

# **ORGANIZATION AND PROCEDURES OF THE CORNELL CENTER FOR MATERIALS RESEARCH**

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## **CORNELL CENTER FOR MATERIALS RESEARCH ORGANIZATION AND PROCEDURES**

### **I. Definition**

1. The Cornell Center for Materials Research of Cornell University is an interdisciplinary organization established for the purpose of facilitating and promoting research and graduate instruction in the branches of science related to materials throughout the University.
2. It is hereafter referred to as CCMR.
3. The CCMR is an association of individual members and is operated by an Executive Committee, a Director, and such other committees and staff as provided below.

### **II. Basic Principles**

1. In establishing the CCMR, Cornell University intended that the Center should complement and supplement the long-range aims of the University for teaching and research, specifically in the field of materials science. The Center operates within the accepted viewpoints and established policies governing research at Cornell and its sponsorship by outside agencies. These include the following (from "A Statement of Policy Concerning Research Contracts, Grants, Investigatorships, and Industrial Fellowships at Cornell University," issued by then President Day on October 20, 1948):

“The fundamental aim of research at Cornell University is to advance the boundaries of knowledge in all fields recognized in the curricula of the institution. The research program is regarded as an essential element in University education. Assistance from industrial concerns, governmental agencies and foundations has hitherto effectively aided the expansion of this program beyond normal budgetary limits; and the University welcomes such assistance, whether by research contracts or investigatorships for members of the faculty or by fellowship for graduate students. Grants-in-aid enable individual members of the faculty to carry their research forward more rapidly than would be possible without them; and fellowships provide for the graduate instruction of able students who might otherwise not be able to realize their potentialities as scholars and scientists.

In view of the aim of the University's research program and its close integration with the training of graduate students, emphasis is placed on basic research rather than on the type of research aimed at the development of specific products and formulae. Projects in basic research may have quite clearly defined objectives, of course, but there is a wide range of projects with narrowly defined objectives which do not fall within the scope of such research as the University desires to sponsor and therefore could better be undertaken under other auspices.

The line between these two types of research is frequently difficult to draw, but the general conditions stated below serve to indicate the type which the University aims to promote....

Proposals for research contracts or investigatorships shall meet the following conditions:

The investigation should fall within a general field of study actively cultivated at Cornell and should be of a special interest to the professors in that field.

The proposal shall specify research in a broad field or an objective giving wide latitude in method of approach.....

The sponsor should agree that the publication of the results of such research shall remain in the jurisdiction of Cornell University. 'Classified' research is not in general acceptable..."

2. The organization and procedures set forth in the following sections are designed to accomplish these ends. In particular, they are intended to assure that the organization will constitute not a research institute only loosely connected to the University and with a program of its own separate from the activities of the academic departments, but a "center" as that term is used in this University. "The concept underlying a research center at Cornell is that of providing a clearing and coordinating mechanism for research or other academic work in subjects which ramify into more than one of the established academic disciplines. They facilitate the study of such subjects from several angles instead of only one." (Sponsored Research Manual, Page 31.)

### **III. Program**

1. The basic aims of the CCMR program are:
  - a. To raise to the highest possible professional level the research throughout the area of materials through the attraction of outstanding scholars and through the addition of equipment, facilities, and vital space which up to now could not be obtained for lack of funds and of continuity of support.
  - b. To exploit the interdisciplinary concept by cross-fertilization of research, by training graduate students in more than one specialty, and by flexibility in the scopes of individual projects.
  - c. To exploit high-level common facilities for the upgrading of all materials research; to perform research in the area of supporting facilities.
  - d. To produce graduates with broad perspective in the field of materials and with the highest level of sophistication in the use of modern equipment and of technical help; to produce more experts in this field than would have been possible without the CCMR.

### **IV. Members**

1. Any member of the University Faculty may signify to his/her department representative or the Director his/her desire to become a member of the CCMR. The Director shall present his/her name to the Executive Committee for approval, and such applicant shall have the right to appear and present his/her case. Such approval shall be withheld only on the ground that the applicant's field of interest is not within the area of materials sciences as defined by the Executive Committee. In any case in which the application is denied, the Executive Committee, if the applicant desires, ordinarily will seek the advise to the Visiting Committee.
2. Each member has one vote in the election of the department representative from his/her department to the Executive Committee and is eligible himself/herself to be chosen and to serve as such representative.

