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Presidential Commission on Academic Priorities in the Arts and Sciences records (Marcus Report)5849339

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Summary Information

Repository:	Rare Book and Manuscript Library
Creator:	Columbia University. Presidential Commission on Academic Priorities in the Arts and Sciences
Creator:	Marcus, Steven, 1928-2018
Title:	Presidential Commission on Academic Priorities in the Arts and Sciences records (Marcus Report)
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Preferred Citation

Identification of specific item; Date (if known); Presidential Commission on Academic Priorities in the Arts and Sciences records; Box and Folder numbers; University Archives, Rare Book & Manuscript Library, Columbia University Libraries.

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Historical Note

Priorities Planning Conferences

In 1974, a special conference to discuss the University's priorities for the next five years was held in late November, first of its kind, at Arden House. President William J. McGill asked for longer-range priorities in the context of making budget projections and he wanted to discuss how to align the university's major financial and academic goals. The conference came at the end of the university's five year plan of financial austerity set by President McGill in 1970. Attended by administrators, deans and members of senate committees, agenda items included tuition, financial aid, faculty salaries, space planning and construction, and the content and direction of the university's academic program.

The following year, in 1975, the recently-formed Office of Academic Planning was tasked with coordinating proposals for the university's next five years of academic programs. Among the major issues were the restructuring of undergraduate education, coeducation in Columbia College, the university's relationship with Barnard, and changes in the Graduate School of Arts and Sciences. The office was headed by Vice President for Academic Planning James Young. At the 1975 Priorities Planning conference, attendees discussed the reorganization of the university's academic structure, changes in the budgeting process, new means of generating revenue, and the university's financial prospects. Each conference participant received a two-inch thick workbook prepared for the gathering, including reports from each school and financial data. Topics included undergraduate enrollment; use of faculty (unified Barnard-Columbia faculty); growth potential in continuing education; income and expense projections; tuition and financial aid; development, research funding and state aid; student-related issues such as student advising and counseling and placement and career-planning services and Columbia's educational future.

Although there was some preliminary planning, there was no conference in 1976.

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Biographical / Historical

Dean's Planning Group

The Dean's Planning Group was an outgrowth of the second Planning Conference, also known as Arden House II (1975). Created by Vice President for Academic Planning James Young, the group met in weekly sessions under the chairmanship of the Dean of the School of Business Dean Boris Yavitz to devise new systems for improved allocation of resources reflecting individual school needs. The group proposed an alternative to Columbia's budgeting system: incentive budgeting. This new framework would allow each school to pursue its own fundraising and budgeting, without worrying about its finding getting reduced by the central administration. The report was released in January 1978 and was the result of a year and a half long investigation of the university budget system. The incentive-based approach encouraged deans to attain surpluses for their divisions by permitting the individual schools to keep any income generated beyond budgeted expenses. Previously, income generated throughout the university had been funneled into a central pool, which was then apportioned by Low Library administrators to the various divisions. An "incentive" or "responsibility centered" budget system was considered an overhaul to Columbia's budgetary process.

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Historical Note

Presidential Commission on Priorities for the Arts and Sciences

In 1978, President McGill named a 16-member Commission on Academic Priorities in the Arts and Sciences. Chaired by Steven Marcus, George Delacorte professor in the humanities, the commission was asked to "coordinate the views of the Arts and Sciences faculty to establish educational directions, guidelines and priorities on the basis of which administrative decisions may be taken." The president's charge to the commission was "to recommend an appropriate configuration of faculty, including shifts in present deployment and changes in present instructional loads, to serve the programs and student populations projected by the faculties and schools for the 1980s; to comment on the projections of the schools in regard to their student body sizes, on the staff and facilities needed to serve them, and on the feasibility and compatibility of the instructional and research goals proposed by the several schools in relation to the resources prospectively available." McGill asked the commission "to recommend a tighter, more coherent, more resourceful structure of disciplinary specialization within, and interdisciplinary instruction among, arts and sciences departments" and to "indicate an order of priorities among the activities recommended for inclusion in the future of graduate and undergraduate liberal education at Columbia." The president also requested "recommendations as to priorities among the different needs cited by departments and schools for library and information services, for physical facilities, and for development staff or fund-raising support."

