

'71'72

# notre dame report

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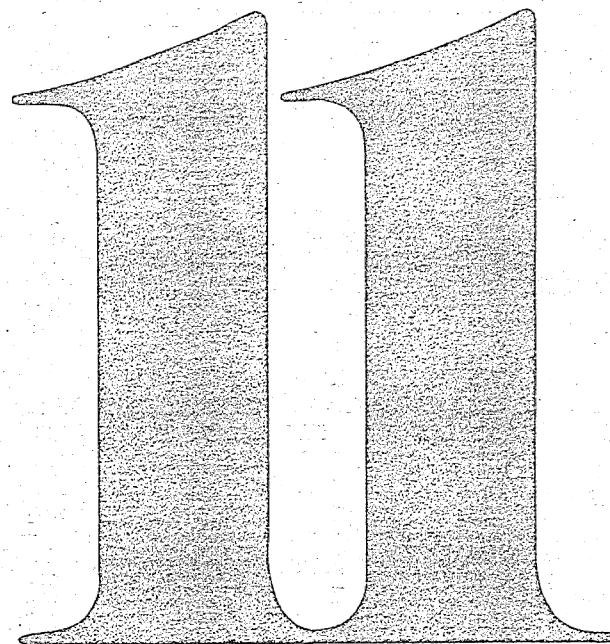
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# the university

## Official announcements

**TELETHON:** On Feb. 21, 22, and 23 the Development Office will engage in a telethon follow-up on the SUMMA campaign which will require the use of all WATS lines after regular business hours. Please note these dates and times so that you can schedule any WATS calls at a time that will not conflict with the Development's telethon during these specified dates.

**AAUP Meeting:** The next Notre Dame chapter meeting of the American Association of University Professors (AAUP) will be held Feb. 22 at 7:30 p.m. in the University Club. This is an open meeting. Rev. James T. Burtchaell, C.S.C., provost, will discuss the substance and rationale of his statement on appointments and promotions at Notre Dame (ND Report #2, p. 23) with a panel consisting of Dr. Raymond M. Brach, Dr. Gerald L. Jones and Dr. Paul A. Rathburn.

## Tax withholding system

The Revenue Act of 1971 has made important changes in the income tax withholding system which are reflected in new withholding rates and tables. The new rates and tables are used on wages paid after January 15, 1972.

The new law makes it necessary for employees to file a new Employees Withholding Exemption Certificate with the University if they wish to claim the new "special withholding allowance." If you do not claim the "special withholding allowance," you may have more than the correct amount of income tax withheld from your pay.

Just as the Government withheld too little last year, it may be withholding too much this year. If a married couple file a joint return, but one of the two is unemployed, they very likely will be paying out too much in withholding. Similarly, an earner who expects to have big itemized deductions for home mortgage payments, medical bills, charity and the like will probably overpay. To ease the weekly or monthly burden for these people, the Internal Revenue Service has created the new exemption called the "special withholding allowance."

Those who believe that the University is withholding

too much can claim one to seven such exemptions to bring their payroll deductions more closely into line with their actual tax obligations.

New withholding certificates were mailed to members of the faculty and administrative staff last week. If you have misplaced your copy or need an extra statement, additional certificates are available in the Personnel Office.

## Summa campaign

The University of Notre Dame's five-year development program, SUMMA, has raised more than \$6.5 million over its goal, according to James W. Frick, vice president for public relations and development. The program has a current total of \$58,658,834 in gifts and pledges received since 1967, and this is 113 per cent of its \$52 million goal. The SUMMA program ends June 30 of this year.

Major segments of SUMMA include faculty development, graduate education, special research programs, and general University development. The emphasis was on increasing Notre Dame's \$67.9 million endowment in order to strengthen priority academic areas.

Slightly in excess of 30,500 gifts have been made to SUMMA by alumni, friends, parents, corporations, and foundations. A total of 23,224 alumni gave \$24.1 million, and 7,330 corporations, foundations, and friends contributed \$34.5 million.

## ND-SMC unification

Formal unification negotiations between the University of Notre Dame and Saint Mary's College resumed Feb. 9, with Edmund P. Stephan, chairman of the University's Board of Trustees; Rev. Theodore M. Hesburgh, C.S.C., President of the University; Rev. James T. Burtchaell, C.S.C., provost; Rev. Edmund P. Joyce, C.S.C., executive vice president and treasurer; and Dr. Thomas P. Carney, a trustee, as negotiators for Notre Dame.

The negotiating team for Saint Mary's College is composed of Sister M. Gerald Hartney, C.S.C., secretary of the College's Board of Trustees; P. Jordan Hamel, treasurer of the Board; Sister M. Verda Clare Doran, C.S.C., a trustee; Sister M. Basil Anthony

O'Flynn, C.S.C., vice president for fiscal affairs; Dr. Mary Alice Cannon, vice president for student affairs; Jason D. Lindower, Jr., director of financial management; Sister Maria Concepta McDermott, C.S.C., associate professor of education; and Dr. William A. Hickey, professor of biology.

Both institutions said that "in the interests of meaningful negotiations, future announcements concerning negotiation sessions will be limited to reporting concrete progress on resolving issues."

## In the news

Research on the ecological imbalance of tourist caves by two Notre Dame biologists, Drs. Thomas L. Poulson and Richard W. Greene, was featured in a recent Associated Press Dispatch (Indianapolis News, Jan. 12). . . Detroit Free Press religion writer Hiley H. Ward cited Prof. Edward A. Fischer's book "Film as Insight" in a Jan. 8 column on the discovery of God in secular films. . . Syndicated columnist Clayton Fritchey reviews racial progress in 1971 in a Jan. 4 column and gives high marks to the U.S. Civil Rights Commission, chaired by Father Hesburgh, for its efforts to chide the federal government on the slow pace of its "gradualism". . . Racism in engineering is discussed by Dr. Percy Pierre, a Notre Dame alumnus and dean of engineering at Howard University, in the January issue of New Engineer. . . An article by Dr. Klaus Lanzinger, associate professor of modern and classical languages, in his native Innsbruck's Tiroler Tageszeitung, was praised for its positive attitude toward life in the United States by a spe-

cial correspondent in the Jan. 20 Indianapolis Star. . . Notre Dame trustee J. Peter Grace and his family were featured in Feb. 6 Twin Circle. . . An extensive feature on Moreau Seminary and its rector, Rev. Louis Putz, C.S.C., appeared in the Feb. 4 National Catholic Reporter, and in the same issue Rev. William A. Toohey, C.S.C., director of campus ministry, discussed the difficulty of being rich and being Christian. . . the previous week's NCR (Jan. 28) carried an article by Rev. Aidan Kavanaugh, O.S.B., director of Notre Dame's graduate program in liturgy, on worship as prayer. . . Rev. John A. O'Brien advocated a ban on home televising of boxing, which he described as a "cruel and barbarous" sport, on the Chicago Tribune's Feb. 1 editorial page. . . The wetback problem was analyzed in an interview with Dr. Julian Samora, professor of sociology and anthropology, in the Jan. 22 issue of A.D. Correspondence.

## Business Administration scholarship fund

An endowed scholarship fund for graduate students in the University's College of Business Administration has been established with a \$40,000 gift from the Steber Foundation of Chicago. The gift will be known as the Clarence and Helen Steber Scholarship Fund.

The Steber Foundation was the private foundation of the father of a 1960 Notre Dame graduate, William C. Steber, who is a member of the firm of Paine, Webber, Jackson and Curtz in Chicago.

# faculty notes

## E. F. Sorin Award

The University of Notre Dame Alumni Association conferred its highest honor, the Edward Frederick Sorin Award, on Rev. Thomas J. Brennan, C.S.C., who has spent more than 40 years as a teacher-counselor on the campus.

Named for the priest-founder of Notre Dame, the award is presented annually by the Alumni Association Board of Directors to an alumnus in recognition of national stature for his outstanding service to the University. Nominations are submitted by clubs and individuals in the 50,000-member organization.

Father Brennan was born in Peru, Ind., Nov. 18, 1898, and entered the seminary at Notre Dame Oct. 5, 1919. He was ordained in 1929 after advance study at the Gregorian University, Rome, and with the exception of two years spent at the University of Portland, has taught philosophy at Notre Dame.

On the occasion of his recent retirement as a teacher, his long-time friend James Armstrong, first Alumni Association secretary, wrote, "He served an invaluable apostolate among the Notre Dame athletes. He made study, and religion, and tradition as real a part of their team life and talents as he made athletics a valid and respected segment of campus life for poets and philosophers."

Dr. John C. Lungren, national president of the Alumni Association from Long Beach, Calif., and other officers, presented Father Brennan with a citation, which read in part: "You are known and cherished not just as a teacher, but as a man who combined the high virtues and sacred purposes of the priesthood with warmth and concern for all the youth of Notre Dame. We honor you as the priest-teacher of Notre Dame."

