

Cornell University University Assembly

Cornell University's University Assembly Agenda of the February 22nd, 2022 Meeting 4:30 PM – 6:00 PM 401 Physical Sciences Building | Zoom

- I. Call to Order
 - a. Roll Call
 - b. Land Acknowledgment of the Gayogohono (Cayuga Nation)
 - c. Call for Late Additions to the Agenda
- II. Approval of the Minutes
 - a. [February 8, 2022](#)
- III. Business of the Day
 - a. Cornell University President Martha Pollack
 - b. Presentation on [Natatorium](#)
 - i. Ashleigh W. Newman, VMD, Dipl. ACVP Assistant Clinical Professor, Clinical Pathology, Cornell University College of Veterinary Medicine
 - c. Attendance Expectations
- IV. New Business
 - a. [UA R5: Support for Faculty Senate Proposed Resolution: Inclusion and Prioritization of a New Natatorium in the 'Do the Greatest Good' Capital Campaign](#)
- V. Assembly Reports
 - a. Student Assembly
 - b. Graduate and Professional Student Assembly
 - c. Employee Assembly
 - d. Faculty Senate
- VI. Committee Reports
 - a. Executive Committee
 - b. Codes and Judicial Committee
 - c. Campus Welfare Committee
 - d. Campus Committee on Infrastructure, Technology and the Environment
- VII. Liaison Reports
- VIII. Adjournment

If you are in need of special accommodations in order to fully participate, please contact Student Disability Services at (607) 254-4545 or the Office of the Assemblies at (607) 255-3715 or assembly@cornell.edu prior to the meeting.



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Minutes of the February 8th, 2022 Meeting

4:30 PM – 6:00 PM

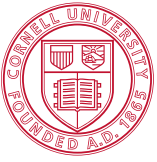
401 Physical Sciences Building | Zoom

- I. Call to Order
 - a. B. Fortenberry called the meeting to order at 4:34pm.
 - b. *Members Present:* I. Akisoglu, V. Aymer, M. Benda, R. Bensei, D. Cady, J. Feit, B. Fortenberry, T. Fox, P. Hanley, D. Hiner, D. Howell, M. Louis, D. Sharp, J. Withers
 - c. *Members Absent:* N. Danev, E. DeRosa, C. Levine, A. Ononye, J. Richards
 - d. *Also Present:* J. DeStefano, R. Lombardi, M. Ciotoli
- II. Land Acknowledgment of the Gayogohono (Cayuga Nation)
 - a. B. Fortenberry recited the Land Acknowledgement.
- III. Late Additions
 - a. No late additions were made.
- IV. Approval of the Minutes (1/25/22)
 - a. R. Bensei moved to approve the minutes.
 - i. P. Hanley seconded the motion.
 - ii. The minutes were approved with unanimous consent.
- V. Open Forum
 - a. Presentation from the Public Safety Advisory Committee (PSAC) – Executive Vice President and Chief Financial Officer Joanne DeStefano
 - i. J. DeStefano presented the background of the PSAC committee, student respondent statistics, recommendations proposed last year, updates on current activities, and alternate response models.
 - ii. D. Cady asked if they talk more about the subcommittee, what they expect the progress to be like, and the list of members.
 - iii. J. DeStefano reported that pricing was an issue when recruiting a third-party consultant. Instead, they are working through the process themselves to analyze 911 emergency calls and national trends to see areas where alternative responders have acted. They have identified 5-6 entities with alternate response teams. Their goal is to have recommendations for an alternative response model finished by the end of the year. To the point of the members, J. DeStefano noted Connor Hodges is leading the subcommittee.
 - iv. D. Cady asked about the lack of undergraduate involvement in this committee.



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- v. J. DeStefano stated that the time commitment required is a barrier. Additionally, J. DeStefano referred to the newly created Student Assembly (SA) Public Health and Safety Committee to perhaps seek input and participation.
- vi. D. Cady relayed that the Public Health and Safety Committee would love to be in touch.
- vii. T. Fox asked about the unarmed Community Response Team (CRT) and their current experience and status.
- viii. R. Lombardi stated they have three out of four positions filled. Additionally, the CRT has been active for the past year and working within Cornell residential areas.
- ix. B. Fortenberry asked about the expectation of maybe increasing the CRT membership where student density is high and therefore might have more incidents.
- x. R. Lombardi stated that one of the trends they've noticed is a need for staffers due to the night hours CRT requires and the impact of COVID-19. They are trying to allocate more resources, however, these barriers create difficulty around recruitment and training.
- xi. J. Feit asked about the immediate concerns and largest issues for the officers and CRT.
- xii. J. Stefano relayed that everything is in an incremental budget as they need to keep the campus safe--especially considering the uptick in violent crimes in the surrounding Ithaca area--but do feel the need to increase alternative response agents.
- xiii. R. Lombardi wanted the issue of safety to be addressed and engaged with even outside of immediate crises.
- xiv. B. Fortenberry relayed that, in their experience, engagement is usually high and as the plan begins and then becomes very limited.
- xv. J. Stefano stated that they were struggling to have engagement and were open to suggestions.
- xvi. J. Feit asked where this information is made public.
- xvii. J. Stefano stated that the meeting minutes, reports, survey results are under "PSAC" on the Cornell Website. They note that part of the New York requirements is to have the information publicly available.
- xviii. B. Fortenberry asked about the request for proposal (RFP) that went out for a consultant group.
- xix. J. Stefano stated that the RFP went out twice, in which they asked for help to research data and develop a plan utilizing their data. There were two



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responses and they had considered one, but issues arose as they discovered the proposal was not unique to Cornell.

VI. Committee Reports

a. Student Assembly

- i. D. Cady reported the SA met twice and they passed 3 and saw 4 resolutions. The three resolutions passed are Resolution 38, Resolution 39, and Resolution 40. They also reported on a nomination to the Office of Ethics and noted the resignation of the Director of Elections.
- ii. B. Fortenberry asked about the public health and safety committee
- iii. D. Cady stated that it is in its infancy and not yet fully staffed.

b. Graduate and Professional Student Assembly

- i. P. Hanley reported that they held elections for two positions: Appropriations and Finance Committee Chair.

c. Employee Assembly

- i. J. Withers reported a presentation from the current Employ Trustee, Reginald White. They also have scheduled an EA staff forum: Covid in the New Semester.

d. Faculty Senate

- i. E. DeRosa reported on the Education Committee's comments on the Part-Time Bachelor's Degree for Non-traditional Students proposal. Additionally, they relayed two proposals being presented: one on the swimming pool and the other on the Swim Test Requirement.
- ii. J. Feit asked for the precedent of the Part-Time Bachelor's Degree program and inquired as to what degree will it be implemented successfully.
- iii. E. DeRosa stated that other colleges have a Part-Time Bachelor's Degree program but, because of Cornell's urban setting, one had not offered by Cornell. Now, however, they are planning to use an online platform to reach students that they would otherwise not be able to. The program, however, is in the germination stage, and it is not a concrete proposal. E. DeRosa also relayed they are still receiving feedback for the Honors and Distinctions proposal.
- iv. J. Feit asked about plans made for the New York State Correctional Department.
- v. E. DeRosa stated that this program has already been created. However, they only have the opportunity to achieve Associates Degrees. They are planning to take that degree program and expand it as a test case.