In a nearly two-year-long review, the commission evaluated and prepared recommendations regarding facilities, faculty, students, research, curriculum, student aid, housing and the quality of life. The 264-page report from December 1979 called for a continued commitment to a program of "selective excellence," in which Columbia should "do only what it can do superlatively." The commission recommends that Columbia: intensify its search for new scholarly talent, seeking not only vigorous established figures, but also those younger scholars most likely to acquire world renown in a decade or two; continue to improve its physical facilities and surroundings to enhance the quality of both student and faculty life; exploit the advantages of its new York location by intensifying its relationships with other institutions such as seminaries, music schools and museums. President McGill announced that with the budget "in balance at last," the university "projected substantial increases in faculty salaries, a large number of new appointments, major space improvements, an upgrading of our computer services and a larger library budget." In October 1980, during his installation as University President, Michael I. Sovern, quoting from the Marcus Commission report, stated that Columbia must be "the equal of any in any discipline we choose to pursue, any field we decide to develop, any intellectual activity we judge worth of systematic cultivation."

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Summary

The collection consists of the records of the Presidential Commission in preparation of their December 1979 report also known as the [Marcus Report](#) (Steven Marcus, Chair). It also includes materials related to the Priorities Planning Conferences (1974-1975).

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Administrative Information

Publication Statement

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Revision Description

Finding aid published (JR) Added Dean's Planning Group records (JR) 2023-06-21 2023-07-31

Restrictions on Access

This collection is located off-site. You will need to request this material at least three business days in advance to use the collection in the Rare Book and Manuscript Library reading room.

Restrictions on Access

All administrative records of the University are restricted for 25 years from the date of creation.

Conditions Governing Access

The RBML cannot provide access to original time-based media material which has not been first been reformatted for preservation. Researchers are welcome to examine archival time-based media items and decide whether they wish to place an order for Audio/Video

reformatting. If copyright and/or condition restrictions apply, it may not be possible to digitize a requested item. Please note that A/V reformatting is handled by an outside vendor and typically takes 6-8 weeks.

Accruals

No additions are expected.

Processing Information

This collection was processed by Joanna Rios, June 2023.

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Related Materials

Related Materials

The [Marcus Report](#) has been scanned. For additional related records, please consult [Central Files \(Office of the President records\) \(UA#0001\)](#) and the [Office of the Provost and Vice President for Academic Affairs records \(UA#0083\)](#). The [Historical subject files \(UA#0002\)](#) also contain materials related to the Presidential Commission in Box 1, folder 2 and Box 64, folder 3, and for the Planning Conferences in Box 61, folder 14.

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Controlled Access Headings

- Columbia University -- : Curricula

Collection Inventory

Series I: Priorities Planning Conferences and the Dean's Planning Group records, 1974-1978

Scope and Contents

This series contains materials related to the three planning conferences (1974-1975) that led to the appointment of the Presidential Commission. They also include the Dean's Planning Group records, which was born out of the second Arden House planning conference. Materials are organized chronologically.

Title/Description	Instances	
Proceedings of the Columbia University Resources Planning Conference, 1974 May 30-31	box 5	folder 1
Priorities Planning Conference, 1974 November 29-December 1		
Scope and Contents		
The documentation volume was supposed to be returned to the Secretariat at the end of the meeting. The documentation was for internal use only, not for public release or direct quotation. This workbook includes the Deans' reports, tuition and faculty salary data as well as lengthy studies of the university's financial, academic, physical planning, and other needs.		
Priorities Planning Conference, 1974 November 29-December 1	box 5	folder 2
Scope and Contents		
(Unbound)		
Documentation Volume I, 1974 November 29-December 1	box 5	folder 3
Scope and Contents		
(Bound)		
Documentation Volume II, 1974 November 29-December 1	box 5	folder 4
Scope and Contents		
(Bound)		
Priorities Planning Conference, 1975 December 5-7		
Documentation packet (pre-conference), 1975 December 5-7	box 5	folder 5--6

Physical Description: 2 folders

Scope and Contents

Similar content than the 1974 conference book; but less attention to confidentiality. The opening letter says "don't lose your copies, and if possible, let us have them back." Includes reports from the Deans, financial aid information, faculty salary summaries, and materials from the student group SPARC and a proposal for Furnald Hall.