## Necrology

Paul A. Sergio, who operated the shoe repair shop on campus for 25 years before his retirement last September, died Feb. 4 following an extended illness. A native of Italy, he had lived in South Bend since 1928.

## Miscellany

Dr. Joseph Blenkinsopp, associate professor of theology, read a paper at the quarterly meeting of the Chicago Society of Biblical Research on "Saul and the Gibeonites."

Rev. James T. Burtchae, C.S.C., provost, will deliver an address "Celebrating Christ: A Word in Favor of Ritual," Feb. 16, at St. Scholastica High School in Chicago. The session is one of a series of religious education talks sponsored by the Archdiocese of Chicago School Board.

Rev. Ernan McMullin, chairman of the philosophy department, lectured on the topic, "Is Man Unique?," at Indiana University at South Bend, Feb. 3. His lecture was the first in a series of lectures on Contemporary Issues in Philosophy.

Prof. Christopher Osakwe, assistant professor of government and law, lectured on "The Impact of Socialist Law on the Development of African Legal Systems," as a special guest lecturer at the Institute of Comparative Law, Tulane University, Jan. 13.

Dr. Morris Pollard, director of the Lobund Laboratory, was general chairman of the Eighth Biennial Symposium on "Perspectives in Virology" which met

in New York City, Feb. 7-8, and included over 200 virologists from around the world. Pollard also delivered the dinner address, "In Honor of Dr. Thomas H. Willer," a Nobel Laureate in medicine from Harvard University.

Dr. Wilhelm Stoll, professor of mathematics, was the first invited participant in the special emphasis program in several complex variables sponsored by the mathematics department of the University of Washington and the Battelle Seattle Center, Jan. 9-16. Dr. Stoll delivered three lectures: "Analytic and algebraic dependence of meromorphic functions," "An average Bezout theorem," and "The counter example of Cornalba and Shiffman."

## University appointments

Rev. Thomas R. Blantz, vice president for student affairs, has announced the appointment of students Carl Ellison, Paul Dziedzic, and Dave Fromm to the nine-man 1971-72 Hall Life Board. Ellison, a junior, heads Student Government's Recruitment Action Program (RAP). Dziedzic, also a junior, is currently Student Government ombudsman. Fromm, a senior, is the president of Walsh Hall.

The three students join three faculty representatives and three administration members who were appointed by University President Rev. Theodore M. Hesburgh, C.S.C. in December. They are Dr. Robert Ackerman, assistant dean of students; Rev. Ralph Dunn, C.S.C., director of Psychological Services Center; Rev. James Flanagan, C.S.C., rector of Dillon Hall; Paul Conway, associate professor of finance and business education; Peter Thornton, professor of law; and John Ubran, associate professor of electrical engineering.

## Non-university appointments

Mrs. Jean Horiszny, assistant director of public information, has been elected to membership in the National Association of Science Writers.

Mr. Paul Kusbach, visiting lecturer in the Law School and a South Bend attorney, has been appointed deputy city attorney of South Bend in charge of special projects.

# events

## Exhibitions: architecture

Guild for Religious Architecture, photographic mounts of award-winning designs from the annual national conferences on religious architecture, on display in the Department of Architecture Gallery through Feb. 19.

The architecture of William Wilson Wurster, an exhibit of Wurster's award-winning projects that spans 40 years of his prolific career, will be on display beginning Feb. 19 through March 13.

## Campus lectures

Dr. Eduardo-Seda Bonilla, director of Puerto Rican Studies at Hunter College, New York, N.Y., will speak on "Socio-Political Conditions and Liberation Movements of Puerto-Ricans" Wednesday, Feb. 16, as part of the American Minorities Lecture Series. The talk, which is open to the public without charge, will begin at 7:30 p.m. in the Memorial Library Auditorium.

The Reilly Lectures in Chemistry continue Feb. 16 and 18 with Dr. George R. Stark, professor of biochemistry in the School of Medicine, Stanford University, Stanford, Calif. His two concluding lectures, "Studies Using Nuclear Magnetic Resonance" (Feb. 16) and "Chemical Modifications of the Enzyme" (Feb. 19), will begin at 4:30 p.m. in Room 123, Nieuwland Science Hall.

Notre Dame and Saint Mary's College will jointly sponsor the 20th Annual Union Management Conference June 9, on "Changing Factors in Collective Bargaining."

Notre Dame Law School faculty and students will discuss the topic "Is the Christian lawyer a contradiction in terms?" Feb. 26 at 9:30 a.m. The location has not been announced. The discussion is open to the University community.

## ND-SMC Theatre

"Judas Christ," an original play by Notre Dame student Michael Rehak, and the first of the 1972 season, will be performed Feb. 18, 19, 24, 25, and 26 at 8:30 p.m. in Washington Hall. Reginald F. Bain, assistant professor of speech and drama, will direct the play. Tickets for faculty, staff, and students are \$1.50. Reservations can be made by phoning 284-4141.

## Performing Arts Series

The Notre Dame Performing Arts Series will present "The Trial," an adaptation of the Franz Kafka novel, Feb. 20 at 8 p.m. in O'Laughlin Auditorium on the Saint Mary's College campus. The play will be performed by The National Players, the most highly respected touring repertory company in the United States today.

# Office of Advanced Studies

## Information Circulars

### National Science Foundation Special Foreign Currency Program for Support of Research, Science Education, and Related Activities NO. FY72-46

The Special Foreign Currency Program of the National Science Foundation is designed to develop and support scientific cooperation between the United States and participating "excess foreign currency" countries. The participating countries at this time are Burma, Egypt, Guinea, India, Morocco, Pakistan, Poland, Tunisia, and Yugoslavia. The list is subject to change.

The primary objectives of the SFC Program are (1) to encourage the formation of enduring cooperative relationships between U.S. and foreign scientists and institutions, and (2) to strengthen U.S. science and science education.

Activities supported under the SFC Program include:

1. Cooperative Projects.
  - a. Research and science education projects conducted jointly by U.S. and foreign scientists.
  - b. Projects conducted at a foreign site mainly by foreign scientists.
  - c. Projects conducted abroad by U.S. institutions.
2. International Travel and International Meetings.
3. Guest Scientists.

Further information on these three activities can be obtained from the Office of Research and Sponsored Programs.

Activities are selected for support by the Foundation according to these criteria:

- (1) Strengthening of cooperation between the scientific communities of the United States and the foreign country;
- (2) Advancement of scientific knowledge;
- (3) Capacity for strengthening scientific

potential in the United States;

- (4) Fulfillment of the objectives of the institutions of the participating scientists;
- (5) Participation of qualified scientists; and
- (6) Availability of necessary domestic and foreign facilities.

Categories of costs which are normally covered by NSF grants in the United States can also be funded with special foreign currencies. These currencies may be used to support such items as salaries of U.S. scientists working abroad, international travel, organization of international meetings and seminars, transportation of things to, from, or within the foreign country and supplies and equipment.

Limited dollar support may be provided to U.S. participants if necessary to the success of an activity.

Investigators are invited to discuss proposed activities involving foreign scientists or institutions with the Foundation staff. Investigators are also invited to submit informal, preliminary proposals covering a proposed activity. Preliminary proposals are particularly desirable for Cooperative Projects. They should include the rationale for the proposed work, the plan of the work to be done, including the commitment of scientists (U.S. and foreign) to the project and the proposed schedule and budget. Such proposals are reviewed for appropriateness to the Program and serve as a basis for developing the formal proposal, if this is deemed appropriate.

Mail inquiries should be sent to:

Office of International Programs  
National Science Foundation  
Washington, D.C. 20550

This Office is located at 1800 G Street, NW. (Suite 534); telephone (202) 632-5806.

## Indiana Heart Association, Inc. Grant-in-Aid for Research NO. FY72-47

The Indiana Heart Association has announced April 1, 1972 as the deadline for the receipt of applications for renewal or new projects. A simplified application for requesting renewal of current support has been prepared. Application forms for all new requests will be the same as for the 1971-72 year.

Because of the expense, the Association will not send us quantities of applications. Since only the exact number of needed applications will be provided, principal investigators are requested to notify the Office of Research and Sponsored Programs, by March 1, 1972, Extension 7378, on whether they intend to submit new or renewal applications.

## Senior Fulbright-Hays Program for Faculty Members NO. FY72-48

A list of opportunities still available to faculty members for university lecturing and postdoctoral research abroad under the senior Fulbright-Hays program for 1972-73 has just been issued by the Committee on International Exchange of Persons (2101 Constitution Avenue, Washington, D. C. 20418). The list may be consulted at the office of the Faculty Fulbright Adviser, Professor Charles Roedig, C-34 Memorial Library, Phone 6639. Inquiries will be welcomed by the Committee, and eligible faculty members may apply for specific appointments as long as they remain unfilled.