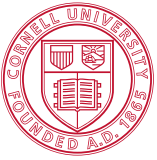


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- vi. D. Cady stated that he agrees with most of the proposal except for the Dean's List section. He invites the E. DeRosa and the Provost's Office to come to the SA and speak to this.
- vii. E. DeRosa stated that they can ask the Office of the Vice Provost of Undergraduate Education and chairs of the Faculty Senate Educational Policy Committee to see if they are available to visit the SA.
- viii. B. Fortenberry asked if the Part-Time Bachelor's Degree for Non-traditional Students program reached out to the Education Assembly on the EA.
- ix. E. DeRosa stated that they would share that with the Provost.

VII. Committee Reports

- a. Executive Committee
 - i. J. Feit stated that they discussed Pres. Pollack's visit to the next UA meeting and are accepting questions to relay.
- b. Codes and Judicial Committee
 - i. J. Richards was not present.
- c. Campus Welfare Committee
 - i. D. Howell stated that the CWC has not met since the last UA meeting, however, there is a resolution planned to be brought forward in March alongside a Faculty Senate resolution for the Natatorium.
 - ii. B. Fortenberry noted the key points that they planned to bring before the President: wellness facilities and programs, academic distinctions, continuous sustainability, and wage increases.
- d. Campus Committee on Infrastructure, Technology, and the Environment
 - i. I. Akisoglu stated that their last meeting surrounded the topic of UA Resolution 3. Among those presenting were representatives from Cornell facilities, Beyond Waste, and Big Belly. They relayed that the broad stance of the Campus Facility Office is that they are not in favor of this resolution as it runs against their plans through decreasing overall waste. I. Akisoglu asserts that Resolution 3 addresses a lot of the issues brought forward by the representatives from Cornell facilities including infrastructure for alerting when bins are full and difficulty for animals to access the trash.
 - ii. R. Benseal asked if they know the statistics of trash brought on campus versus off campus and if they can reasonably ask people not to bring waste.
 - iii. I. Akisoglu stated that they believe it's reasonable to limit the amount of non-reusable waste disposed on campus but not eliminate it completely.
 - iv. B. Fortenberry thanked R. Benseal for the question and spoke about the use of reusable containers in Cornell dining.



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- v. J. Feit stated that the infrastructure of waste placement can be improved. They also note the need to consider technological waste. Additionally, they point to Cornell as an opportune place to collect data.
 - vi. I. Akisoglu supported the claim that many trash cans have been moved and noted a lack of a map for the outdoor receptacles. They note that Beyond Waste is trying to work to a mapping program, but this lack speaks to a broader issue on updating the waste collection structure and optimizing placement. They relay that the meeting recording is available in the UA Box. I. Akisoglu also talked to the reallocation of labor that might occur with Big Belly bins and the necessary upkeep. Additionally, it was said that Ithaca Commons uses Big Belly and despite the CSO not supporting Resolution 3, they are in favor.
 - vii. D. Cady stated that the Big Belly can go a month and a half without charge and has been found in cold climates such as the Arctic Circle. D. Cady noted that they would be happy to look more into CSOs stance.
 - viii. J. Withers expressed thanks to I. Akisoglu for opening the CCITE meeting to the public. They asked why they could not support both CSO initiatives and Resolution 3.
 - ix. T. Fox asked about where to find the video.
 - 1. I. Akisoglu stated that it is in the CCITE committee Box folder.
- VIII. Liaison Reports
- a. No liaison reports.
- IX. Adjournment
- a. R. Benseal moved to adjourn the meeting.
 - i. T. Fox seconded the motion.
 - ii. The motion **passed** with unanimous consent.

The meeting was adjourned at 5:54 PM.

Respectfully Submitted,
Kassandra Jordan
Clerk of the Assembly

Proposed Resolution: Inclusion and Prioritization of a New Natatorium in the ‘Do the Greatest Good’ Capital Campaign

Faculty Senator Co-sponsors:

Ashleigh Newman
Yuval Grossman
Doug Antczak
Elizabeth Bunting
Thomas Bjorkman
Abigail Cohn
Kelly Hume
Carolyn McDaniel
Thomas Overton
Itziar Rodriguez de Rivera
Tracy Stokol
Joe Wakshlag
David Zax

Committee Sponsor:

Faculty Advisory Committee on Athletics and Physical Education

Background:

This resolution arises from the imminent need for Cornell University to develop plans, fundraise, and construct a new natatorium.

Many Cornell community members utilize the aquatic facilities on Cornell’s campus including students, faculty (both current and Emeritus), and staff. It is estimated that over 600 students use Cornell’s pools from the following groups: varsity swimming and diving teams, physical education classes (beginner, intermediate, and conditioning swimming; diving, scuba diving, lifeguarding, synchronized swimming, and kayaking), swimming and water polo club teams, physical therapy, inner tube water polo intramural, naval reserve officer training corps (ROTC), and autonomous underwater vehicle club. In addition, students, faculty, and staff all benefit from open swim hours and the group Aqua Fit and Zumba classes sponsored by Cornell recreation services. For example, in fiscal year 2018-2019, there were 23,987 open swims, 57% of which were non-students and 43% students.¹ Retired Cornell faculty living in the area also make up a regular constituency of open swimmers.

Swimming and other water-based exercise have proven benefits for both physical and mental health, including an increase in self-esteem in college students.² In particular, swimming during the winter has been shown to improve general well-being.³ This is relevant for the Cornell community, as many suffer from the winter blues and Seasonal Affective Disorder due to Ithaca’s long, cloudy winters.⁴ The COVID-19 pandemic has also resulted in

¹ 2019 Summary on Cornell pool use.

² [Health Benefits of Water-based Exercise](#), Center for Disease Control and Prevention.

