

# NOTRE DAME REPORT

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## Advisory Council Members Named

### College of Arts and Letters

Cordelia Chávez Candelaria, professor of English, Arizona State University, Tempe, Ariz.

Robert N. Greco, president, Greco & Co., Spokane, Wash.

Jane Swihart Hagale, cellist, Houston, Tex.

Paul G. Kimball, managing director, Morgan Stanley & Co., Inc., New York, N.Y.

Lisa Marie Porche-Burke, chancellor, California School of Professional Psychology, Alhambra, Calif.

Mark S. Shields, syndicated columnist, Washington, D.C.

### College of Science

John J. Anton, chairman and chief executive officer, Ghirardelli Chocolate Co., San Leandro, Calif.

Dr. Charles Aquilina, physician, Shavertown, Pa.

Dr. William C. Hurd, ophthalmologist/physician, Germantown, Tenn.

Robert L. Lumpkins Jr., senior vice president and chief financial officer, Cargill, Inc., Minneapolis, Minn.

### College of Engineering

Donald K. Dorini, president, BRDG-TNDR Corporation, Fort Lauderdale, Fla.

William D. Mensch Jr., president and chief executive officer, Western Design Center, Inc., Mesa, Ariz.

Roger R. Regelbrugge, president and chief executive officer, Georgetown Industries, Inc., Charlotte, N.C.

Shawn T. Tilson, vice chairman, The Manson Group, Mississauga, Ontario, Canada

### College of Business Administration

James C. Dowdle, executive vice president, Tribune Media Operations, Chicago, Ill.

David R. Duerson, senior vice president and senior partner, Chestnut Hill International, Deerfield, Ill.

William M. Goodyear Jr., chairman and chief executive officer, Bank of America, Chicago, Ill.

Michael J. Hammes, president, Society National Bank, South Bend, Ind.

### Notre Dame Law School

Paul J. Polking, executive vice president and general counsel, NationsBank Corporation, Charlotte, N.C.

### University Libraries

Boyd L. George, chairman and chief executive officer, Alex Lee, Inc., Hickory, N.C.

John S. Jackoboise Sr., vice president, Monarch Hydraulics, Inc., Grand Rapids, Mich.

Marilyn Pastore, Winchester, Mass.

Thomas M. Wamser, president, Beck Carton Corp., Milwaukee, Wis.

### Snite Museum of Art

Kathleen M. Watson, San Antonio, Tex.

### Institute for Church Life

Anthony B. Brenninkmeyer, chief executive officer, Cambrian Services, and Irmgard Brenninkmeyer, New York, N.Y.

John P. Hogan, associate director/international operations, Peace Corps, and Mary Jo Hogan, Washington, D.C.  
Gilberto M. Marxuach, managing partner, Marxuach, S.E.-General Contractor, and Martita Marxuach, San Juan, Puerto Rico.

### Graduate Studies and Research

Francis P. Doyle, executive vice president, corporate relations, General Electric Co., Fairfield, Conn.

Robert L. Hamburger, chairman, H&M Partners Limited, London, England

Franklin W. Krum, president and chief executive officer, Golden Cat Corp., South Bend, Ind.

John H. Schaefer, executive vice president and director of corporate finance, Dean Witter Reynolds, Inc., New York, N.Y.

Eugene P. Trani, president, Virginia Commonwealth University, Richmond, Va.

## Computing Publication Wins Grand Prize

*Byteline*, the newsletter of the Office of University Computing, has been awarded the overall grand prize for best computing news publication in the annual competition of the Special Interest Group, University and College Computing Services (SIGUCCS).

Joan Laflamme, documentation coordinator, is *Byteline's* editor and Sean Donnelly, publications and graphics coordinator, is responsible for the design and production. *Byteline* outshone publications from 34 institutions nationwide as well as a university in the Netherlands.

The award continued a run of success for Notre Dame computing publications in the SIGUCCS competition. The office received first place honors for news publications over 16 pages and a second place award for computer curriculum catalogues in 1991 and the following year took the first place award for education and training curriculum catalogues. Notre Dame computing staff served as competition judges in 1993 and were ineligible to compete. The same will be true in 1995.

SIGUCCS provides a national forum for professionals involved in providing computing services on college and university campuses.

# FACULTY NOTES

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## Honors

**Harold W. Attridge**, Shuster dean of arts and letters and professor of theology, has been initiated into honorary membership of Phi Beta Kappa, the pre-eminent honor society dedicated to scholarship and learning in the liberal arts and sciences.