Lectureships are available in a number of fields including American literature (Argentina, Brazil, Costa Rica), biological sciences (Colombia, Ghana, Ireland, Mauritius, Nepal), economics and business administration (Ecuador, El Salvador, Mexico, Peru, Philippines, Yugoslavia), English as a foreign language (Bulgaria, Costa Rica, Indonesia, Italy), medicine (Afghanistan, Philippines), and theatre arts (Tanzania). Research opportunities exist in Ireland (agriculture, food technology, oceanography, rural sociology), Romania, Yemen Arab Republic, and Yugoslavia.

Applications for senior Fulbright-Hays awards for lecturing and research tenable during 1973-74 in over 75 countries will be accepted in the spring of 1972. Faculty members who are U.S. citizens are invited to indicate their interest in awards for this period by completing a registration form, available on request from the Committee or Professor Roedig. Registrants will receive a detailed announcement of available awards in the spring, in time to weigh the possibilities and to apply before the closing date. July 1, 1972 is the deadline for applying for research awards, and it is the

suggested date for filing for lectureships.

For the current year 1971-72, the Committee awarded 5 applications from Notre Dame and awarded one grant: to Professor Robert E. Clay, Department of Mathematics, for lecturing in Ghana.

## National Science Foundation New Social Science Program for Law and Human Behavior NO. FY72-49

How laws affect human behavior, and the social and economic effects of laws, regulations, and court decisions are some of the questions that will be considered by researchers under the National Science Foundation's pioneering new program on Law and the Social Sciences.

NSF has allocated approximately \$1 million for the new interdisciplinary research program on Law and the Social Sciences for fiscal year 1972. The Foundation plans to make 15 to 20 awards during this period with grants primarily to law schools.

The new program will support research on the place of law in society, the social conditions under which legal processes emerge and change, and the broad social consequences of these changes. The program is also expected to foster better understanding between lawyers and scientists. Dr. Frederick W. Huszagh is program director for the new program.

Proposals for the Law and Social Science Program may be submitted at any time. From three to six months is required to process a proposal. For further program details contact:

Law and Social Science Program  
Division of Social Sciences  
National Science Foundation  
Washington, D. C. 20550

Telephone: AC 202, 632-8516

## Data Processing Management Association Research Grant Program NO. FY72-50

The Data Processing Management Association (DPMA) annually sponsors a Research Grant program for doctoral candidates. A number of individual grants of \$2,000.00 each will be awarded to candidates who will perform research in preparation for doctoral dissertations in the field of data processing systems and management. The research must be directed toward methods of management planning, control, organization, and decision-making utilizing information and computer sciences.



A grant of \$2,000.00 will be provided for each doctoral candidate selected for the award by the Association.

The grant funds will be disbursed in two parts: a) The first \$1,000.00 at the rate of \$125.00 per month for eight months during which time the candidate pursues his research, and b) The final payment of \$1,000.00 upon completion of the study and its acceptance by the university as a dissertation that partially fulfills the requirements for a doctoral degree.

The candidate must provide a copy of the accepted manuscript, suitable for publication, to the Association. The candidate must grant DPMA the first option to publish the study.

If the dissertation is not completed within three years from the date of the first monthly payment to the candidate, the agreement is terminated and the candidate forfeits the final payment.

Disbursement of the grant funds will be made by the International Headquarters of the Data Processing Management Association directly to the candidate. Monthly stipends may begin any time after July 1st in the year the grant is awarded.

Applicants must be advanced doctoral candidates at accredited graduate schools, ready to devote full time to the dissertation. The doctoral committee must have already been appointed by the university and the proposed research, including content and methodology, must have been approved by the committee.

Completed applications must be filed at DPMA International Headquarters no later than May 1st, to be considered for the program of the current year.

Four copies of each of the following items must be included with applications:

1. A letter of recommendation from a member of the faculty of the department in which the applicant will complete his program of study.
2. A letter from a member of the doctoral committee stating that the research proposal has been reviewed by the committee and has been approved.
3. A one-page outline and a 1,000-2,000 word summary of the proposed research. The summary must specify content, purpose, methodology, and a time schedule for its completion.

Applications are available from:

Data Processing Management Association  
505 Busse Highway  
Park Ridge, Illinois 60068

## National Institute of Law Enforcement and Criminal Justice Visiting Fellows Program NO. FY72-51

Throughout the year the National Institute invites a limited number of scholars and practitioners to spend one year at the Institute on a study project of their own design. The grant is intended to fully support the fellow and his project for the duration of the award. The purpose of the program is twofold: (1) to add to the fund of knowledge concerning crime, criminal justice, and law enforcement, and (2) to make possible a continuous exchange of ideas among Institute staff members, scholars, and practitioners in the field of law enforcement and criminal justice. Each fellow is expected to produce a final report of publishable quality.

Applicant must be either a practitioner or researcher with extensive experience in the criminal justice field. Since only a very limited number of fellows can be selected, only the exceptionally qualified should consider applying.

For additional information and forms, please write to:

Research Administration Division  
National Institute of Law Enforcement  
and Criminal Justice  
Law Enforcement Assistance Administration  
U.S. Department of Justice  
Washington, D. C. 20530  
Attn: Visiting Fellows Program

## U.S. Department of Housing and Urban Development Urban Studies Fellowship Program NO. FY72-52

The Department of Housing and Urban Development today launched the sixth year of its Urban Studies Fellowship Program with the offer of approximately 100 fellowships in urban studies to graduate students for the 1972-73 academic year.

Grants up to \$3,000, plus \$500 for each dependent (maximum of two) are available to students who have applied for, have been accepted to, or are enrolled in a program of fulltime graduate study toward a Master's Degree in an urban-related field. Acceptable study programs are urban and regional planning, urban affairs, urban public administration, urban sociology, urban economics and similar fields oriented to public service careers in urban affairs. Such programs must be academically accredited and taught at institutions in the United States, Puerto Rico or in U.S. overseas possessions.



HUD pays the appropriate grant amount, plus tuition and fees, directly to the institution, which in turn makes payments to the Fellow. Awards are made for a one-year period only, though a student enrolled in a two-year program is eligible to apply for renewal for the second year of study.

Each candidate for an Urban Studies Fellowship must affirm his or her intention to

enter a career in State or local public service.

A limited number of application forms are available in the Office of Advanced Studies, Extension 7378. Application forms may also be obtained from the Urban Studies Fellowship Office, Department of Housing and Urban Development, Washington, D. C. 20410. Deadline for filing an application is March, 1972. Awards under the program will be announced in April.

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# documentation

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## Committee to Review the Pre-Professional Programs

### FACULTY

1. Dr. Richard A. Kurtz, professor of sociology and anthropology--chairman
2. Dr. Jeremiah P. Freeman, chairman and professor of chemistry
3. Dr. Kenyon Tweedell, professor of biology

### STUDENTS

1. John Mulvehill (A.L. P.P.)
2. Charles Clark (Sc. P.P. Major)
3. Jeff Nilles (Sc. P.P. Con.)

### MEDICAL STUDENTS

1. Joseph Moses--Case Western Reserve University, School of Medicine, Cleveland, Ohio (N.D. '70)
2. James W. Findling--Northwestern Medical School, Chicago, Illinois (N.D. '71)
3. Maurice Norman--Indiana University Medical School, Indianapolis, Indiana (N.D. '70)

### M.D.'s

1. William B. Rich, M.D.--associate dean, Loyola University, Stritch School of Medicine, Maywood, Illinois (N.D. '51)
2. Robert E. Mack, M.D.--Admissions Committee at Wayne State University School of Medicine, Detroit, Michigan (N.D. '46)
3. Robert L. Devetski, M.D.--member of Admissions Committee, Rush Medical Center, Chicago, Illinois, South Bend, Indiana

The following letter from Rev. James T. Burtchaell, C.S.C., provost, is directed to the committee members listed on the preceding page.

Dear Colleagues:

A remarkably large proportion of Notre Dame undergraduates intend to pursue medical or dental studies. We have much cause for pride in our pre-professional programs, and have reason to believe that our graduates are extraordinarily successful in being accepted at medical and dental school across the country.

On the other hand, since our pre-professional studies are not within the purview of a single college, they escape the regular self-scrutiny that benefits our other academic programs. Thus, after consultation with the deans, I should like to ask you to serve this year on a Committee on Pre-Professional Studies.

Ultimately your final report should be made to this office, and I shall transmit to the colleges or to the Academic Council such recommendations as may require their attention and possible action. In the meantime, Dr. William M. Burke, assistant provost, will serve as our liaison with you. You will be in continuous contact, of course, with Deans Waldman and Crosson and with their two administrators who have greatest responsibility for students in this field: Rev. Joseph Walter, C.S.C., and Dr. Richard Thompson. This report, however, must represent your report to the University, not that of the administration.