Howley, EK. [4 Reasons Why Swimming is Great for Mental Health](#). *U.S. Masters Swimming*. January 6, 2021.

Zhang, Hui, Luo Shi. [Empirical Analysis of the Influence of Swimming Training on Mental Health and Positive Emotions of College Students](#). *Revista Argentina de Clinica Psicologica*; Buenos Aires. Vol 29, Issue 1, 2020: 242.

Muhamad, TA et al. [Effects of Swimming on Self-Esteem among Female College Students](#). *Asian Social Science*. Vol. 9 No. 16; 2013:74-80.

³ Huttunen P, et al. 2004. [Winter swimming improves general well-being](#). *Int J Circumpolar Health*, 63:2, 140-144.

⁴ Cornell Health. Beating the Winter Blues: [A Guide on Getting Through Winter at Cornell](#). October 2019.

an increase in depression symptoms⁵, bringing to the forefront the need to prioritize preventative measures that benefit mental health.⁶

While Cornell has three pools on campus [two in Teagle Hall (1951) and one in Helen Newman Hall (1963)], they are 71 and 59 years old, respectively, and no longer meet industry standards for a modern facility. Two are six-lane, 25-yard pools, and the third is a “learn to swim” four-lane, 20-yard pool, all with insufficient surrounding deck space. A modern natatorium is an eight-lane, 50-meter by 25 yard pool that is at minimum 9 feet deep, with 14 foot depth in the diving well (for 3-meter springboard diving). The main pool in Teagle Hall is the sole facility that can be used for swimming and diving competition, as Helen Newman lacks diving boards and swimming starting blocks, with undersized swimming lanes that are too narrow and shallow. Even at Teagle, the varied depth is not ideal for water polo play, and swimming and diving cannot occur concurrently, as the diving well is integrated into the 25-yard main pool footprint. The smaller pool in Teagle Hall is used for physical therapy, physical education classes, and aspects of varsity use (e.g., cooling down for meets), but cannot be used for competition, water polo play, or the underwater vehicle club, due to the truncated length and/or insufficient depth.

While Cornell’s current aquatic facilities have long been out-of-date and inferior to our Ivy League and many non-Ivy League peers (see Appendix 1), in recent years, there has been increased closures of the pools, including those of longer duration, due to unsafe water quality conditions and failed regular maintenance. A 2019 study of the pools concluded the pools do not meet current New York state standards for swimming pool turnover rates, contributing to the poor water quality.⁷ Decreased pool usage was recommended as one way to prolong the life of these facilities. As a result of this recommendation and the frequent, unexpected pool closures, there has been progressively reduced pool availability for all the stakeholders detailed above. This has been the source of increasing frustration for Cornell pool users, as publicized in the Cornell Daily Sun.⁸ In 2020, 1.1 million dollars were invested in all three pools for new sand filters and the repair of some plumbing. These improvements are expected to extend the life of the pool by approximately five years but are in no way a permanent solution to the aging facilities’ problems. Cornell Facilities Management warns that the pools may fail at any time despite these recent palliative measures. No other college or university in Appendix 1 is without a functioning pool.

One consequence of no pool on campus would mean the termination of the beginning swimming class (PE 1100), in which people of color represented 89.7% of enrolled students from 2018 – 2020.⁹ Students who have completed this course out of necessity report undergoing a transformative experience starting with reluctance, fear, and dread to one of immense pride and accomplishment when they learn how to swim and pass Cornell’s swim test (see Appendix 2).¹⁰ By having this requirement, Cornell University makes a statement that swimming is an important life skill that will help break the cycle of parents who do not know how to swim and therefore do not encourage their children to learn to swim.¹¹ In the United States, an average of 3,957 unintentional drowning deaths occurred each year from 2010-2019.¹² Drowning death rates for American Indian or Alaska Native and non-Hispanic Black persons are higher than that of White persons¹³, likely due to generational inequities in

⁵ Ettman, CK et al. [Prevalence of Depression Symptoms in US Adults Before and During the COVID-19 Pandemic](#). *JAMA Network Open*. September 2, 2020.

⁶ Lieber, M. [What regular swimming does for the body and mind](#). CNN health. July 16, 2021.

⁷ Helen Newman and Teagle Halls Pool Study. 2019. Counsilman-Hunsaker Aquatics for Life.

⁸ Kempff, Brendan. [Cornell’s Pool Problem Needs a Fresh Solution](#). Cornell Daily Sun. September 23, 2021.

⁹ Cornell University PE 1100 enrollment data. Fall 2018 – Spring 2020.

¹⁰ Jain, A. [A Changing Perspective of the Swim Test](#). Retracting a Former Column. Cornell Daily Sun. March 29, 2017.

¹¹ [History of the Cornell Swim Test](#).

¹² [Drowning facts](#), Center for Disease Control and Prevention.

¹³ Clemens T, et al. [Persistent Racial/Ethnic Disparities in Fatal Unintentional Drowning Rates Among Persons Aged <29 years – United States, 1999-2019](#). *MMWR Morb Mortal Wkly Rep* 2021;70:869-874.

access. Implementing community-level interventions such as basic swimming instruction are encouraged as means to reduce racial disparities in drowning rates. Therefore, providing Cornell students access to pools and swimming instruction is a matter of diversity, equity, and inclusion importance, as well.

Even if all three existing pools were fully operational, they no longer meet the ever-expanding needs of the Cornell community. Due to the limited number of lanes and inability to have multiple groups in a pool at one time, the pools are used up to 15.75 hours per day (6:00 am – 11:15 pm) to accommodate all stakeholders. Whereas at Ithaca College, for example, their natatorium can accommodate eighteen, 25-yard, lanes of swimming, *as well as* diving at the same time. This maximizes the number of occupants in the facility at one time, allowing for increased availability and at more ideal times of day.

In addition to the inadequate swimming pools, the programmatic changes over the life of the facilities no longer provide sufficient and equitable use for visitors. When Teagle Hall was originally constructed, it was built as a male-only athletic facility and the modifications for female and transgender and gender non-conforming persons are inequitable and insufficient. In 2018, the University Assembly passed U.A. Resolution #12: Increasing Access to Gender Neutral Bathrooms on Campus¹⁴ to expand inclusion and comfort. The Student Assembly similarly passed S.A. Resolution #21: Availability of Accessible Gender-Neutral Bathrooms and Locker Rooms on Campus.¹⁵ Although the current facilities have been either modified or are being prioritized to meet this resolution, they will not be equitable in their distribution to all parties due to design and structural limitations to the buildings. A new facility designed with these programmatic requirements would be the most cost efficient and effective way to address this University priority.