**Louis J. Berzai**, assistant professional specialist in the Laboratory for Social Research, Computer Applications Program, was elected vice president of the Education Foundation of Data Processing Management Association, the association for systems professionals in Louisville, Ky., Oct. 26. The foundation works to create and ensure educational and performance standards for people working in information systems.

**Hsueh-Chia Chang**, chairman and professor of chemical engineering, was selected to the scientific committee for the International Union of Theoretical and Applied Mechanics for the Symposium on Nonlinear Singularities in Deformation and Flow to be held in Haifa, Israel.

**Fred R. Dallmayr**, Dee professor of government and international studies, was elected vice chairperson of the "Research Committee on Political Philosophy" at the world congress of the International Political Science Association in Berlin, Germany, Aug. 21-25. He was elected a member of the executive committee of the "Foundations of Political Theory" section of the American Political Science Association at the annual meeting in New York, N.Y., Sept. 1-4. He was chosen associate editor of *The Review of Politics*.

**Jay P. Dolan**, professor of history, was appointed to the editorial board of *Church History*, the journal of the American Society of Church History.

**Rev. Eugene F. Lauer**, director of the Center for Continuing Formation in Ministry, was elected chairman of the board of directors of the Pittsburgh-based Global Links relief organization, which annually collects and sends about \$15 million in medical supplies and equipment to Latin America, Asia and Africa. He was re-elected to a second term as president of the Catholic Coalition on Preaching, an organization made up of 15 institutions and national organizations with deep involvement in the preaching ministry and which sponsors annual national conferences on preaching.

**A. James McAdams**, associate professor of government and international studies, has been selected to the advisory panel of the Jennings Randolph Fellowship Program of the United States Institute of Peace, Washington, D.C.

**Guillermo O'Donnell**, academic director of the Kellogg Institute and Kellogg professor of government and international studies, has been appointed a member of the advisory board of the journal *Development and Change*, published by the Institute of Social Studies of The Hague, Netherlands.

**Robert P. Vecchio**, Schurz professor of management, has been selected editor of the *Journal of Management*, effective July 1995. The journal serves a largely academic audience that is concerned with research across a broad range of topics, including human resources management, organizational behavior, organization theory and strategic management. A major section of the publication is devoted to research methods, data analysis, and the introduction to management research of methodological developments or techniques from other disciplines.

## Activities

**William B. Berry**, associate chairperson and professor of electrical engineering, and Kevin J. Hoffman discussed Notre Dame's "Electric Vehicle Program" with 400 engineers and showed the Irish Racing Team's Electric Race Car at the Public Service Indiana Engineering Conference in Plainfield, Ind., Sept. 22. Berry and Patrick D. Wolf presented a talk about Notre Dame's "Electric Vehicle Program" and showed the Irish Racing Team's Electric Race Car at the Sports Car Club Association's Solo II Event in Hammond, Ind., Oct. 1.

**Ikaros Bigi**, professor of physics, gave the invited lecture "Heavy Quark Expansions and SV Sum Rules" at QCD 94 in Montpellier, France, July 12. He presented "Charm Decays — The Case for a Tau-Charm Factory" at the SLAC Workshop on Future Tau-Charm Factories in Stanford, Calif., Aug. 16. He presented "The Expected, The Promised and The Conceivable — On CP Violation in Beauty and Charm Decays" at HQ94, the international workshop on Heavy Quarks at Fixed Target in Charlottesville, Va., Oct. 8.

**Robert J. Brandt**, professional specialist in architecture, exhibited two chair designs in the "Works in Wood" exhibition at the Chesterton Art Gallery in Chesterton, Ind., Oct. 9-Nov. 1. He delivered an invited lecture on his work at the opening of the exhibit.

**Joan F. Brennecke**, associate professor of chemical engineering, was a co-author of a paper titled "Pulse Radiolysis Studies of Reactions in Supercritical Fluids" presented at the third international symposium on Supercritical Fluids in Strasbourg, France, Oct. 17. She presented an invited lecture titled "The Role of Solvation in Reaction Ki-

# FACULTY NOTES

netics in Supercritical Fluids" at the Technical University of Delft in Delft, The Netherlands, Oct. 25.

**John E. Chateaufneuf**, assistant professional specialist in the Radiation Laboratory, gave the oral presentation "Pulse Radiolysis Studies of Reactions in Supercritical Fluids" at the third international symposium on Supercritical Fluids in Strasbourg, France, Oct. 17. He gave the invited lecture "The Use of Reaction Kinetics to Probe Supercritical Fluid Solvent Dynamics" at ETH, Swiss Federal Institute of Technology, Laboratory of Physical Chemistry, in Zurich, Switzerland, Oct. 21. He lectured on "Application of Transient Spectroscopy to Investigate Supercritical Fluid Solvent Dynamics" at the Max Planck Society's Time-Resolved Spectroscopy Group at the University of Leipzig, Germany, Oct. 24.