You will want to solicit comment from the students, the faculty, the administration, professional schools, and members of the profession. These should be received in such a way that they are treated in confidence, to assure the most candid communication possible.

What we request from you is an assessment of our present programs for pre-professional students, and recommendations for improvement. The committee is asked to draw up its own list of points to investigate, but I should like at the outset to mention just a few issues to which I hope you will address your attention.

1. The University has three distinct pre-professional programs. Should this arrangement be continued? If so, is better coordination possible?
2. Are the required courses in the pre-professional programs necessarily the best ones for preparation for medical school? Are there sufficient liberal arts courses? Such questions certainly suggest a review of these three curricula.
3. Pre-professional students in the College of Science have a relatively undefined curriculum since prerequisites for medical and dental schools are so few. Should they also be enrolled in some other major sequence of studies at Notre Dame, in any college?
4. To what degree does the acceptance rate of Notre Dame graduates to medical and dental schools indicate the excellence of our programs?
5. In the College of Science, pre-professional students outnumber by far the number of students majoring or concentrating in any department. Are the departments appropriately responsive to the academic needs of pre-professional students?
6. Do pre-professional students receive adequate supervision and counseling?
7. Are sufficient options available to pre-professional students who, at the start of their senior year, finally discover that they stand scant chance of acceptance into medical or dental school, and seek to redirect their study program before graduation?
8. Are the pre-professional students prone to be grade conscious? If so, what are some of the serious consequences of such an attitude and how can these be lessened or even eliminated?
9. To what extent do students who intend to enter the medical or dental professions ignore our programs? Does this represent any detriment to their education, or criticism of our programs?

Many other questions will be raised for you, or will in the course of your work be suggested to you. We await with confidence and enthusiasm your report.

Meanwhile, with warmest regards, I am

Devotedly,

*James Burtchaell, C.S.C.*

(Rev.) James T. Burtchaell, C.S.C.  
Provost

# Female Residence Halls

February 8, 1972

Dear Members of the Notre Dame Community:

After several weeks of deliberation and discussion, I would like to announce that Badin Hall and Walsh Hall have been selected as residences for female undergraduate students enrolled at Notre Dame for the 1972-73 academic year. Many reasons have prompted this decision, and I would like to share our thinking with you:

1. The University announced on December 15 that it would accept 325 female undergraduates in September 1972. This will comprise 125 freshmen and 200 transfer students. It is the opinion of our director of admissions that actual enrollment in September will not fall short of either figure and, consequently, we continue to plan for a female undergraduate population of 325 at Notre Dame this fall.
2. Although our policy in the past has been to give rather low priority to transfer students in the assignment of on-campus housing, our policy regarding female students, at least at the beginning, should be to offer them campus housing and to request all to live on campus, except those whose residences are in the local area or who are married. Thus, the number for whom we must provide lodging will be only slightly less than 325.
3. This number could be accommodated in one residence hall or two. If possible, it would be advantageous to divide the female undergraduates into two residence halls lest they seem to be located in only one small pocket of the campus, thus accentuating the problem that they are already very few students among the total undergraduate population. Two residence halls will also provide a wider selection of room sizes, arrangement, and so on, and this seems highly desirable.
4. If possible, it would be best to have some of the women dine in the North Dining Hall and some in the South. If this is not possible, however, at least for a year or so, female undergraduates could be given the privilege of dining in either dining hall, allowing them to choose any dining room at any time they wish.
5. There are very few residence hall combinations which afford us the appropriate number of student places. Most halls would be too large. Holy Cross Hall is small but seems too remote from the rest of campus to be suitable for women. St. Edward's Hall is small but it has little recreational space and affords less privacy than might be required. After long consideration, it appears that Badin and Walsh Halls are the best selections. Both allow for appropriate security for young women, both have adequate physical facilities, and both have room available for social and recreational purposes. Necessary renovations in each hall could be accomplished at a reasonable cost.
6. The University hopes, in time, to continue its program to restore the residence halls to their intended capacity. Badin Hall presently houses 140 students, but could be reduced to 135. Walsh Hall presently houses 189, but could be reduced to 176. This would produce a total capacity of 311 beds, which might be most adequate for next year.
7. In 1973 further space would become necessary and there is a variety of residence halls on the North Quad which might serve these purposes.

With this decision, procedures for on-campus room selection this spring can now be finalized:

1. A directive issued by the Office of the Dean of Students today requests that all students currently residing on campus notify their rectors before March 8 if they intend to live off-campus next year. For single students under the age of 21, the usual written parental permission, sent directly to the Office of the Dean of Students, is required. Students currently residing off-campus should likewise notify the dean of students before March 8 if they desire an on-campus accommodation for the 1972-73 academic year.
2. On or before March 15, the director of student residence will notify the Hall Government in each of the other residence halls of the number of rooms to be reserved for incoming freshmen for the 1972-73 year, and also the number of rooms to be reserved for the students displaced from Badin and Walsh Halls. Each hall will be asked to reserve a proportionate number of accommodations for these students.
3. The Hall Governments of Badin and Walsh Halls are asked to determine during the week of March 15-21, by lottery, preference by grade point average, or any other suitable method, which of their residents will select rooms in which other halls, according to the proportions established by the Office of Student Residence.

4. Room selection for the fall semester of 1972 will take place during the week of April 10-15. Each hall will be free to determine its own specific method of room selection, as in the past, but it is requested that all students displaced from Badin and Walsh Halls be permitted to select rooms in their new halls on an equal basis with other hall residents, according to class, grade point average, length of time on campus, and so on.

I realize that this decision will require the sacrifice, co-operation, and generosity of many students. Much time, effort, and personal expense have contributed to make Badin and Walsh Halls the successful stay-halls they are, and it will be difficult for present residents to leave. But the convenient location, the relative privacy, the comfortable study and social lounges, and the numerous other advantages that make these two halls attractive to present residents should likewise make them desirable and successful residences for Notre Dame's first class of undergraduate women. These inconveniences seem necessary for the greater good of co-education at Notre Dame, and I am grateful for your understanding, generosity, and consideration.

Sincerely in Notre Dame,

*Thomas E. Blantz, C.S.C.*

(Rev.) Thomas E. Blantz, C.S.C.  
Vice President for Student Affairs

## Search committee for v.p. for student affairs

February 11, 1972

TO: Members of the Notre Dame Faculty and the University Administration

All of us who teach recognize that a student's experience in the classroom represents only one facet of his life at Notre Dame. Also educative and important in his total development are those programs and activities which are categorized administratively as "student affairs." As was stated earlier in Notre Dame Report, the incumbent Vice President for Student Affairs Rev. Thomas Blantz, C.S.C. has resigned that post effective at the end of the current school year to resume his scholarly work as University archivist and assistant professor of history. I have been appointed chairman of the search committee which will seek his successor and propose three candidates to the President and through him to the Board of Trustees. In the name of the committee, I cordially invite you to submit in writing the name of one or more persons whom you believe to be especially well qualified for this demanding post.

We are seeking a man who will be responsible, under the President and provost, for the quality of student religious life, discipline, hall life, student government, health, recreational and social activities. Since its creation in 1949, the post of vice president for student affairs has been occupied by a Holy Cross priest, and many hope that it will be possible to continue that tradition. However, it must be stressed that the position is open to any qualified person -- priest (Holy Cross or otherwise) or layman. Since the vice president must oversee religious life at the nation's leading Catholic university, he should be a Catholic.

As a faculty member or administrator, you may wish to submit your own name for consideration for the student affairs vice presidency. If not, perhaps there is a colleague currently or formerly on the campus to whose qualifications you would like to call our attention. It is possible that your nominee would be a person on another campus who has established himself as a successful student affairs administrator. In addition to forwarding your nominations, you may wish to invite the candidates to apply formally for the post with a letter and resume.

Serving with me on the search committee are Father David Burrell, Mrs. Jeanne Swartz, Vice Presidents James W. Frick and Philip J. Faccenda, Dean Thomas Shaffer and Student Body President John Barkett. For whatever assistance you feel you can be to Notre Dame in this important matter, the University administration, the search committee and I will be grateful. May I hear from you by March 1st?

Cordially,

*James J. McGrath, C.S.C.*

(Rev.) James J. McGrath, C.S.C.  
Chairman, Search Committee

# Faculty Manual Committee

February 10, 1972

To: Members of the Notre Dame Faculty

A recently formed Faculty Manual Committee invites all faculty members to submit recommendations for revision of the Faculty Manual.

This spring the Academic Council will be reviewing the Faculty Manual to make necessary changes and improvements. Upon the recommendation of the Faculty Affairs Committee of the Board of Trustees and at the request of Reverend James Burtchaeil, provost, the Faculty Senate is to inform the faculty of the impending review, receive recommendations, and formulate proposals for submission to the Academic Council.

