TO THE QUEENS COLLEGE COMMUNITY:

What has been at stake throughout the many weeks of disturbance on the campus and what is still at stake is the way in which the College is to be run. This central issue has precipitated protests and disruptions at Queens College since the spring of 1968.

The protestors want radical change to come about. I favor constructive change brought about in a democratic way. We are engaged in change now—much more can be done.

There is a great need for a whole new system of student-faculty participation in the running of the College. I will support, for example, an academic Senate made up of students and faculty, including those without tenure, if that is the will of this campus.

As we bring about change, we must do so in an atmosphere of reason. In any change, I insist that the rights and freedoms of the entire community be respected. To do otherwise will only result in the destruction of the academic community.

We have all seen that continuous disruptive tactics force colleges, which cannot police themselves, to invoke outside authority. There is no other way to protect the rights of thousands of students, faculty, and staff. Last week, for six days, students were prevented from obtaining vital financial aid or emergency loans; student payrolls were delayed; student part-time employment services all but ended; no one could see a counselor, take a placement test, or consult with staff about student plans or activities. Every attempt to talk and negotiate with the
GOVERNANCE: As I have listened to students in the past, and particularly during the last few critical weeks, I have heard one consistent message. Students want a larger voice in determining their own destinies. They want a vote in the running of college affairs, not just a token vote, but a real one. I agree that they should have it. I am looking forward to a major expansion of the exercise of student responsibility in governing the College as a result of ongoing cooperation between faculty and students. I want this to come about very soon.

STUDENT COURT AND THE SUSPENSION OF THREE STUDENTS FOR CONTEMPT: It is clear that the academic community must have the means to discipline itself. This involves a judicial body that has the power to place academic penalties upon its members. The present crisis arose when certain students prevented sixty other students access to a General Electric recruiter. I have come to realize that there is widespread distrust and misunderstanding of the present student conduct procedures. I attach the greatest importance that the administration of justice be widely regarded as fair and proper. To create this trust, we must move to immediately establish a judicial system that will have the respect and confidence of the entire community. Secondly, it has only recently been brought to my attention that representatives of the student body never voted on the campus rules governing peaceful protest. I believe that students must have a share in formulating campus regulations and I urge Student Government to act immediately on this and related matters. In view of the need to review and establish fair judicial procedures, Dean Pierson has agreed to withhold the charges.

RECRUITMENT: The question of recruitment on campus is an urgent one. There has clearly been a division of opinion among students about recruitment but the use of obstructive tactics to resolve this difference of opinion is indefensible. Therefore, I have agreed to suspend all recruitment for a reasonable length of time pending a student referendum to be held within the next two weeks. The future policy on recruiting will be determined by student vote. It should be reiterated that past policy developed out of student-faculty recommendations, ratified by Student Government as well as Faculty Council.

PROFESSOR SHEILA DELANY: Dr. Delany was not recommended for reappointment for 1969-70 by the Personnel and Budget Committee of the English Department. Some persons believe that the reasons for her non-reappointment were essentially matters of personality and should not have affected the decision. In the spirit of those who have requested a review of this matter, I have asked for the formation of an impartial student-faculty group to examine the facts and make their recommendations to the Queens College Committee of the Board of Higher Education.

THE MAX-KAHN MEMORANDUM: This is a policy statement by the Board of Higher Education setting forth the procedures to be followed in the retention of faculty. Advantages, as well as disadvantages, have been seen within its pages. I urge that this campus discuss this matter widely and develop recommendations that I may convey to the Board of Higher Education.

protestors who occupied the Social Sciences building and who physically cut off these services to students failed. I was still hopeful, and it was still within my power, even at 2:30 in the morning, to keep police off campus. The protestors were urged to leave without penalty. Most did so. Those who still refused left me no choice but to have them arrested. I have no wish for vengeance, and I would like to plead clemency in the courts and urge the courts to be lenient with them. Inside these pages are some of the issues which have been at the heart of current concerns as well as my recommendations to deal equitably with these matters. We have the means to work them out. I ask that we each involve ourselves deeply in the issues and in their resolution. I hope, within my principles and the limits of my authority, to open up ways to bring about change. But I did not and could not meet all of the demands of previous protestors and, similarly, I cannot meet all of these demands. The larger implication is that this is an attempt to impose a principle of solution by force which, as noted by the American Civil Liberties Union, can only lead to the destruction of all freedoms.

We will not have anarchy. We can change, if you have the will and self-discipline to help steer this college through the turmoil of change without letting that turmoil destroy the institution.

That is what I ask of you.

[Signature]

President