Arden House - additional materials, 1975 December 5-7	box 5	folder 7
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Scope and Contents

Includes materials to be copied for the binders as well as correspondence and information re: conference arrangements.

Agenda and Participants, 1975	box 5	folder 8
Expenses, 1975-1976	box 5	folder 9
Invitations, 1975	box 5	folder 10
Invitees, 1975	box 5	folder 11
Panel Papers, 1975	box 5	folder 12
Reports of the Deans and Directors, 1975	box 5	folder 13
Priorities Planning Conference, 1976	box 5	folder 14

Scope and Contents

Conference did not take place.

Dean's Planning Group records, 1977-1978

Scope and Contents

These materials include President William J. McGill's copies of the agendas, background materials, minutes, etc. of the Columbia University Task Force on Resource Allocation and Budgeting Systems. Copies sent to William McGill, from the first meeting of the Deans (from January 1977 to June 1977) and a Supplement to the Final Report of the Deans' Planning Group (A Columbia University Task Force on Resource Allocation and Budgeting System), January 1978. Topics include financial aid, instructional revenues, endowments & gifts, buildings and grounds, registrar's office, libraries, computing, personnel, and summer session. The materials are organized chronologically.

Meeting materials		
Meeting #1, 1977 January 13	box 6	folder 1

Meeting #2, 1977 January 20	box 6	folder 2
Meeting #3, 1977 January 27	box 6	folder 3
Meeting #4, 1977 February 3	box 6	folder 4
Meeting #5, 1977 February 10	box 6	folder 5
Meeting #6, 1977 February 17	box 6	folder 6
Meeting #7, 1977 February 24	box 6	folder 7
Meeting #8, 1977 March 3	box 6	folder 8
Meeting #9, 1977 March 10	box 6	folder 9
Meeting #10, 1977 March 17	box 6	folder 10
Meeting #11, 1977 March 24	box 6	folder 11
Meeting #12, 1977 March 31	box 6	folder 12
Meeting #13, 1977 April 7	box 6	folder 13
Meeting #14, 1977 April 14	box 6	folder 14
Meeting #15, 1977 April 21	box 6	folder 15
Meeting #16, 1977 April 27	box 6	folder 16
Meeting #17, 1977 May 5	box 6	folder 17
Meeting #18, 1977 May 12	box 6	folder 18
Meeting #19, 1977 May 19	box 6	folder 19
Meeting #20, 1977 May 26	box 6	folder 20
Meeting #21, 1977 June 2	box 6	folder 21
Meeting #22, 1977 June 9	box 6	folder 22
Meeting #24, 1977 June 23	box 6	folder 23

Scope and Contents

(There are no records for Meeting #23)

Supplement to the Final Report of the Dean's Planning Group, 1978 January 31	box 6	folder 24
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Series II: Academic Planning Reports, 1974-1987

Scope and Contents

In 1977, before the commission was appointed, Provost William Theodore deBary asked department heads to respond to James Young's working paper "Arts and Sciences: A Prospectus for the Nineteen Eighties." Chairs were asked to review their own educational programs and to present their goals for the

future. Below are the reports submitted. Please note that a small number of departments did not submit a report (the folders only have the copy of the DeBary letter from September 1977).