Thus Professor Thomas Swartz, Chairman of the Faculty Senate, has appointed the following Faculty Manual Committee: Raymond Brach, Norman Haaser, Eugene Henry, John Houck, Kenneth Lauer, Charles Murdock, James Robinson, Joseph Tihen; Thomas Swartz is a member ex officio, and James Robinson has been elected Chairman and Norman Haaser, Secretary of the Committee.

The Faculty Manual Committee will welcome recommendations from the faculty, work with the appropriate Senate subcommittees, submit a preliminary report to the Faculty Senate, and a final report to the Academic Council.

Since the publication of the 1967 Faculty Manual, a number of offices and organizations affecting the structure of the University and the life of the Faculty have been instituted. These need definition and inclusion in the Manual. Changes in membership of existing councils (e.g. to include student representation) have been adopted. Obviously the Manual must be revised to incorporate such amendments already officially instituted by the Board of Trustees, the President, and the Academic Council. In some cases, additional steps or principles for certain processes (e.g. regarding appointment, tenure, and promotion) have been introduced, and the relation of these to existing Manual statements should be determined.

In addition to revising the Manual to bring it into accord with the evolving situation, the Academic Council may well want to revise sections in the spirit of improving the document and the academic situation it can reflect and promote. All of the faculty, in varying ways, have been working within the frame of Manual structures and the evolving situation for all or some part of the last five years, and this experience will be invaluable, certainly to the Faculty Manual Committee. Thus we encourage you to participate in the review by submitting to us your proposals. Hopefully we can then formulate recommendations designed to promote ways to make the faculty's place in the decision-making process of the University more efficient and more fruitful.

Please submit your recommendations in writing to any member of the committee before March 1.

Respectfully,

*James E. Robinson*

James E. Robinson, for the Faculty Manual Committee:  
Raymond Brach, Norman Haaser, Eugene Henry,  
John Houck, Kenneth Lauer, Charles Murdock,  
Thomas Swartz, Joseph Tihen

# Economic Report to the Faculty

February 8, 1972

To: The Faculty of the University

Dear Colleagues:

One of Notre Dame's most pressing responsibilities is to enhance the compensation of its faculty. We appreciate that financial gain is not the first priority of those who teach here. If it were, you would have sought other professions or other schools. But the University, while prizing and even soliciting such dedication and such preferment of non-pecuniary life-purposes, dare not exploit them, by budgetary negligence or by undervaluation of the faculty in favor of other resources.

## FACULTY COMPENSATION

Faculty pay, then, must be a great concern in the husbanding of University funds. That it has been so might best be illustrated from the records of recent years. Since 1968 the University has sustained repeated deficits, yet even during this coldest of financial seasons, faculty pay has resolutely increased (see Fig. 1). During this season when other colleges and universities were freezing or even reducing faculty salaries, Notre Dame considered faculty salaries important enough to budget deficits rather than forego raises in pay.

Fig. 1. Comparison of Budgetary Deficits and Faculty Compensation

Year	Deficit (Surplus)	Average Individual Increase
1968-69	\$937,600	
1969-70	\$595,800	
1970-71	(\$ 76,200)	6.5% annually
1971-72 (budgeted)	\$702,300	

Faculty compensation, here and throughout the profession, has certainly been improved during the past two decades in relation to earnings in other professions. But teachers are still underpaid, and this is true at Notre Dame as elsewhere, despite our best efforts.

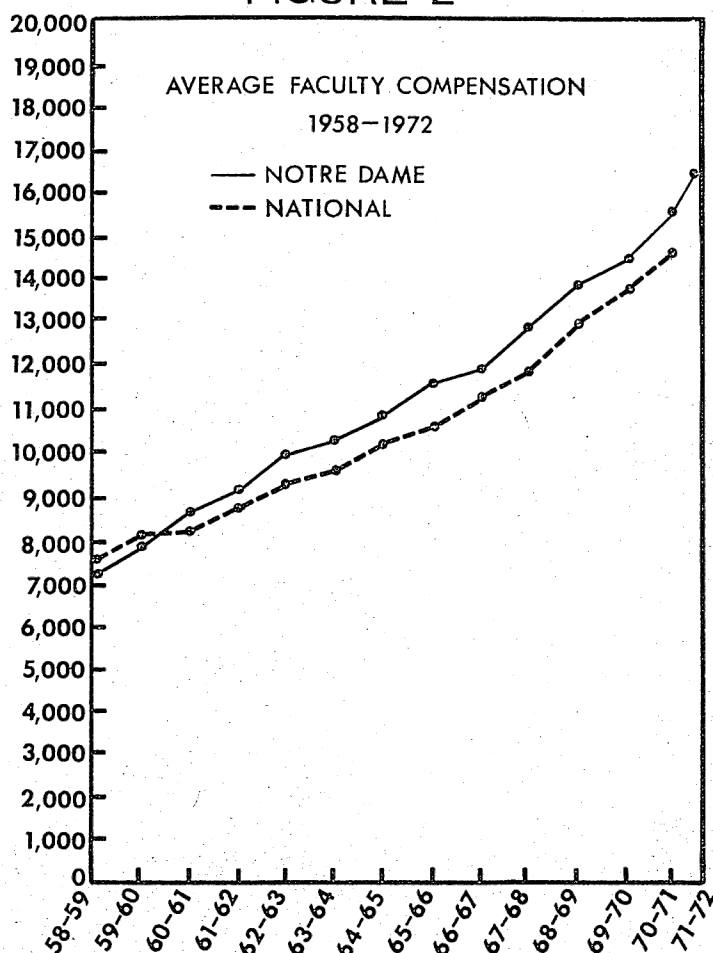
The Notre Dame Chapter of the American Association of University Professors has annually reminded the administration of this. All the faculty owe much in this regard to AAUP leadership, and especially to Dr. Edward R. Trubac and Dr. Paul E. McLane, our resident experts on salaries and fringe benefits, respectively.

Since 1958, when comparable national statistics became available, faculty pay at Notre Dame has been augmented conformably with the rise everywhere in the profession (see fig. 2). This fact is less comforting, however, when we make comparisons with selected schools which might be identified as pursuing academic and financial paths somewhat similar to our own. The AAUP Chapter has chosen the Big Ten schools as a comparable group, and has reported regularly that compensation at Notre Dame has lagged behind this group. Our average salaries are about one year in arrears of theirs (See the annual Trubac reports). As a further comparison I have selected another group of schools which might be assimilated to Notre Dame. Here too we have been able to pay somewhat less than our peer schools, and the average lag is about one year, the same interval by which we ourselves lead the average for all schools (see fig. 3). It should be pointed out, however, that faculty compensation has increased at a sharper rate than student charges (tuition, room and board), just as the increase in the size of the Notre Dame faculty has exceed the growth of the student body. Despite these sobering statistics, the administration is persistently committed to ever constant improvements in faculty compensation.

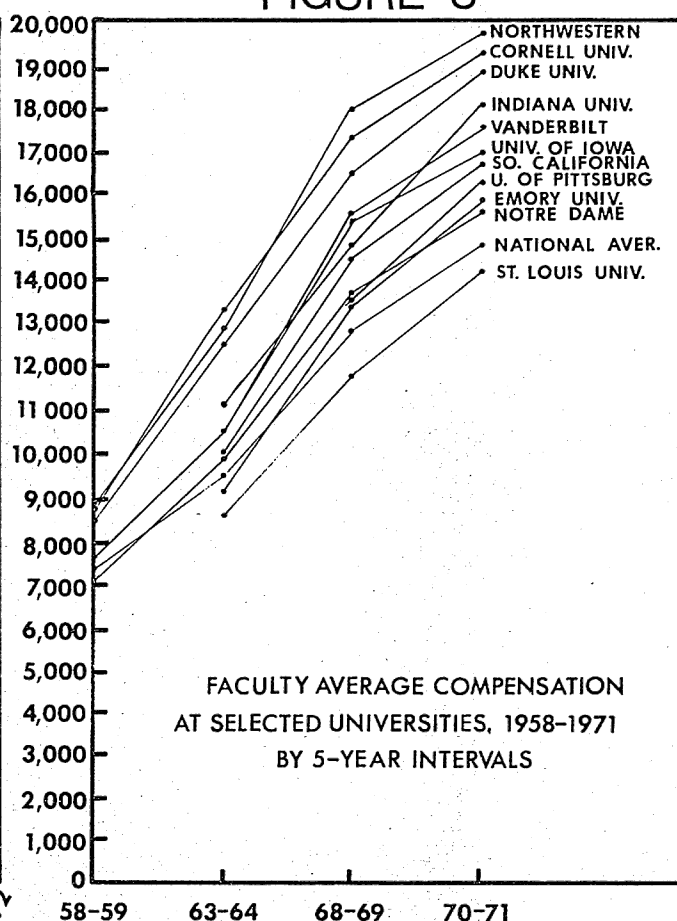
## CRITICAL FINANCES

The present financial situation of Notre Dame is certainly not such as to encourage us in the fulfillment of this design. Within a short span of two years we have been met with a combination of cost increases and income reductions that are staggering. I shall enumerate only the most imposing examples.

