC initiatives be matched by other strategic investments designed (1) to retain and attract outstanding faculty and (2) to nurture exemplary scholarship among its existing faculty.

Our primary concerns include:

1) Attrition – There has been notable attrition in the Humanities and Arts, with some fields and departments particularly hard hit, while others remain understaffed in key fields. Many of the departing faculty are early- to mid-career and among the most talented, energetic, visible, and productive in their respective departments and fields. Cornell is losing a number of future faculty leaders while hiring at historically greatly reduced rates. This loss of early- to mid-career faculty with little or no replacement will have long-term consequences on leadership and research excellence in the Humanities and Arts at Cornell.

2) Research funding – Research and travel support is crucial to enable Humanities and Arts faculty to undertake their scholarship. Beginning summer 2017, the research funding structure is changing dramatically. While this change is, in part, laudable for its democratic distribution of funds, by limiting the funds that a department can accumulate (and thus distribute) it could also have a negative impact on early- to mid-career faculty: such faculty earn less while also needing to be actively publishing, researching, and travelling, and thus often rely on such additional department resources. For both promotion and retention, there should be additional funding sources to apply to for ambitious research agendas.

3) Leave and Fellowship policy – The current study and fellowship leave policy dis-incentivizes faculty from applying for prestigious grants for two reasons: first, Cornell’s limited resources allocated to “topping up” external fellowships prevents faculty from accepting awards, since they often may only do so at a financial disadvantage; second, receiving a prestigious external fellowship often necessitates that faculty forfeit a study or sabbatical leave. Together, these two policies effectively discourage faculty from applying for outside funding and elite prizes in the first place, which negatively impacts Cornell’s national and international reputation.

4) Salaries — Cornell is overdue to examine whether its salaries are competitive with peer institutions. Many of the above policies tied to research funding, leave, and fellowships do not appear to be so. A troublingly high percentage of
faculty regularly teach in the summer session rather than use that invaluable time to pursue the scholarship that will define their careers and Cornell’s scholarly reputation. These are the kinds of conditions that negatively impact productivity, retention, and recruitment and should thus be carefully examined.

In light of these concerns, we make the following recommendations:

1) Hiring – If the goal to further reduce faculty numbers in the Humanities and Arts beyond the recent losses, how will Cornell maintain departmental rankings and reputations when some of its most promising and prominent early and mid-career faculty are leaving? In light of recent faculty attrition, we call for aggressive retention and focused, judicious hiring initiatives (in addition to the collaborative approaches outlined in the CIVIC Proposal) to replenish those fields currently being depleted.

2) Diversity – As part of its hiring and retention, it is imperative that Cornell develops a clear, strategic faculty diversity effort. Our peers (e.g., Yale and Penn) have committed themselves to this effort; Cornell must do the same. This is particularly important in the Humanities and Arts, where such a robust diversity initiative can have an immediate impact and can forcefully assert who we are and what we stand for.

3) Competitive research funding – Pools of additional research and conference travel support available on a competitive basis could offset the restructuring of departmental research support and positively incentivize ambitious research projects and scholarly publications. While the CIVIC initiatives meaningfully support collaborative work, there should also be funding sources intended to further individual research programs that are the bread and butter of first-rate research.

4) Merit-based raises – Cornell should consider allocating greater funding for selective raises earmarked to reward faculty who are extraordinarily productive in their research, administrative, and advising work, who receive prestigious awards or prizes, and/or who are departure risks.

5) Leave and Fellowship policy – Cornell should develop study leave and funding support policies designed to incentivize faculty to pursue highly competitive and prestigious grants and fellowships. That Cornell’s faculty continue to apply for and receive these visible and prominent awards is crucial to its longstanding academic stature and reputation.