Title/Description	Instances	
Faculties and/or Schools		
Arts, School of, 1978	box 1	folder 1
Business, Graduate School of, 1977	box 1	folder 2
General Studies, School of, 1978	box 1	folder 3
Faculty of International Affairs - Committee on Instruction (COI), 1978	box 1	folder 4
Medicine, 1978	box 1	folder 5
Scope and Contents		
Report on Instructional Interactions between the Faculty of Medicine and the Graduate School of Arts and Sciences		
Faculty of Philosophy - Committee on Instruction (COI), 1977-1978	box 1	folder 6
Faculty of Political Science - Committee on Instruction (COI), 1977-1978	box 1	folder 7
Faculty of Pure Science - Committee on Instruction (COI), 1977-1978	box 1	folder 8
Departments		
African Institute, 1977	box 1	folder 9
Ancient Studies, 1977	box 1	folder 10
Anthropology, 1977-1979	box 1	folder 11
Art History, 1977	box 1	folder 12
Art Humanities, 1977	box 1	folder 13
Astronomy, 1977-1978	box 1	folder 14
Biological Sciences, 1977	box 1	folder 15
Buddhist Studies, 1977	box 1	folder 16
Chemical Physics, 1977	box 1	folder 17
Chemistry, 1977	box 1	folder 18
Columbia College, 1977-1978	box 1	folder 19
Comparative Literature, 1977	box 1	folder 20
Computing Science, 1977	box 1	folder 21
Contemporary Civilization, 1977	box 1	folder 22

East Asian Institute, 1977	box 1	folder 23
East Asian Languages and Cultures, 1977-1978	box 1	folder 24
Economics, 1977-1979	box 1	folder 25
East Central Europe, 1977	box 1	folder 26
Engineering, 1977	box 1	folder 27
English and Comparative Literature, 1977	box 1	folder 28
French, 1977	box 1	folder 29
General Education, 1977	box 1	folder 30
Geography, 1977-1986	box 1	folder 31
Geology, 1977-1978	box 1	folder 32
Germanic Languages, 1976-1977	box 1	folder 33
Greek and Latin, 1977	box 1	folder 34
Graduate School of Arts and Sciences (GSAS) - Committee on Instruction (COI), 1978	box 1	folder 35
Graduate School of Arts and Sciences (GSAS), 1977-1978	box 1	folder 36
Scope and Contents		
On the Organizational Requirements of the Arts and Sciences		
History, 1977	box 1	folder 37
Humanities, 1977	box 1	folder 38
International Affairs, 1977	box 1	folder 39
International Change, 1977	box 1	folder 40
Italian, 1977	box 1	folder 41
Jewish Studies, 1977	box 1	folder 42
Latin American Studies, 1977-1978	box 1	folder 43
Linguistics, 1977	box 1	folder 44
Mathematical Statistics, 1977	box 1	folder 45
Mathematics, 1977	box 1	folder 46
Medieval and Renaissance Studies, 1977	box 1	folder 47
Middle East Institute, 1977	box 1	folder 48
Middle East Languages and Cultures, 1977	box 1	folder 49
Music, 1977	box 1	folder 50
Music Humanities, 1977	box 1	folder 51

Operations Research, 1977	box 1	folder 52
Oriental Studies, 1977	box 1	folder 53
Philosophy, 1977	box 1	folder 54
Physical Fitness Center, 1977	box 1	folder 55
Physics, 1974-1977	box 1	folder 56
Plasma Physics, 1977	box 1	folder 57
Political Science, 1977-1978	box 1	folder 58
Psychology, 1977	box 1	folder 59
Psycholinguistics, 1977	box 1	folder 60
Radiation Biophysics, 1977	box 1	folder 61
Religion, 1977-1978	box 1	folder 62
Scope and Contents		
Religious Studies		
Russian Institute, 1977	box 1	folder 63
Slavic Languages, 1977	box 1	folder 64
Sociology, 1978	box 1	folder 65
Solid State Science, 1977	box 1	folder 66
Southern Asian Institute, 1977	box 1	folder 67
Spanish and Portuguese, 1977	box 1	folder 68
Theatre and Film, 1977	box 1	folder 69
Uralic Studies, 1977	box 1	folder 70
War and Peace, 1977	box 1	folder 71
Western Europe, 1977	box 1	folder 72
Correspondence with Chairs, 1977	box 2	folder 1

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Series III: Presidential Commission on Academic Priorities in the Arts and Sciences records, 1967-1985

Scope and Contents

This series contains the records of the Presidential Commission: from the original charge to the final "Marcus Report" published in December 1979. The records include background materials, meeting

minutes, and correspondence. There are also all the records related to the production of the report (outlines, drafts, and revisions) as well as the distribution and reactions to the report.