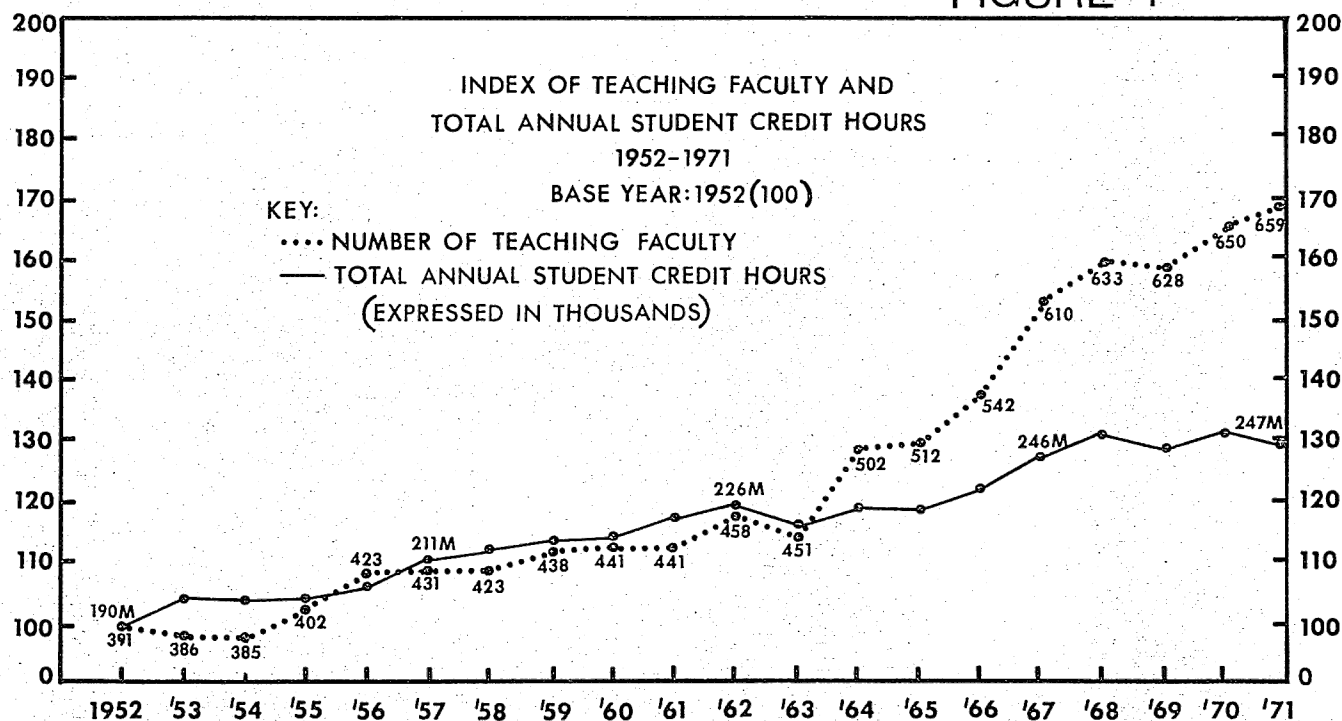
# FIGURE 2



# FIGURE 3



# FIGURE 4





1. Computer. In 1971 our aging UNIVAC 1107, owned outright by the University (originally purchased at a very reduced price), had to be supplemented and eventually replaced by a rented IBM 360-50 (and this year a 370-155). Annual rent: \$480,000.
2. Fuel. Coal costs were abruptly raised this year, and increases in pay to miners will likely cause them to rise again next year. Net cost increase over two years: \$176,000.
3. Plant Overhead. As the campus has been furnished with new and increasingly sophisticated new buildings, upkeep and maintenance become ever heavier budgetary burdens. For example, this year the Galvin Life Science Center was opened, adding \$163,500 to our annual cash operating costs, excluding depreciation.
4. Unemployment Compensation. New federal legislation requires educational institutions to provide unemployment benefits for their employees. Notre Dame is taxed for funds to support all prospective claims. Budgeted annual cost: \$300,000.
5. Science Development. A generous grant from the National Science Foundation, which expires next year, has provided our College of Science with five years of vigorous growth. The University assumes increased expenses as government support phases out. Annual new expenses are increasing from \$234,000 in 1973 to \$350,000 in 1974.
6. Insurance. Traditionally institutions of higher learning were reckoned as low risk areas and enjoyed modest insurance rates. The student unrest during 1967-70, with its attendant outbreak of arson and vandalism, caused a disastrous revision of college insurance premiums by all major companies. Despite the fact that little damage was sustained by Notre Dame, and no claims paid, our fire insurance costs doubled in one year to nearly \$180,000, for a policy with a greatly raised deductible.
7. Coeducation. The University must ready many of its residential and recreational facilities for women, beginning this year. Estimated cost this year: \$140,000. In the event of merger with Saint Mary's College, costs would be of much greater measure.
8. Reduced Support for Research and Sponsored Programs. Total awards received in the first six months of 1971-72 are \$900,000 less than in the corresponding period of the previous year. Although Notre Dame has been less dependent upon outside support than many universities, the withdrawal of such financial aid cannot but affect us adversely.
9. Reduced Graduate Student Support. The policy of the present government is to abolish all but the most meager federal support for graduate students. Most of the sources of outside support are withering:

NSF Fellowships	eliminated
NSF Traineeships	eliminated
NDEA Title IV Fellowships	eliminated
NDEA Title VI Fellowships	unfunded
NASA Traineeships	eliminated
NIH Fellowships	eliminated
NIH & NIMH Traineeships	elimination proposed
Woodrow Wilson Fellowships	eliminated

The result is that hundreds of positions in our Graduate School have been abruptly deprived of financial support. Also, our successful Summer Institutes sponsored by the NSF are uncertain.

10. Reduced Faculty Support. Government policy, already disclosed in some NSF mathematics and physics programs, seems increasingly determined no longer to contribute any academic year salary support for faculty members directing or participating in research projects. Faculty involvement in sponsored research presently provides Notre Dame with about 10% of our total faculty compensation.
11. Reduced Support for Overhead. By audited government criteria, any program of research or service undertaken at Notre Dame incurs about 60¢-65¢ in indirect costs for every dollar of direct support for salaries, which is not untypical of comparable universities. Organizations which supply funds for these programs now are limiting overhead support, or declining to pay for it altogether. This means that sponsored programs, instead of being a welcome and subsidized occasion for scholarly inquiry, become new and costly drains upon our own resources.

About the only hopeful comment one might make at this point is that at least nothing much remains which has not gone wrong. Less wryly put, the University has been confronted with a set of financial burdens which may not only absorb all the increased income we could reasonably summon up, but could engulf and overwhelm our economic ability to survive, let alone to provide the precious educational experience that is Notre Dame.

A few comments about our basic budgeting philosophy are in order. Every budget decision we make is geared to channeling the maximum amount of resources into the academic areas of the University. A careful watch is maintained over all the non-academic or administrative support areas to insure that Parkinson's law is not allowed to take effect. These are areas such as accounting functions, plant maintenance, general administrative offices, etc. By almost any standard we have been parsimonious in staffing these needs. Facilities which serve the entire University community in a variety of ways, such as the Morris Inn and the Athletic and Convocation Center were imaginatively designed and are currently being operated so that they are no drain on University resources. Notre Dame is fortunately free, thanks to the continuing popularity of its football team, from the heavy expenditures for intercollegiate and intramural athletics that must be borne by most colleges and universities. Students are charged what it costs to provide them with food, housing and laundry. Thus, tuition receipts are largely available for educational expenditures and are the chief sources of revenue for us. As you know, we have steadily increased tuition for the past eleven years and are projecting another increase for the year just ahead. There is a danger to our dependence on tuition receipts, faced by all private universities today. Besides pricing ourselves beyond the reach of many students, this source of revenue is not keeping pace with the explosion of educational costs. Thus, the crucial importance of our fund raising efforts, an activity in which the faculty may be more and more called to participate.

We shall survive. Indeed, we shall thrive; we shall use this season to strengthen our relative position among universities. To do so in the teeth of this economic gale requires of us a shrewdness and a firm self-discipline which in easier times we may have felt we could do without. My purpose in reviewing for you in some detail the crisis we face is neither to dishearten nor to alarm colleagues in our common enterprise, but to assure you that such measures as we are constrained to adopt are neither haphazard nor needlessly stringent. Our task within the administration is to provide firm stewardship of our resources, to provide you and our students with the most reliable context and capability for learning and scholarship.