In April 2020, Cornell University published its Mental Health Review Final Report. It was stated that Cornell has a “culture of competition [that] may take on an unhealthy cycle of expectation and behavior that can reach traumatizing levels for students, faculty, and staff.”¹⁶ In examining and exploring the ways to improve the mental health of the Cornell community, the report was broken down into four sections: A) foster a healthy educational environment; B) promote social connectedness, and resilience; C) increasing help-seeking behavior, and identifying people in need of care; and D) provide mental and medical health services. In Section B under Opportunities, it reads, “It is important to note that when asked for their recommendations, undergraduate, graduate, and professional students consistently prioritized the need for access to free physical fitness opportunities to cope with stress and build resilience. With Ithaca’s climate, students want free and convenient indoor fitness options.” The report acknowledged “the challenge that this presents given both financial and facility constraints.” Recommendation B.2.2 under Wellbeing reads, “Prioritize fundraising for free physical fitness under Affordability within the capital campaign.” It is important to note that pool access is free to all Cornell students, unlike other fitness centers on campus that require a paid Cornell Fitness Center membership. Ideas such as “virtual fitness classes” and the use of “virtual and augmented reality” were proposed in the report as alternatives to fitness centers on campus. There is no virtual equivalent for aquatic activities, and these suggestions simply fail to meet the mental health needs of Cornell’s students, as well as faculty and staff.

In an email to the Cornell community on October 18, 2021, President Martha Pollack announced Cornell University’s new capital campaign project, “To Do the Greatest Good.” The campaign’s official website lays out the goal of raising at least \$5 billion over the next five years through the connections of at least 200,000 Cornellians.¹⁷ This campaign provides the rare opportunity to finally raise the funds necessary to make this long

¹⁴ Cornell University, University Assembly, U.A. Resolution # 12: Increasing Access to Gender Neutral Bathrooms on Campus, March 2018.

https://assembly.cornell.edu/sites/default/files/ua_resolution_12_gender_neutral_bathrooms_amended_as_of_04.10.18.pdf

¹⁵ Cornell University, Student Assembly, S.A. Resolution #21: Availability of Accessible Gender-Neutral Bathrooms and Locker Rooms on Campus. <https://archive.assembly.cucloud.net/SA/20111103R21.html>

¹⁶ Cornell University Mental Health Review Final Report. April 2020.

¹⁷ <https://greatestgood.cornell.edu/>

overdue project a reality. A modern natatorium on par with our peers both in Ithaca and beyond, would do an enormous amount of good for Cornell and the broader Ithaca community benefitting physical and mental well-being. To the best of our knowledge, this need is not even listed as a university priority, which is disgraceful. The process of project approval, architectural planning, demolition, and construction is likely to take 7-10 years. If this process began today, this timeline is well beyond the estimated 5-year remaining lifespan of the pools. Our aging facilities cannot wait.

The thought of a Cornell University with no functioning pool is unfathomable and unacceptable.

The Resolution:

Whereas, the pools in Teagle Hall and Helen Newman Hall (further referred to as “the pools”) serve a large and diverse population of Cornell community members including students, faculty, and staff in endeavors including varsity athletics, physical education classes, aquatic-based physical therapy, clubs – both academic and athletic, open lap swimming, ROTC training, and group fitness classes.

Whereas, the pools no longer meet the needs of the Cornell community as detailed above, and have a finite lifespan, which are estimated to end at any time between now and 2025.

Whereas, approving, planning, fundraising, and building a new natatorium can take up to ten years. Cornell University faces the certain reality of having no operational pool on its campus.

Whereas, Cornell University has long valued swimming as an important life skill to prevent fatal unintentional drowning, as demonstrated by its graduation requirement for all undergraduate students to swim 75 yards.

Whereas, providing an inviting, modern, safe, and accessible environment for aquatic activities provides Cornell students, faculty, and staff the ability to exercise year-round, which is a proven positive contributor to mental health.

Whereas, recommendation B.2.2 of the Cornell University Mental Health Review Final Report reads, “Prioritize fundraising for free physical fitness under Affordability within the capital campaign.”

Whereas, we recognize there are many needs of the University, it would be in the University’s best interest to serve those that are of the most imminent need to its community.

Be it resolved, that the Faculty Senate implore the administration to include and prioritize a new natatorium to the list of fundraisings items donors may directly contribute to in Cornell University’s ‘Do the Greatest Good’ capital campaign.

Be it further resolved, that a new natatorium should be of sufficient size and quality to meet the current and future needs of the Cornell community. To help ensure this, the planning needs to involve Cornell leaders with knowledge and expertise in this area including the Directors of Athletics, Aquatics, Physical Education, Recreational Services, and Head Varsity Swimming Coaches.

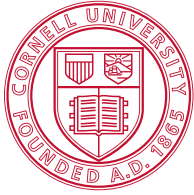
Appendix 1: Specifications of Ivy League, Non-Ivy League Peer, and Regional Institutions' Aquatic Facilities