Title/Description	Instances	
Appointment and Creation of the Commission		
"A New American University?" by S. Muller, 1978	box 2	folder 2
Scope and Contents		
Article from Daedalus, circulated to commission members by Steven Marcus		
Establishment of the Commission to examine Arts and Sciences, 1977	box 2	folder 3
Commission materials distribution log, 1978	box 2	folder 4
Charge to the Commission, 1978	box 2	folder 5
University Record article on the establishment of the Commission, 1978	box 2	folder 6
Membership of the Commission, 1977-1978	box 2	folder 7
Special Meetings of the Commission, 1978-1979	box 2	folder 21
Scope and Contents		
Plenary, consultants, President		
Background Materials		
Librarian's Report, 1978	box 1	folder 73
Rice Committee Report, 1977	box 1	folder 74
Scope and Contents		
Report of the Arts and Sciences Policy Advisory Committee, Eugene F. Rice, Chair		
Rosand Committee Report, 1978	box 1	folder 75
Scope and Contents		
Report of the Curriculum Review Committee, Columbia College, David Rosand, Chair		
Young Report, 1977	box 1	folder 76
Scope and Contents		
Working Paper "Arts and Sciences: A Prospectus for the Nineteen Eighties" by James S. Young, Vice President for Academic Planning and Deputy Provost		
Report of the Provost, 1971-1978, 1978 August	box 1	folder 77

Scope and Contents

Wm. Theodore deBary

Report of the Committee to Study the Organization of the Arts and Sciences, 1975 Spring	box 1	folder 78
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Scope and Contents

This committee was established in April 1974 by Provost deBary, Carl Woodring, Chair

Review of Educational Programs in the Arts and Sciences, 1977 September	box 1	folder 79
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Scope and Contents

Questionnaire sent with the deBary letter for department heads to complete their own reviews.

Report of the Committee on Applied Mathematics within the University, 1967	box 1	folder 80
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Analysis of the Student Population by the number of years completed at the Graduate School, 1978	box 1	folder 81
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Scope and Contents

Graduate School of Arts and Sciences (GSAS)

Supplement to the Final Report of the Dean's Planning Group: A Columbia University Task Force on Resource Allocation and Budgeting Systems, 1978 January 31	box 2	folder 44
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Workbooks

Workbook 1, 1978 February-March	box 4	folder 39
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Workbook 2, 1977-1978	box 4	folder 40
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Scope and Contents

Binder of materials: Departments, Institutes, and Other Programs

Workbook 3, 1976-1978	box 4	folder 41
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Scope and Contents

Binder of materials: Schools and Reference

Consultants

Scope and Contents

Discussions with other university presidents. These files include the list of topics distributed to the presidents and audiocassettes of the meeting with the Commission members.

Meyerson, Martin, President of the University of Pennsylvania, 1978 May 8 <u>Physical Description</u> : 2 audiocassettes	box 2	folder 14
Rosovsky, Henry, President of Harvard University, 1978 May 25 <u>Physical Description</u> : 2 audiocassettes	box 2	folder 15
Correspondence		
1978 February-August	box 2	folder 8
1978 September-December	box 2	folder 9
1979 January-1980 January	box 2	folder 10
Commission Chair's letters sent re: Commission, 1977-1979	box 2	folder 11
Correspondence with Outside Universities, 1978-1979	box 4	folder 43
Letters of Acknowledgement to Outsiders, 1978-1979	box 4	folder 44
Unsorted, 1978-1979	box 4	folder 45
President's Correspondence, 1979	box 2	folder 12
Scope and Contents		
Letters to President William McGill and from McGill to Marcus, which go with the report		
Correspondence following work and Report of the Commission, 1980-1983	box 2	folder 13
Scope and Contents		
Includes newspaper clippings.		
Minutes		
Humanities Subcommittee Meetings		
1978 February 13	box 3	folder 51
1978 February 20	box 3	folder 52
1978 February 27	box 3	folder 53
1978 March 9	box 3	folder 54
1978 March 20	box 3	folder 55
1978 March 27	box 3	folder 56
1978 April 3	box 3	folder 57
1978 April 10	box 3	folder 58
1978 April 17-May 9	box 3	folder 59