Let me now outline what we plan to do.

#### LONG RANGE MEASURE: ENDOWMENT

Gifts to the University continue to be constant and abundant. For example, in 1970 gifts amounted to \$7,667,035. In that year Notre Dame ranked fourth among all universities in the nation for contributions from alumni. During the score of years just past, a great share of these contributed funds were devoted to new buildings and equipment. Since 1952 Notre Dame has invested \$82,000,000 in new plant. We are fairly well provided for. But we propose to elaborate a new policy to govern the future use of such monies. Presently we have only one major construction project on campus: the enlargement of the Law School. There are several other buildings which we should like to see erected in the next years, and for which funds are being solicited. But these are few. We are nearing the close of one of the University's great building eras, and intend henceforth to dedicate the large part of our fund-raising potential to endowment.

Every new building constructed increases our annual overhead and makes succeeding years the more costly to face. Endowed funds, however, appreciate with time and provide protection against rising costs. It is generally estimated that since 1930 the cost per American college student has risen each year at a rate 3% more than the annual inflation rate. All the more urgent, then, to undergird our rising expenses with an endowment that will grow with the economy.

Several of our endowment needs will receive prime attention:

1. Faculty Development Fund. A large endowment is essential if we are to meet an annually increasing faculty compensation. This will continue to be our largest endowed fund.
2. Endowed chairs. The Summa campaign has already occasioned the establishment of eight chairs which will soon be occupied with senior professors, but more are needed to allow us to attract and support the quality of scholar required by an ambitious and influential graduate program.
3. Library endowment. Book prices are rising 10% each year, but Notre Dame has not been able to afford an appreciable increase in its acquisitions budget for five years. Our buying power sinks correspondingly every year. We must solicit perhaps as much as 10 millions of dollars in endowment to relieve our budget of this pressing expense, and to guarantee the healthy growth of this most precious of learning resources.
4. Scholarship fund. If a private university is not to become an exclusive school for children of the wealthy, it must have scholarship support generous enough to allow young men and women of brilliant mind but modest means to enroll. Thanks mainly to the Dailey bequest, Notre Dame has a significant scholarship fund, but it must at least be doubled if we are further to diversify our student body. To this end, the University will shortly be announcing the establishment of a special endowment of three millions of dollars to provide scholarships for minority students.
5. Computer Fund. The shifting needs of educational excellence are establishing computing facilities as a learning resource comparable to a library. The costs of both hardware and software are quite high, and may soon justify the creation of endowment support especially dedicated to these needs.

## SHORT RANGE MEASURES

### FACULTY SIZE

A second major measure of control over our resources is a review of the number of faculty at the University. Student-faculty ratios vary enormously around the country, ranging from 6-1 to 20-1. Educational observers admit that there is no fast correlation between these ratios and the excellence of education. Each school augments its faculty as much as it deems it can afford. The measure of faculty size is set more by economic possibility than by pedagogical ideal.

At Notre Dame our faculty has been much augmented. In the past 20 years, while total student enrollment increased by 60%, the total faculty has doubled, the teaching faculty has increased by 70%, the library faculty has tripled, and the faculty payroll has almost quintupled (while the Cost of Living Index has risen about 50%). The disadvantage of such faculty growth is that it has sapped the annual compensation increases by distributing them among an ever greater group. At the same time the University was raising compensation annually at a rate of from 5% to 10%, it was also funding many new positions. But the advantage of faculty expansion is that we presently enjoy a student-faculty ratio of about 13-1 ("students" includes full-time equivalents of both undergraduates and post-graduates; "faculty" includes full-time-equivalent teaching-and-research faculty). This advantage is compounded by the further fact that at Notre Dame teaching assistants have responsibility for less than 8% of the undergraduate teaching, compared with other universities where students hardly come under faculty instruction until their junior year.

Frankly, it is our judgment that our present faculty size is somewhat over-extended. (See fig. 4) This is not to disappreciate the educational gains provided by a plentiful teaching staff. It is to assert rather than in the deployment of our resources there are more strategic options available other than simply to go on augmenting the number of faculty.

### TEACHING LOADS

Inextricably linked with a review of faculty size is a third measure of control: review of teaching loads. Many of our senior faculty recall the days when teachers were accustomed to carrying 15 hours of coursework each week. Presently the average load at Notre Dame is 7.5 hours weekly. Indeed, there are not a few faculty whose contribution to the work of the classroom is astonishingly insubstantial (see fig. 5). In sum, it is our judgment that some teachers are working less than might rightly be expected.

Fig. 5. Faculty with Light Teaching Loads, 1971-72

Credit Hours taught per Semester	Number of Faculty
0 - 3	68
4 - 5	40
6	152

Further, the distribution of student credit hours from department to department and teacher to teacher is erratically uneven. The diverse character of the various disciplines and the differing requirements of graduate and undergraduate instruction in part impose this disparity. But a close study of all departments convinces us that some academic units do not bear their appropriate share of the burden. The results: abnormally high and unbalanced costs to the University, wastage of funds that would otherwise be available to other departments, and inequitable burdening of colleagues. For example, we have departments wherein each student credit hour costs four, six, or even eight times as much as in other departments.

With proper consultation in the University community, we must develop and enunciate a policy on faculty teaching loads. Although it will be influenced by our budgetary limitations, it must be no crude "productivity index". We seek to administer a delicately personal educational community; we are not managing a profitable manufacturing concern. Also, any such policy must be flexible enough to discriminate between departmental needs, and to readjust deftly to fluctuating waves of student preference and enrollment. Our policy will, we hope, be firm enough to be effective and equitable, yet neither stifling nor crippling. In regulating the size of departmental faculties in function of teaching loads (classes and student credit hours taught), we are reaching for a measure of economic self-discipline that differs in obvious respects from the model department formula which was being developed here about five years previously.

Three things must go into such a policy:

1. Statutory Academic Load. In its recent history the University published a standard for individual teaching loads. We wish to re-state it in terms only slightly modified. Each faculty member is expected to contribute to the University in three salient manners: through teaching, scholarship, and other service. Any configuration of a standard teaching load must be adjustable to allow for those faculty whose contributions in these other areas are particularly outstanding. The more active scholars are those whose work involves direction of graduate student theses and dissertations and whose investigations and activities are transmitted to the scholarly community through recognized channels appropriate to the given discipline. Each department has its share of these more active scholars and the encouragement of their work should take a high priority. At the same time, some colleagues are charged with administrative responsibility for a department or a sizeable program. These services to the educational endeavor should also be given encouragement. There is no formula, no ideal symmetry whereby each faculty member is to be treated in exactly the same way. The judgment about how to deploy the specific resources of faculty time and energy must be made at the departmental level in concert with the deans, who should request adequate justification for these important departmental decisions.

Most faculty at Notre Dame are by custom required to share in teaching on both graduate and undergraduate levels. The basic teaching load of a faculty member is 12 class hours per week (this is not satisfied by assigning two course numbers on different levels to a single class). As its contribution to his scholarly activity the University is prepared to reduce his teaching load by three hours, provided the chairman has some positive showing of such work actively in progress. Each faculty member whose research activity requires a further reduction is expected to seek subvention of the cost of his work from outside sources, including the appropriate percentage of his academic year salary. Alternatively, a teacher with administrative responsibilities can claim a three-hour reduction. In a few cases, where he is chairman of a very large department with little assistance from colleagues, he might be given a six-hour reduction. It should be noted that this policy is in harmony with the Statement on Faculty Workload adopted by the AAUP (Bulletin 56, 1 (1970), pp. 30-32).

2. Student Credit Hour Load. Separable from the matter of how many classes a teacher meets is the number of students he teaches. Some universities regulate this factor by automatically cancelling courses which do not attract a certain minimum enrollment. Such a regulation might appear needed at Notre Dame, where every year there are a 1,000 sections taught with less than 10 students, and 2,000 with less than 20 students. But this control measure is academically undesirable, whatever may be said of it economically. We prefer to leave each department the discretion to offer a configuration of various-sized classes, creating large sections when experience shows that they can be effectively taught, and balancing them with smaller classes (above minimum limits) that allow of much more teacher-student interchange. The deans, after making allowances for the special needs of graduate courses, studio teaching, laboratories, etc., will assign normative student-credit-hour loads for each department. More study and consultation are required before these norms can reliably be drawn up, but they will provide equitable and economical limits within which every department can best decide how to balance class enrollments.
3. Faculty size. We are proposing that each teacher have a normative yet supple class load, and that each department have a normative yet supple student-credit-hour load. Upon application it will be seen that some departments are already quite over-loaded, while others are relatively slack. It being our desire and indeed our need to curtail further expansion of the total faculty, if we are to provide further personnel to overworked departments, it follows that we cannot supply new appointments or even replacements to departments which are not yet carrying a fair portion of the work load. Thus each year the chairmen will want to review with their deans the manner in which their colleagues are contributing to the composite enterprise of teaching, scholarship, and service. The norms we have tried to elaborate will set a pattern for those comparisons.