3. Each member is entitled to submit to the Director requests, in the form of project proposals, for CCMR funds to support his/her research. Each member's proposals shall be given equal consideration with those of all other members within the limits of available funds and the current definition of CCMR program by the Executive Committee and such priorities among fields of study as may from time to time be adopted by the Executive Committee. Any member who is dissatisfied with a decision made as to his/her proposal shall have the right to appeal to the Executive Committee, which, however, may direct him/her to present his/her case first to his/her department representative or to the Associate Director or Director. In considering such appeals, the Executive Committee may wish to seek the advice of the Visiting Committee, but the decision of the Executive Committee following an appeal shall be final.
4. Each member shall be entitled to the use of the central facilities of CCMR for his/her research on an equal basis with other members and on a basis of priority over non-members.
5. Each member shall be entitled to assistance by the CCMR administration in writing contract proposals and in obtaining contract support.
6. The results of each member's research shall be included in reports by CCMR to any outside contracting agency.
7. A member is expected to show positive interest in the development of the CCMR and to contribute to its training and research programs by, for example, participating in the pooling of equipment, interdisciplinary seminars, and advice to other groups. He/she agrees to submit to CCMR for information copies of his/her contract proposals to government agencies at the time that he/she submits them to the regular University authorities so that CCMR may be aware of such matters as proposed work loads in central facilities, use of space, and likelihood of requests for emergency support from CCMR funds. A member agrees to seek an CCMR Report number and give at least part credit to CCMR (and any outside contracting agency supplying funds or facilities) for publications emanating from work done by him/her and his/her staff in which CCMR funds or facilities were used. The abstract and title of all publications of CCMR members shall be included in the CCMR Quarterly provided that one copy of such publications is provided to the CCMR business office. Should a member fail to conform to any of these expectations and agreements the Executive Committee shall have the right to terminate his membership.
8. Each member shall contribute to and receive a copy of the CCMR annual report regardless of whether direct support was provided during the year.
9. Each year there shall be at least one general meeting of the membership in which all members will be expected to participate.

At this meeting a member may raise for consideration any matter related to the work or operation of CCMR. In addition, it shall be the function of this meeting to receive reports from appropriate staff members or committee representatives on the technical program, central facilities, financial status and plans of CCMR, and new members admitted since the last meeting. The Executive Committee shall report to it all amendments to this statement of organization and procedures adopted since the last meeting; ratification shall be required by majority vote of those present. The annual meeting may, by majority vote of those present, alter the list of departments to be represented on the Executive Committee as set forth in Section V, paragraph I. The presence of a

majority of the members of CCMR shall be required for the transaction of business at an annual meeting of the membership.

#### **V. Executive Committee**

1. The Executive Committee of CCMR shall consist of the following members: There shall be six ex officio members, as follows:

The Provost of the University  
The Vice President for Research and Advanced Studies  
The Vice President for Academic Affairs  
The Dean of the College of Arts and Sciences  
The Dean of the College of Engineering  
The Director of CCMR

There shall be representative members who shall be chosen by the CCMR members of the departments as follows:

Chemistry, one member  
Applied Physics, Electrical Engineering,  
Geology, Chemical Engineering, T&AM, one member  
Materials Science and Engineering, one member  
Physics, one member

Two additional members, one from the College of Arts and Sciences and one from the College of Engineering, shall be elected by a written ballot conducted by the Director by a vote of the entire membership of the respective college, at least two candidates for each position being chosen by a nominating committee appointed by the Chairman of the Executive Committee. In addition, the Associate Director shall serve as secretary; he shall attend meetings but shall have no vote. The Committee shall from time to time consider changes in the constitution of Executive Committee membership' when in its judgment circumstances warrant.

2. The Vice President for Research and Advanced Studies shall be the Chairman of the Executive Committee and the Director of CCMR shall conduct the meetings in the Chairman's absence.
3. The representative members shall serve for three-year terms, and shall be eligible for re-election for second three-year terms, but shall not be eligible to serve more than two full three-year terms until after a period of one year has elapsed from the end of such six-year period. The regular term of such members shall begin on July 1 and they shall be chosen during the preceding May, but if a vacancy occurs in any representative membership, a member to fill the vacancy shall be chosen the CCMR members in his department as promptly as possible following the occurrence of the vacancy, and he/she shall serve for the remainder of the term of the member whose place he/she is taking. The terms of the initial group of elected members shall be staggered according to a schedule determined by the Executive Committee. Whenever an elected member is to be away from the University for an extended period but less than the full remainder of his term, a substitute shall be chosen by the CCMR members in his department in the same way as the original member. When a member will be absent for a single meeting he shall designate a substitute.