Scope and Contents

In shorthand

1978 September 25-October 23	box 3	folder 60
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Scope and Contents

In shorthand

1978 October 30	box 3	folder 61
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1978 November 13	box 3	folder 62
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1978 November 20-1979 March 8	box 3	folder 63
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Scope and Contents

In shorthand

1978 December 11	box 4	folder 38
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Physical Description: 1 audiocassettes

1979 March 29	box 3	folder 64
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1979 April 2-19	box 3	folder 65
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Natural Sciences Subcommittee Meetings

1978 February 24	box 3	folder 66
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1978 March 3	box 3	folder 67
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1978 March 10	box 3	folder 68
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1978 March 24	box 3	folder 69
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1978 March 28	box 3	folder 70
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1978 March 31	box 3	folder 71
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1978 April 7	box 3	folder 72
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1978 April 14	box 3	folder 73
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1978 April 19	box 3	folder 74
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1978 April 27	box 3	folder 75-76
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Physical Description: 2 folders

1978 May 5	box 3	folder 77
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1978 May 11	box 4	folder 1
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1978 May 12	box 4	folder 2
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1978 May 31	box 4	folder 3
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1978 September 15	box 4	folder 4
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1978 October 6-11	box 4	folder 5
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Scope and Contents

In shorthand

1978 October 18 <u>Physical Description:</u> 2 folders	box 4	folder 6--7
1978 October 25	box 4	folder 8
1978 November 1 Scope and Contents In shorthand	box 4	folder 9
1978 November 8	box 4	folder 10
1978 November 15-22 Scope and Contents In shorthand	box 4	folder 11
1978 November 29	box 4	folder 12
1978 December 13-1979 March 7	box 4	folder 13
Social Sciences Subcommittee Meetings		
1978 February 21	box 4	folder 14
1978 February 28	box 4	folder 15
1978 March 7	box 4	folder 16
1978 March 21	box 4	folder 17
1978 March 28	box 4	folder 18
1978 April 4	box 4	folder 19
1978 April 11	box 4	folder 20
1978 April 18-May 9 Scope and Contents In shorthand	box 4	folder 21
1978 May 15 <u>Physical Description:</u> 2 folders	box 4	folder 22-23
1978 September 28-October 5	box 4	folder 24
1978 October 12	box 4	folder 25
1978 October 19	box 4	folder 26

Scope and Contents

In shorthand

1978 October 26 <u>Physical Description:</u> 2 folders	box 4	folder 27-28
1978 November 2 Scope and Contents In shorthand	box 4	folder 29
1978 November 9	box 4	folder 30
1978 November 16	box 4	folder 31
1978 November 30-December 20 Scope and Contents In shorthand	box 4	folder 32
1979 January 12	box 4	folder 33
1979 January 18-March 20	box 4	folder 34
Commission Chair and the 3 Subcommittee Chairs Meeting		
1978 September 13 <u>Physical Description:</u> 3 folders	box 4	folder 35-37
Report		
Outlines		
General Outline for the Reports by SM (Steven Marcus), 1978 November	box 2	folder 31
For Steve's General Outline, 1979	box 2	folder 32
Drafts		
Preliminary Draft: Report of the Working Group on Research Support, 1979-1983 Scope and Contents Includes parts of the Presidential Commission on the Future of the Libraries report.	box 2	folder 22
Humanities		
Art History, 1979	box 2	folder 23
East Asian Languages and Cultures, 1978-1979	box 2	folder 24
European Languages and Literatures, 1978	box 2	folder 25