Category of school	Name of institution	NCAA Division	Year facility built	Specs of pool(s)	Can swimming and diving competition occur concurrently?	University website +/- Images, videos of facilities
Ivy League	Brown	I	2012	8 lane, 50 meter	Yes	https://brownrec.com/sports/2018/4/27/inside-rec-facilities-k-m-coleman-aquatics-center.aspx
	Columbia	I	1974	8 lane, 25 yard	No	https://perccolumbia.edu/
	Cornell	I	1951; 1963	Two 6 lane 25 yard; One 4 lane 20 yard pool	No	https://cornellbigred.com/facilities/teagle-pool/20 https://recreation.athletics.cornell.edu/hours-facilities/pool-hours
	Dartmouth	I	1963	15 lane (6 racing), 25 yard; 2 lane, 50 meter; 4 lane, 25 yard	No	https://dartmouthsports.com/sports/2018/5/30/1447561.aspx
	Harvard	I	1977	8 lane, 50 meter; 25 yard pool; and "smaller pool"	Yes	https://recreation.gocrimson.com/sports/2020/5/5/recreation-activities-aquatics-index.aspx https://gocrimson.com/sports/2020/5/5/information-facilities-malkin.aspx
	Penn	I	1967	6 lane, 50 meter	No	https://pennathletics.com/sports/2020/4/2/penn-athletics-facilities-sheerr-pool-bio.aspx?id=667
	Princeton	I	1990	8 lane, 50 meter; 6 lane, 25 yard; and "additional wading pool"	Yes	https://campusrec.princeton.edu/facilities-operations/location https://campusrec.princeton.edu/facilities-operations/locations/aquatic-facilities/dillon-pool
	Yale	I	1932	6 lane, 25 yard; 5 lane, 50 meter	No	https://sportsandrecreation.yale.edu/aquatics/kiphuth-exhibit https://sportsandrecreation.yale.edu/aquatics/practice-pool
Non-Ivy Peer	NYU	III	2002	8 lane, 25 yard. L shape with separate diving well	Yes	https://gonyuathletics.com/sports/2011/12/1/Palladium_1201112947.aspx https://www.youtube.com/watch?v=VdodKitDbvs
	Univ of Chicago	III	2003	9 lane, 50 meter	Yes	https://athletics.uchicago.edu/recreation/aquatics/index
	Duke University	I	1972	One seasonal outdoor pool (looks like 6 lane, 25 yard) 4 separate pools in aquatic center (all outdoor). 37m long x 20 y wide; 50 m long x 25 m wide; 50 m long x 25 yard wide; 6 lane	Yes	https://recreation.duke.edu/aquatics
	Stanford University	I	2001	rooftop recreation pool	Yes	https://gostanford.com/facilities/avery-aquatic-center/4
Regional schools	Ithaca College	III	2011	9 lane 50 meter x 21 lane 25 yard indoor pool (with 32' x 75' movable floor); 6 lane, 25 yard + diving well outdoor heated pool	Yes	https://www.ithaca.edu/athletics-and-events-center/aquatics-pavilion-kelsey-partridge-bird-natorium-and-outdoor-pool
	University of Buffalo	I	1982	8 lane, 50 meter; separate diving well	Yes	https://www.visitbuffaloniagara.com/businesses/university-at-buffalo-alumni-arena-natorium/
	Colgate University	I	1974	50 meter L shape with 8 lane 25 yard; retractable roof	Yes	https://colgateathletics.com/sports/2005/12/13/lineberry.aspx
	University of Rochester	III	2012 renovation	8 lane, 25 yard x 25 m with separate diving well	Yes	https://www.rochester.edu/athletics/aquatics/index.html
	Binghamton University	I	1969	6 lane, 25 yard and 5 lane, 25 yard rec pool	No	https://bubearcats.com/sports/2014/12/2/GEN_1202140604.aspx?id=40 https://www.binghamton.edu/campus-recreation/aquatics/index.html
	St. Bonaventure	I	1966	6 lane, 25 yard	No	https://gobonnies.com/facilities/reilly-center-pool/8
	Hartwick College	III	2014	8 lane, 25 yard	No	https://www.hartwickhawks.com/sports/2012/2/29/GEN_0229124947.aspx
	Hamilton College	III	1988	8 lane, 50 meter	Yes	https://athletics.hamilton.edu/facilities/bristol-pool/4

Appendix 2

PE 1100 comments (2019-2021):

- The instructor's biggest strength was her ability to push and motivate the students to try and do the swimming. I started with a fear and no prior knowledge, and I can swim now! And this is mainly because she always reassured me and helped me gain confidence, and I was able to push myself to do better and better.
- She related to us as a student, so we felt close
- The instructors strengths were connecting with the students, and I liked how personal and enthusiastic she was
- Encouraged student to not be afraid and is very good at coming up with ideas/methods to get rid of past fears that student may have.
- The way our instructor demonstrated new ideas of swimming and how to have confidence while learning which one is afraid of.
- She was very encouraging at getting us to swim, and made class an enjoyable experience.
- Advices were personal and helped me improved greatly in swimming.
- Coach _____ really encouraged me to do my best in class since I started out as a beginner and did not know too much about swimming. After several weeks of class, I kept improving and got much better with her help. This is one of the best classes I have taken and an amazing teacher that only wants the best for her students.
- Everything went well and there was plenty of help and cautiousness when participating in this class. Overall, I would take another class with this teacher and encourage my friends to take this class as well. Thank you.
- The material I learned was appropriate to the course description and it provided me with a safe environment to distress while also learning valuable knowledge
- ...is a perfect instructor. She taught me how to swim.
- was able to learn very fast even though I had no knowledge of sports.
- Yes this class was taught appropriately. I definitely saw a huge growth from the beginning of the class to the last day.
- She is very knowledgeable on the subject, took personal interest in the students, and personalized class time for each student as we became more advanced in the subject. It was always a highlight of my day going to her class and talking with her. I appreciated how she asked me how finals were going or how I was handling my other classes.
- I loved this class and really looked forward to it every week. This class genuinely brought me happiness.
- excellent feedback, challenged us, and provided motivation
- She was able to make it feel like a private lesson even though it was in a group. No one felt neglected.
- I believe she was very effective in taking me from a not swimmer to a relatively competent one.
- [They] really loved to teach swim. She would always come in every day with a growth mindset/attitude towards learning. She was overjoyed when I learned something new and taught it to me pretty nice. She showed me a great deal of respect and I really hope to hear from her again.
- One of my greatest fears was not being able to pass the swim test, but I can say due to the competence of my teacher I can swim now.
- I signed up for this course with no expectations and I left the course gaining a whole new life skill. I had a few traumatic experiences with drowning as a child and never thought that I would be able to learn how to swim. I'm incredibly grateful that _____ was my teacher. She was so patient with me and gave me the confidence I needed to be able to trust the water. I would recommend her to anyone that wants to take swim!
- This was my first time learning how to swim and as someone who really loves water, this course taught me a lot of the basics of swimming and made me feel excited to swim. I always felt safe in the water and there was no sense of danger.
- This class was amazing. Not only did she teach me how to swim, but she helped me and my other classmates get over our fear of the water. I think they adequately adapted the lessons to fit individual skill level and moved us to new lessons when we were ready.
- The course was pretty solid. Coming in before this I did not know how to swim, nor wanted to know how to swim, now I can swim and passed the swim test.
- I did not know how to swim, I was scared to learn and I learned how to swim the first week of this class. Safety was emphasized and it felt good to have a life guard there when the teacher was working with other students.
- Extremely kind and a great swimming instructor. She knew exactly how to help each individual student learn faster and more efficiently, and have fun doing it. I couldn't have been happier to have her as my instructor this past semester. Swimming had always been a scary thought and with her help, it became possible quick easily and quickly.
- _____ is a very encouraging, attentive and fun instructor. She made my beginner swim class as least stressful as possible, in fact, I looked forward to her classes every week. Her approachable demeanor and intuitive instructions were essential at helping me learn to swim, as well as boosting my confidence in my abilities. I look forward to swimming on weekends and am enrolled in conditioning swim class next semester.