4. The Dean of the Graduate School and the chairmen or heads of the departments from which the representative members are chosen shall receive notices to all meetings of the Executive Committee and may attend any meeting.
5. The Executive Committee shall have general responsibility for the welfare and progress of the Cornell Center for Materials Research. It shall have power finally to determine the policy of CCMR as to membership, program, financing, and staffing. It shall advise and recommend to the President on the selection of a Director. It shall advise the Director on the appointment of an Assistant or Associate Director. It shall give the Director such advice and support as he may request in the selection and supervision of subordinate staff. It shall, with the advice of the Director, establish the budget for the administration of the CCMR and for CCMR support to the research and graduate teaching activities of its members and for the CCMR central facilities. It shall act upon all proposals received by CCMR from its members, but shall have power to delegate to the Director authority to act on proposals to such extent as it may see fit, except that it shall review actions taken by the Director on any such proposals if the proposing member, or the Executive Committee member representing his department, shall so request.
6. The Executive Committee shall have responsibility for assuring that the activities of CCMR are carried on in such a way as to be consistent with the obligations undertaken by the University under any contract with an outside agency in the field of materials science.
7. The Executive Committee may make recommendations to the University administration and to deans and department heads on any matter under their respective jurisdictions which it believes affects the pursuit of materials science research and graduate study and in particular, any matter which it believes to be related to any contractual obligations undertaken by the University in the field of materials science. Such recommendations may deal with appointment of faculty or other staff, allocation of space and other resources, curriculum, library collections, or any other matter pertinent to research and graduate teaching in materials science. (Such recommendations being advisory only do not, of course, diminish the authority and responsibility of those empowered by the University to act in the area of the recommendation; in particular, the responsibility for recommendations to the President on academic appointments rests not with the Center but with the appropriate department or departments.)

## **VI. Staff**

1. The staff of CCMR shall be headed by a Director appointed by the President with the advice and recommendation of the CCMR Executive Committee. He/she shall be Professor or Associate Professor in one of the departments participating in CCMR, and shall normally serve only part time as Director. He/she shall be appointed for a term of five years and may be reappointed.
2. The Director shall be the chief administrative officer of the CCMR and shall be responsible, under the Executive Committee, for the welfare and progress of the CCMR and for the accomplishment of its program, for its financing, and for its staffing including salary rates for his/her subordinates, within policy lines determined by the Executive Committee.
3. There shall be an Assistant or Associate Director, and the Executive Committee shall advise the Director as to which title is appropriate from time to time. The Assistant or Associate Director shall be a person of academic or scientific background. He/she shall be appointed by the Director on the advice and recommendation of the Executive Committee and at such salary and on such terms as the Director, with the advice and consent of the Executive Committee, may determine. He/she shall normally serve full time. He/she shall have such responsibilities and perform such

duties as the Director may delegate to him/her. In the absence of the Director he/she shall serve as officer in charge.

4. There shall be a Business Manager, who shall be hired by the Director at such salary and on such terms as he/she may determine with the advice of the Executive Committee. He/she shall have such responsibilities and perform such duties in the area of business management as the Director (or by delegation the Associate or Assistant Director) may direct.
5. There shall be auxiliary staff as the Director may see fit, within the limits to the administrative plan and budget adopted by the Executive Committee.

## **VII. Visiting Committee**

1. There shall be a Visiting Committee, which shall consist of not fewer than five nor more than seven members.
2. The members of the Visiting Committee shall be appointed by the Chairman of the Executive Committee on the advice and recommendation of the members of the Executive Committee. They shall be distinguished scientists in fields related to materials and shall be chosen with regard to securing a distribution among different aspects of that field and a distribution among University and industrial organizations. One of its members shall be designated as its chairman by the Chairman of the Executive Committee. Members shall be appointed for terms of three years and may be reappointed.
3. The function of the Visiting Committee shall be to provide advice and long range planning, and it shall submit its recommendations to the Chairman of the Executive Committee formally at least once each year and either formally or informally at such other intervals as it may deem fit.
4. The annual meeting shall be held at a time arranged each year by the Executive Committee in consultation with the members of the Visiting Committee.
5. The Visiting Committee shall choose its own mode of operation aimed at discharging the function set forth above.

## **VIII. Adoption and Amendments**

1. This statement of organization and procedures shall be effective upon receiving a favorable majority vote of the total membership of the Executive Committee and ratification by a majority of members present at an annual or special membership meeting.
2. A proposal to amend this statement of organization and procedures may be made by any member. Adoption of an amendment shall require a majority vote of the total membership of the Executive Committee; such vote shall take place at a meeting the announcement of which was in writing and furnished to members at least three days in advance and provided that such announcement included the text of the proposed amendment and notice that it was to be voted on. Each amendment shall be in effect only until the next annual meeting of the membership unless ratified at such annual meeting in accordance with the provisions of Section IV, paragraph 9.