**Peter Cholak**, assistant professor of mathematics, gave an invited talk titled "Intervals Without Critical Triples" in the Logic Seminar at the University of Wisconsin in Madison, Wis., Oct. 25. He gave an invited talk titled "Incompleteness in Arithmetic" in the Undergraduate Mathematics Colloquia at Calvin College in Grand Rapids, Mich., Nov. 3.

**Fred R. Dallmayr**, Dee professor of government and international studies, presented a paper on Herder at a political theory conference held at Charles University in Prague, Czech Republic, July 5. He served as discussant on a political theory panel at the world congress of the International Political Science Association in Berlin, Germany, Aug. 25. He presented the papers "Truth and Diversity: Lessons From Herder" and "The Politics of Non-Identity: Adorno and Edward Said" at the annual meeting of the American Political Science Association in New York, N.Y., Sept. 2-3. He responded to two discussants at a "Scholar's Session" devoted to his work at the annual meeting of the Society for Phenomenology and Existential Philosophy in Seattle, Wash., Sept. 30.

**Jay P. Dolan**, professor of history, served as a commentator and participant in a conference on Lived Religion at the Harvard University Divinity School in Cambridge, Mass., Sept. 24-25. He was a panelist for "Future Issues in Chicago Catholic History" at a conference on Chicago and the American Catholic Experience at Loyola University in Chicago, Ill., Nov. 5.

**J. Massynbaerde Ford**, professor of theology, read the paper "The Physiognomy of the Anti Christ" and responded to "John Pilch, The Transfiguration as a State of Altered Consciousness" at CONTEXT, the New Testament and the Social Science, at St. Andrews University in St. Andrews, Scotland, June 29-July 2. She presented "Changing Concepts of God and Christ" at the Forever Learning Institute in South Bend, Ind., Nov. 2.

**Stephen A. Fredman**, professor of English, gave the invited lecture "Charles Reznikoff and Jewish Modernism" to the Poetics Program of the English Department at the State University of New York in Buffalo, N.Y., Oct. 27.

**Jean-Francois Gaillard**, assistant professor of civil engineering and geological sciences, presented the seminar "Biogeochemical Cycling in a Small Meromictic Lake" at Laboratoire De Geochimie Des Eaux, IPGP, Paris, France, Oct. 21.

**Kimberly A. Gray**, assistant professor of civil engineering and geological sciences, gave the invited seminar "Pyrolysis-GC-MS: Following the Fate of Natural Organic Material in Treatment Systems" at the Center of International Research for Water and Environment at Lyonnais des Eaux-Dumez, LePacq, France, Oct. 21. She gave the invited seminar "Photocatalytic Oxidation of a Model Halogenated Aromatic Compound: A Mechanistic Study" to the Photocatalyse, Catalyse et Environnement Groupe at the Ecole Centrale de Lyon, France, Oct. 27. She presented the invited seminar "Use of Artificial Wetlands to Enhance Water Quality" at the 110th annual meeting of the Indiana Academy of Science, Science and Society Symposium, in South Bend, Ind., Nov. 5.

**Prashant Kamat**, professional specialist in the Radiation Laboratory, presented the seminar "What Makes Semiconductor Colloids Unique as Photocatalysts" at the Chemistry Department at Clarkson University in Potsdam, N.Y., Oct. 20.

**Jeanne Halgren Kilde**, assistant professor of American studies, was an invited panel participant on "Religious Studies in American Studies" at a conference titled "American Studies After 50 Years: Retrospective and Prospect" at the University of Minnesota in Minneapolis, Minn., Oct. 22.

**Edward A. Kline**, professor of English and O'Malley director of the Freshman Writing Program, presented a lecture/demonstration titled "Using Computers to Teach Writing" for the annual conference of the North Central Reading Association in Notre Dame, Ind., Nov. 11.

**Douglas W. Kmiec**, professor of law, gave the keynote presentation "Preserving Religious Freedom" and traced the importance of understanding religious freedom within the Catholic Natural Law tradition to the 1994 National Leadership Conference of the Catholic Campaign for America in Baltimore, Md., Oct. 22.

**Keith P. Madden**, associate professional specialist in the Radiation Laboratory, presented "Time-Resolved Electron Spin Resonance Studies of Nitron Spin Trapping" at the 26th Southeastern Magnetic Resonance Conference in Chapel Hill, N.C., Oct. 23-25.

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**Nicos Makris**, assistant professor of civil engineering and geological sciences, gave an invited talk titled "Constitutive Models with Complex Parameters" at the Department of Civil Engineering at the University of California in Berkeley, Calif., Nov. 7.