Cornell University University Assembly

U.A. Resolution #5

Support for Faculty Senate Proposed Resolution: Inclusion and Prioritization of a New Natatorium in the ‘Do the Greatest Good’ Capital Campaign

February 22, 2022

Sponsored by: Debra Howell, UA/EA, Chair, Campus Welfare Committee; Kyle Karnuta, GPSA; Roberto Bertoia, Faculty Senate; Melia Matthews, GPSA; Preston Hanley, UA

Whereas, the University Assembly endorses the [Faculty Senate Proposed Resolution: Inclusion and Prioritization of a New Natatorium in the ‘Do the Greatest Good’ Capital Campaign](#), included here as an Addendum to this resolution, and

Whereas, the F.S. Proposed Resolution outlines specific background on the current situation and that context which remains unsatisfactory, and

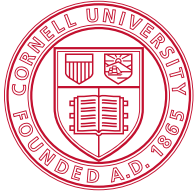
Whereas, the needs of the Cornell community for universal access to free, indoor recreation, sporting event facilities, and exercise facilities are not being satisfied, and

Whereas, some faculty, staff, students, are no longer able to participate in aquatic fitness at Cornell.

Whereas, the University Assembly is charged in Section 3.1 of the Charter to examine matters which involved the interests or concern the welfare of a substantial segment of the campus community.

Be it therefore resolved, the University Assembly aligns its support with the F.S. Proposed Resolution imploring the administration to include and prioritize a new natatorium to the list of fundraisings items donors may directly contribute to in Cornell University’s ‘Do the Greatest Good’ capital campaign for the benefit of the University and the community the University serves.

Be it further resolved that a new natatorium should be of sufficient size and quality to meet the current and future needs of the Cornell community. To help ensure this, the planning needs to involve Cornell leaders with knowledge and expertise in this area including the Directors of Athletics, Aquatics, Cornell Wellness, Physical Education, Recreational Services, and Head Varsity Swimming Coaches.

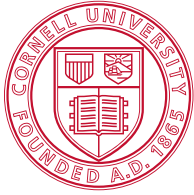


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33
34 **Be it finally resolved,** that the president of Cornell University support the faculty, students and
35 staff communities and constituencies represented through the University Assembly by
36 advocating for the inclusion and prioritization of a new natatorium in the “Do the
37 Greatest Good” capital campaign. A copy of this resolution shall be shared with the
38 Provost and the Vice President for Alumni Affairs.

No signature block is present until the resolution has been disposed of by the Assembly
(Passed, Failed, Withdrawn, etc.) Then a block with the certifying member (customarily
Chair/Vice-Chair) verifying the authenticity and vote tally of the resolution.

39



Cornell University University Assembly

Appendix A: Background

Background

This resolution arises from the imminent need for Cornell University to develop plans, fundraise, and construct a new natatorium. This resolution seeks to support the F.S. Proposed Resolution, sponsored by Faculty Senate senators Ashleigh Newman, Yuval Grossman, and at least 11 other faculty senators.

The Campus Welfare Committee (hereby, the Committee) is charged with ensuring that diversity and inclusion, family support, and health services for the Cornell student body, faculty, and staff is prioritized in both conversation and action. The F.S. Proposed Resolution advocates for the construction of a new natatorium to benefit the mental and physical health of the entire Cornell community. As such, the Committee is compelled to support the F.S. Proposed Resolution.

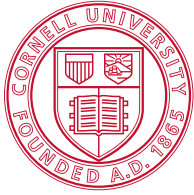
As outlined in the F.S. Proposed Resolution, swimming and access to water-based exercise have proven benefits for mental health. These benefits include increasing self-esteem among college students, combatting Seasonal Affective Disorder (common in climates similar to Cornell's), and potentially alleviating mental health concerns brought on by the COVID-19 pandemic. Indoor swimming facilities play a key role in providing access to free, indoor recreation and exercise options for students seeking to exercise their mental and physical well-being.

Unimpeded access to swimming facilities (meaning indoor swimming facilities, given Cornell's climate during most of the academic year) is also an equity concern. As outlined in THE F.S. Proposed Resolution, people of color make up the majority of enrolled students in beginning swimming classes offered at Cornell. Citing the Resolution, "students who have completed this course out of necessity report undergoing a transformative experience starting with reluctance, fear, and dread to one of immense pride and accomplishment when they learn how to swim and pass Cornell's swim test."

Additionally, the Committee has been made aware that, due to a limitation of access to the pools made in part to extend the lifespan of the existing pools, women's open swimming hours have been cut. Women's swim hours have historically provided a safe space for women to access swimming facilities, to network, and to build community at Cornell. The elimination of this program has been met with disappointment from the female aquatic community at Cornell.

As a result of decreased pool hours, unexpected pool closures, and an overall reduction in pool availability, the aquatic community and culture is being pushed out of Cornell. Specifically, many faculty, staff, and retirees are now swimming off campus (YMCA, Island Fitness, Borg Warner). In addition, the Cornell Varsity swimming and diving teams had to hold all home fall meets at Ithaca College, and the Cornell water polo team is only able to obtain one hour of practice time per week at Ithaca College. In an effort to attract and retain both academic and athletic talent, the offerings must improve.

In alignment with THE F.S. Proposed Resolution, the Committee recommends incorporating the construction of a natatorium at Cornell within the scope of the "Do the Greatest Good" campaign. To quote THE F.S. Proposed Resolution, "a modern natatorium is an eight-lane, 50-meter by 25-yard pool that is at minimum 9 feet deep, with 14-foot depth in the diving well (for 3-meter springboard diving)."



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Appendix B: Faculty Senate Proposed Solution

Proposed Resolution: Inclusion and Prioritization of a New Natatorium in the ‘To Do the Greatest Good’ Capital Campaign

Faculty Senator Co-sponsors:

Ashleigh Newman
Yuval Grossman
Doug Antczak
Elizabeth Bunting
Thomas Bjorkman
Abigail Cohn
Kelly Hume
Carolyn McDaniel
Thomas Overton
Itziar Rodriguez de Rivera
Tracy Stokol
Joe Wakshlag
David Zax

Committee Sponsor:

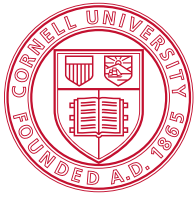
Faculty Advisory Committee on Athletics and Physical Education

Background:

This resolution arises from the imminent need for Cornell University to develop plans, fundraise, and construct a new natatorium.