Introduction of the Humanities Subcommission Report, 1979	box 2	folder 26
Humanities, 1978-1979	box 2	folder 27
Language Teaching, 1979	box 2	folder 28
Middle East Languages and Cultures, 1978-1979	box 2	folder 29
Undergraduate Program, 1979	box 2	folder 30
Comparative Literature, 1979	box 3	folder 1
English and Comparative Literature, 1979	box 3	folder 2
French, 1979	box 3	folder 3
German, 1979	box 3	folder 4
Greek and Latin, 1979	box 3	folder 5
Italian, 1978-1979	box 3	folder 6
Linguistics, 1979	box 3	folder 7
Music, 1979	box 3	folder 8
Philosophy, 1979	box 3	folder 9
Religion, 1979	box 3	folder 10
Slavic Languages, 1979	box 3	folder 11
Spanish and Portuguese, 1979	box 3	folder 12
The Libraries, 1979	box 3	folder 13
Summary: Humanities Allocations, 1979	box 3	folder 14
Natural Sciences		
Natural Sciences Draft Reports, 1979	box 3	folder 15
Physical Sciences, 1978-1979	box 3	folder 16
Scope and Contents		
Astronomy, Chemistry, Geology and Physics		
Astronomy, 1978-1979	box 3	folder 17
Chemistry, 1978-1979	box 3	folder 18
Geological Sciences and Lamont-Doherty, 1979	box 3	folder 19
Physics, 1978-1979	box 3	folder 20
Mathematical Sciences, 1979	box 3	folder 21
Mathematics, 1979	box 3	folder 22
Applied Mathematics, 1979	box 3	folder 23

Computer Science, 1979	box 3	folder 24
Mathematical Statistics, 1979	box 3	folder 25
Biological Sciences, 1978-1979	box 3	folder 26
Psychology, 1978-1979	box 3	folder 27
Recommendations for the Pure Sciences, 1979	box 3	folder 28
Notes on Relationship Among Hypothetical Changes in Federal Grant Income, Overhead, and the Columbia Budget for 1977-1978, 1978-1979	box 3	folder 29
Numbers of New Appointments Proposed for Natural Science Departments (superseded), circa 1979	box 3	folder 30
Recommendations (superseded), circa 1979	box 3	folder 31
Biology (not to be used), 1978	box 3	folder 32
Social Sciences		
Preface to the Social Sciences Section, 1979	box 3	folder 33
Anthropology, 1978-1979	box 3	folder 34
Economics, 1978-1979	box 3	folder 35
Geography, 1979	box 3	folder 36
History, 1978-1979	box 3	folder 37
Political Science, 1978-1979	box 3	folder 38
Sociology, 1979	box 3	folder 39
Summary to the Social Sciences, 1979	box 3	folder 40
Quality of Life, 1979	box 3	folder 41
Allocation of tenured and tenurable positions to departments (included in Social Sciences preface), circa 1979	box 3	folder 42
Virginia Xanthos's Draft Copies		
Humanities Draft Reports, 1979	box 3	folder 43
Social Sciences Draft Reports, 1979	box 3	folder 44
General Outline Drafts, 1978-1979	box 3	folder 45
Steven Marcus's Draft Copies		
Humanities Draft Reports, 1979	box 3	folder 46
Natural Sciences Draft Reports, 1979	box 3	folder 47
Social Sciences Draft Reports, 1979	box 3	folder 48
General Outline Drafts, 1979	box 3	folder 49

Appendix, circa 1979	box 3	folder 50
Draft Report Correspondence		
Opinion Letters		
Scope and Contents		
Each file contains a chart with the letters sent for outside scholar opinions on the draft sections of the Report. The files also include the response letters received organized by discipline.		
Humanities, 1978-1979	box 2	folder 33
Natural Sciences, 1978-1979	box 2	folder 34
Social Sciences, 1978-1979	box 2	folder 35
Steven Marcus's letter to Commission for Draft Report, 1979 June 1	box 2	folder 36
Corrections made in Draft Report, 1979 Fall	box 2	folder 37
Commission members's comments on the Draft Report, 1979 Fall	box 2	folder 38
Provost Michael I. Sovern's letter re: Draft Report, 1979 September 11	box 2	folder 39
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