#### FRINGE BENEFITS

Lastly, to foreshorten our perspective from long and short range planning, let me outline what is being done in the immediate present to draw up a budget for next year. We go into the next year with a tight and parsimonious budget, but not a hurtful one. Funds available for increases in faculty compensation are not as abundant as we would like. But in budget planning they have been our first priority, after coping with the uncontrollable costs.

This year we have resolved to lay particular stress upon faculty benefits. Our AAUP chapter has long stressed their relative desirability. As our faculty move into ever higher tax brackets, every untaxed fringe dollar is worth about 25% more than a salary dollar. This year we are adding to faculty compensation a complex of new benefits which will, we believe, be both timely and attractive. Full details will be available from the director of personnel.

1. Disability Insurance. All full time faculty and professional administrators will be eligible for benefits after six consecutive months of total disability (during which time they are covered by the University's own sick leave policy). The University will pay full costs of the plan, which is administered by TIAA.

## SHORT RANGE MEASURES

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### TEACHING LOADS

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With proper consultation in the University community, we must develop and enunciate a policy on faculty teaching loads. Although it will be influenced by our budgetary limitations, it must be no crude "productivity index". We seek to administer a delicately personal educational community; we are not managing a profitable manufacturing concern. Also, any such policy must be flexible enough to discriminate between departmental needs, and to readjust deftly to fluctuating waves of student preference and enrollment. Our policy will, we hope, be firm enough to be effective and equitable, yet neither stifling nor crippling. In regulating the size of departmental faculties in function of teaching loads (classes and student credit hours taught), we are reaching for a measure of economic self-discipline that differs in obvious respects from the model department formula which was being developed here about five years previously.

Three things must go into such a policy:

1. Statutory Academic Load. In its recent history the University published a standard for individual teaching loads. We wish to re-state it in terms only slightly modified. Each faculty member is expected to contribute to the University in three salient manners: through teaching, scholarship, and other service. Any configuration of a standard teaching load must be adjustable to allow for those faculty whose contributions in these other areas are particularly outstanding. The more active scholars are those whose work involves direction of graduate student theses and dissertations and whose investigations and activities are transmitted to the scholarly community through recognized channels appropriate to the given discipline. Each department has its share of these more active scholars and the encouragement of their work should take a high priority. At the same time, some colleagues are charged with administrative responsibility for a department or a sizeable program. These services to the educational endeavor should also be given encouragement. There is no formula, no ideal symmetry whereby each faculty member is to be treated in exactly the same way. The judgment about how to deploy the specific resources of faculty time and energy must be made at the departmental level in concert with the deans, who should request adequate justification for these important departmental decisions.

Most faculty at Notre Dame are by custom required to share in teaching on both graduate and undergraduate levels. The basic teaching load of a faculty member is 12 class hours per week (this is not stifled by assigning two course numbers on different levels to a single class). As its contribution to his scholarly activity the University is prepared to reduce his teaching load by three hours, provided the chairman has some positive showing of such work actively in progress. Each faculty member whose research activity requires a further reduction is expected to seek subvention of the cost of his work from outside sources, including the appropriate percentage of his academic year salary. Alternatively, a teacher with administrative responsibilities can claim a three-hour reduction. In a few cases, where he is chairman of a very large department with little assistance from colleagues, he might be given a six-hour reduction. It should be noted that this policy is in harmony with the Statement on Faculty Workload adopted by the AAUP (Bulletin 56, 1 (1970), pp. 30-32).

2. Student Credit Hour Load. Separable from the matter of how many classes a teacher meets is the number of students he teaches. Some universities regulate this factor by automatically cancelling courses which do not attract a certain minimum enrollment. Such a regulation might appear needed at Notre Dame, where every year there are a 1,000 sections taught with less than 10 students, and 2,000 with less than 20 students. But this control measure is academically undesirable, whatever may be said of it economically. We prefer to leave each department the discretion to offer a configuration of various-sized classes, creating large sections when experience shows that they can be effectively taught, and balancing them with smaller classes (above minimum limits) that allow of much more teacher-student interchange. The deans, after making allowances for the special needs of graduate courses, studio teaching, laboratories, etc., will assign normative student-credit-hour loads for each department. More study and consultation are required before these norms can reliably be drawn up, but they will provide equitable and economical limits within which every department can best decide how to balance class enrollments.
3. Faculty size. We are proposing that each teacher have a normative yet supple class load, and that each department have a normative yet supple student-credit-hour load. Upon application it will be seen that some departments are already quite over-loaded, while others are relatively slack. It being our desire and indeed our need to curtail further expansion of the total faculty, if we are to provide further personnel to overworked departments, it follows that we cannot supply new appointments or even replacements to departments which are not yet carrying a fair portion of the work load. Thus each year the chairmen will want to review with their deans the manner in which their colleagues are contributing to the composite enterprise of teaching, scholarship, and service. The norms we have tried to elaborate will set a pattern for those comparisons.

#### FRINGE BENEFITS

Lastly, to foreshorten our perspective from long and short range planning, let me outline what is being done in the immediate present to draw up a budget for next year. We go into the next year with a tight and parsimonious budget, but not a hurtful one. Funds available for increases in faculty compensation are not as abundant as we would like. But in budget planning they have been our first priority, after coping with the uncontrollable costs.

This year we have resolved to lay particular stress upon faculty benefits. Our AAUP chapter has long stressed their relative desirability. As our faculty move into ever higher tax brackets, every untaxed fringe dollar is worth about 25% more than a salary dollar. This year we are adding to faculty compensation a complex of new benefits which will, we believe, be both timely and attractive. Full details will be available from the director of personnel.

1. Disability Insurance. All full time faculty and professional administrators will be eligible for benefits after six consecutive months of total disability (during which time they are covered by the University's own sick leave policy). The University will pay full costs of the plan, which is administered by TIAA.



2. Unemployment Compensation. Like all forms of insurance, this is the sort of benefit one hopes never to have to enjoy. But effective January 1, 1972, all employees at the University, whether faculty, administration, or staff, full time or part time, are eligible to file for benefits if their employment has been terminated through no fault of their own. The cost of the tax is borne entirely by the University; employees pay no part of it.
3. Maternity Leave. After consultation with the Faculty Senate and with the Association of American Colleges, the administration has prepared for submission to the Academic Council a policy which will permit faculty to bear children during the academic year without professional disadvantage.
4. Faculty Child Education Benefit. Effective next autumn, daughters of Notre Dame faculty and professional administrators who are enrolled at Notre Dame will be eligible for grants-in-aid on terms equal to those previously available to sons.
5. Health Insurance. More than 460 of our faculty presently belong to the University's group plan with Blue Cross-Blue Shield for medical and hospital insurance. Still others subscribe to plans of which we have no record. BC-BS premiums, which amount to about \$150 for individuals and \$450 for families, purchase health coverage that would, we are told, cost nearly \$1,000 if purchased individually. Still, even the present costs are very burdensome and it was recently announced that BC-BS wished to raise their rates 18% next year. National health care expenditures last year rose at a rate double that of both the cost of living and the gross national product. Since health insurance is deemed necessary by most personnel at Notre Dame, and is so costly, we have determined to add this as a most important new fringe benefit.

In order to assume this immense new expenditure, which will have to come from funds otherwise available for salaries, we must take two years to move fully into the plan. Next year the University will pay half of all premiums (whether on the individual or the family plan) for all full time faculty and professional administrators. This will be either on the Blue Cross-Blue Shield Plan or one of several comparable plans now under study. In 1973-74 the University hopes to assume the entire premium. Combined with our present Major Medical insurance benefit, this will provide for the full range of eventualities.

This has been an account of the administration's stewardship of University finances, particularly as it bears upon the professional and pecuniary fortunes of the faculty. You have read more than enough elsewhere to persuade you, I am sure, that the days to come are to be rigorous for higher education, particularly in private schools. It is our design to navigate these roiled waters deftly, and to present an ongoing log of the course we struggle to pursue. We have far more noble matters to ponder and discuss than money; the responsible use of money allows us to worry less about it and more about these other matters of mind and spirit.

Devotedly,

*James Burtchaeil, C.S.C.*

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## notre dame report

An official publication published fortnightly by the University of Notre Dame

Vol. 1, No. 11

February 15, 1972



\$2.00 subscription rate per academic year.  
Individual issues on sale at University Bookstore.

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