Many Cornell community members utilize the aquatic facilities on Cornell’s campus including students, faculty (both current and Emeritus), and staff. It is estimated that over 600 students use Cornell’s pools from the following groups: varsity swimming and diving teams, physical education classes (beginner, intermediate, and conditioning swimming; diving, scuba diving, lifeguarding, synchronized swimming, and kayaking), swimming and water polo club teams, physical therapy, inner tube water polo intramural, naval reserve officer training corps (ROTC), and autonomous underwater vehicle club. In addition, in fiscal year 2018-2019, 1,875 students and 742 faculty, staff, and retirees swam during open swim offerings resulting in 23,987 total swims (43% of which were students, 57% non-students).¹ Cornell recreation services also offers Aqua Fit and Zumba classes.

¹ 2019 Summary on Cornell pool use.



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Swimming and other water-based exercise have proven benefits for both physical and mental health, including an increase in self-esteem in college students.² In particular, swimming during the winter has been shown to improve general well-being.³ This is relevant for the Cornell community, as many suffer from the winter blues and Seasonal Affective Disorder due to Ithaca's long, cloudy winters.⁴ The COVID-19 pandemic has also resulted in an increase in depression symptoms⁵, bringing to the forefront the need to prioritize preventative measures that benefit mental health.⁶

While Cornell has three pools on campus [two in Teagle Hall (1951) and one in Helen Newman Hall (1963)], they are 71 and 59 years old, respectively, and no longer meet industry standards for a modern facility. Two are six-lane, 25-yard pools, and the third is a "learn to swim" four-lane, 20-yard pool, all with insufficient surrounding deck space. A modern natatorium is an eight-lane, 50-meter by 25 yard pool that is at minimum 9 feet deep, with 14 foot depth in the diving well (for 3-meter springboard diving). The main pool in Teagle Hall is the sole facility that can be used for swimming and diving competition, as Helen Newman lacks diving boards and swimming starting blocks, with undersized swimming lanes that are too narrow and shallow. Even at Teagle, the varied depth is not ideal for water polo play, and swimming and diving cannot occur concurrently, as the diving well is integrated into the 25-yard main pool footprint. The smaller pool in Teagle Hall is used for physical therapy, physical education classes, and aspects of varsity use (e.g., cooling down for meets), but cannot be used for competition, water polo play, or the underwater vehicle club, due to the truncated length and/or insufficient depth.

While Cornell's current aquatic facilities have long been out-of-date and inferior to our Ivy League and many non-Ivy League peers (see Appendix 1), in recent years, there has been increased closures of the pools, including those of longer duration, due to unsafe water quality conditions and failed regular maintenance. A 2019 study of the pools concluded the pools do not meet current New York state standards for swimming pool turnover rates, contributing to the poor water quality.⁷ Decreased pool usage was recommended as one way to prolong the life of these facilities. As a result of this recommendation and the frequent, unexpected pool closures, there has been progressively reduced pool availability for all the stakeholders detailed above. This has been the source of increasing frustration for Cornell pool users, as publicized in the

² [Health Benefits of Water-based Exercise](#), Center for Disease Control and Prevention.

Howley, EK. [4 Reasons Why Swimming is Great for Mental Health](#). *U.S. Masters Swimming*. January 6, 2021.

Zhang, Hui, Luo Shi. [Empirical Analysis of the Influence of Swimming Training on Mental Health and Positive Emotions of College Students](#). *Revista Argentina de Clinica Psicologica*; Buenos Aires. Vol 29, Issue 1, 2020: 242.

Muhamad, TA et al. [Effects of Swimming on Self-Esteem among Female College Students](#). *Asian Social Science*. Vol. 9 No. 16; 2013:74-80.

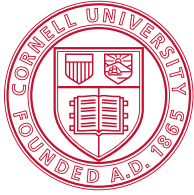
³ Huttunen P, et al. 2004. [Winter swimming improves general well-being](#). *Int J Circumpolar Health*, 63:2, 140-144.

⁴ Cornell Health. Beating the Winter Blues: [A Guide on Getting Through Winter at Cornell](#). October 2019.

⁵ Ettman, CK et al. [Prevalence of Depression Symptoms in US Adults Before and During the COVID-19 Pandemic](#). *JAMA Network Open*. September 2, 2020.

⁶ Lieber, M. [What regular swimming does for the body and mind](#). CNN health. July 16, 2021.

⁷ Helen Newman and Teagle Halls Pool Study. 2019. Counsilman-Hunsaker Aquatics for Life.



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Cornell Daily Sun.⁸ In 2020, 1.1 million dollars were invested in all three pools for new sand filters and the repair of some plumbing. These improvements are expected to extend the life of the pool by approximately five years but are in no way a permanent solution to the aging facilities' problems. Cornell Facilities Management warns that the pools may fail at any time despite these recent palliative measures. No other college or university in Appendix 1 is without a functioning pool.

One consequence of no pool on campus would mean the termination of the beginning swimming class (PE 1100), in which people of color represented 89.7% of enrolled students from 2018 – 2020.⁹ Students who have completed this course out of necessity report undergoing a transformative experience starting with reluctance, fear, and dread to one of immense pride and accomplishment when they learn how to swim and pass Cornell's swim test (see Appendix 2).¹⁰ By having this requirement, Cornell University makes a statement that swimming is an important life skill that will help break the cycle of parents who do not know how to swim and therefore do not encourage their children to learn to swim.¹¹ In the United States, an average of 3,957 unintentional drowning deaths occurred each year from 2010-2019.¹² Drowning death rates for American Indian or Alaska Native and non-Hispanic Black persons are higher than that of White persons¹³, likely due to generational inequities in access. Implementing community-level interventions such as basic swimming instruction are encouraged as means to reduce racial disparities in drowning rates. Therefore, providing Cornell students access to pools and swimming instruction is a matter of diversity, equity, and inclusion importance, as well.

Even if all three existing pools were fully operational, they no longer meet the ever-expanding needs of the Cornell community. Due to the limited number of lanes and inability to have multiple groups in a pool at one time, the pools are used up to 15.75 hours per day (6:00 am – 11:15 pm) to accommodate all stakeholders. Whereas at Ithaca College, for example, their natatorium can accommodate eighteen, 25-yard, lanes of swimming, *as well as* diving at the same time. This maximizes the number of occupants in the facility at one time, allowing for increased availability and at more ideal times of day.

In addition to the inadequate swimming pools, the programmatic changes over the life of the facilities no longer provide sufficient and equitable use for visitors. When Teagle Hall was originally constructed, it was built as a male-only athletic facility and the modifications for female and transgender and gender non-conforming persons are inequitable and insufficient. In

⁸ Kempff, Brendan. [Cornell's Pool Problem Needs a Fresh Solution](#). Cornell Daily Sun. September 23, 2021.

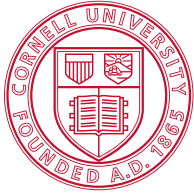
⁹ Cornell University PE 1100 enrollment data. Fall 2018 – Spring 2020.

¹⁰ Jain, A. [A Changing Perspective of the Swim Test](#). Retracting a Former Column. Cornell Daily Sun. March 29, 2017.

¹¹ [History of the Cornell Swim Test](#).

¹² [Drowning facts](#), Center for Disease Control and Prevention.

¹³ Clemens T, et al. [Persistent Racial/Ethnic Disparities in Fatal Unintentional Drowning Rates Among Persons Aged ≤29 years – United States, 1999-2019](#). MMWR Morb Mortal Wkly Rep 2021;70:869-874.



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2018, the University Assembly passed U.A. Resolution #12: Increasing Access to Gender Neutral Bathrooms on Campus¹⁴ to expand inclusion and comfort. The Student Assembly similarly passed S.A. Resolution #21: Availability of Accessible Gender-Neutral Bathrooms and Locker Rooms on Campus.¹⁵ Although the current facilities have been either modified or are being prioritized to meet this resolution, they will not be equitable in their distribution to all parties due to design and structural limitations to the buildings. A new facility designed with these programmatic requirements would be the most cost efficient and effective way to address this University priority.

In April 2020, Cornell University published its Mental Health Review Final Report. It was stated that Cornell has a “culture of competition [that] may take on an unhealthy cycle of expectation and behavior that can reach traumatizing levels for students, faculty, and staff.”¹⁶ In examining and exploring the ways to improve the mental health of the Cornell community, the report was broken down into four sections: A) foster a healthy educational environment; B) promote social connectedness, and resilience; C) increasing help-seeking behavior, and identifying people in need of care; and D) provide mental and medical health services. In Section B under Opportunities, it reads, “It is important to note that when asked for their recommendations, undergraduate, graduate, and professional students consistently prioritized the need for access to free physical fitness opportunities to cope with stress and build resilience. With Ithaca’s climate, students want free and convenient indoor fitness options.” The report acknowledged “the challenge that this presents given both financial and facility constraints.” Recommendation B.2.2 under Wellbeing reads, “Prioritize fundraising for free physical fitness under Affordability within the capital campaign.” It is important to note that pool access is free to all Cornell students, unlike other fitness centers on campus that require a paid Cornell Fitness Center membership. Ideas such as “virtual fitness classes” and the use of “virtual and augmented reality” were proposed in the report as alternatives to fitness centers on campus. There is no virtual equivalent for aquatic activities, and these suggestions simply fail to meet the mental health needs of Cornell’s students, as well as faculty and staff.

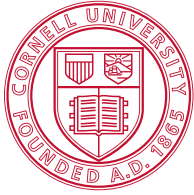
In an email to the Cornell community on October 18, 2021, President Martha Pollack announced Cornell University’s new capital campaign project, “To Do the Greatest Good.” The campaign’s official website lays out the goal of raising at least \$5 billion over the next five years through the connections of at least 200,000 Cornellians.¹⁷ This campaign provides the rare opportunity to reach major donors across all of Cornell and finally raise the funds necessary to make this long

¹⁴ Cornell University, University Assembly, U.A. Resolution # 12: Increasing Access to Gender Neutral Bathrooms on Campus, March 2018.
https://assembly.cornell.edu/sites/default/files/ua_resolution_12_gender_neutral_bathrooms_amended_as_of_04.10.18.pdf

¹⁵ Cornell University, Student Assembly, S.A. Resolution #21: Availability of Accessible Gender-Neutral Bathrooms and Locker Rooms on Campus. <https://archive.assembly.cucloud.net/SA/20111103R21.html>

¹⁶ Cornell University Mental Health Review Final Report. April 2020.

¹⁷ <https://greatestgood.cornell.edu/>



Cornell University University Assembly

overdue project a reality. A modern natatorium on par with our peers both in Ithaca and beyond, would do an enormous amount of good for Cornell and the broader Ithaca community benefitting physical and mental well-being. The fact that this need is not even listed as a university priority is disgraceful. The process of project approval, architectural planning, demolition, and construction is likely to take 7-10 years. If this process began today, this timeline is well beyond the estimated 5-year remaining lifespan of the pools. Our aged, failing facilities cannot wait.

The thought of a Cornell University with no functioning pool is unfathomable and unacceptable.

The Resolution:

Whereas, the pools in Teagle Hall and Helen Newman Hall (further referred to as “the pools”) serve a large and diverse population of Cornell community members including students, faculty, and staff in endeavors including varsity athletics, physical education classes, aquatic-based physical therapy, clubs – both academic and athletic, open lap swimming, ROTC training, and group fitness classes.

Whereas, the pools no longer meet the needs of the Cornell community as detailed above, and have a finite lifespan, which are estimated to end at any time between now and 2025.

Whereas, approving, planning, fundraising, and building a new natatorium can take up to ten years. Cornell University faces the certain reality of having no operational pool on its campus.

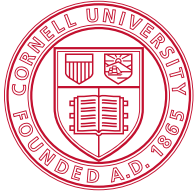
Whereas, Cornell University has long valued swimming as an important life skill to prevent fatal unintentional drowning, as demonstrated by its graduation requirement for all undergraduate students to swim 75 yards.

Whereas, providing an inviting, modern, safe, and accessible environment for aquatic activities provides Cornell students, faculty, and staff the ability to exercise year-round, which is a proven positive contributor to mental health.

Whereas, recommendation B.2.2 of the Cornell University Mental Health Review Final Report reads, “Prioritize fundraising for free physical fitness under Affordability within the capital campaign.”

Whereas, we recognize there are many needs of the University, it would be in the University’s best interest to serve those that are of the most imminent need to its community.

Be it resolved, that the Faculty Senate implore the administration to include and prioritize a new natatorium to the list of fundraisings items donors may directly contribute to in Cornell University’s ‘To Do the Greatest Good’ capital campaign.



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261
262 *Be it further resolved*, that a new natatorium should be of sufficient size and quality to meet the
263 current and future needs of the Cornell community. To help ensure this, the planning needs to
264 involve Cornell leaders with knowledge and expertise in this area including the Directors of
265 Athletics, Aquatics, Physical Education, Recreational Services, and Head Varsity Swimming
266 Coaches.