**Roger C. Mayer**, assistant professor of management, presented the paper "The Effect of Trust on Principal-Agent Dyads: An Empirical Investigation of Stewardship and Agency" authored with **Edward J. Conlon**, chairperson and professor of management, at the Academy of Management national meetings in Dallas, Tex., Aug. 17.

**Alvin Plantinga**, O'Brien professor of philosophy, gave the Frank Ross Boyd Lectures "What is the Question?" "Warranted Christian Belief," "An Evolutionary Argument Against Naturalism" and "Naturalism Defeated" at the University of Oklahoma in Norman, Okla., Oct. 5-7.

**Joachim Rosenthal**, assistant professor of mathematics, gave the invited seminar talk "The Behavior of Convolutional Codes" at the University of Groningen in Groningen, The Netherlands, Oct. 6. He gave the invited colloquium talk "On the Algebraic Structure of a Convolutional Code" in the Department of Mathematics at the University of Eindhoven in Eindhoven, The Netherlands, Nov. 2.

**Maura A. Ryan**, assistant professor of theology, presented "Experience in Moral Methodology" at the annual meeting of the Catholic Theological Society of America in Washington, D.C., June 11. She presented "Relationships: The Building Blocks of a Global Family" at the Notre Dame Multicultural Fair, Notre Dame, Ind., Oct. 5.

**Valerie Sayers**, associate professor of English and director of creative writing, read from her novel *The Distance Between Us* (Doubleday, 1994) and addressed a fiction writing workshop at the University of Wisconsin's Visiting Writers Series in Eau Claire, Wis., Oct. 27.

**George L. Sebastian-Coleman**, adjunct assistant professor in the Freshman Writing Program, presented "Autonomy Within the Collective: Mary Austin's *Starry Adventure*" at the 29th annual meeting of the Western Literature Association in Salt Lake City, Utah, Oct. 5-9.

**Thomas L. Shaffer**, Short professor of law, gave the keynote address at the annual Bill of Rights Symposium at Brigham Young University in Provo, Utah, Oct. 28.

**Peter H. Smith**, assistant professor of music, delivered a paper titled "Schenkerian Theory and Formal Analysis: Thematic and Tonal Structure, Phenomenological Perspective, and Early Beethoven" at the 1994 annual meeting of the Society for Music Theory in Tallahassee, Fla., Nov. 4.

**Brian Smyth**, professor of mathematics, gave the colloquium lecture "The Topology of Isolated Umbilics" at the University of Kansas in Lawrence, Kans., May 6. He presented the colloquium lecture "Real Solvability of the Equation  $\partial_z^2 \omega = g$  and the Topology of Isolated Umbilics" at Ruhr Universität in Bochum, Germany, June 8. He gave the invited address "Injectivity of Maps from Nearly Spectral Conditions" at the Komplexe Analysis Tagung at the Universität Münster, Germany, June 11. He presented the invited address "Injectivity of Maps from Nearly Spectral Conditions" at the International Colloquium in Differential Geometry in Bruxelles, Belgium, July 15. He gave the colloquium lecture "The Topology of Isolated Umbilics and Real Solutions of the Equation  $\partial_z^2 \omega = g$ " at the University of Louvain, Belgium, July 18.

**Billie F. Spencer Jr.**, associate professor of engineering and geological sciences, presented a seminar titled "Acceleration Feedback Control Strategies for Earthquake Hazard Mitigation" as part of the 1994-95 Carl Gunnard Johnson Colloquium Series sponsored by the Department of Mechanical Engineering at Worcester Polytechnic Institute in Worcester, Mass., Oct. 28. He presented a seminar titled "Acceleration Feedback Control Strategies for Protective System Design" in the Department of Civil Engineering at the University of Oklahoma in Norman, Okla., Nov. 4.

**Anthony M. Trozzolo**, assistant dean of science and Huisking professor emeritus of chemistry, presented an invited lecture titled "Photochemistry of Oxiranes and Aziridines. The Odyssey of Ylides that Dye and Fade Away" at the Center for Photochemical Sciences and the Department of Chemistry at Bowling Green State University in Bowling Green, Ohio, Nov. 9.

**Arvind Varma**, Schmitt professor of chemical engineering, presented the annual G.C.A. Schuit lecture titled "Optimal Distribution of Catalyst in Pellets and Membranes" at the Department of Chemical Engineering at the University of Delaware in Newark, Del., Oct. 13. He presented an invited graduate seminar titled "Combustion Synthesis of Advanced Materials" at the Department of Chemical Engineering at the University of Kansas in Lawrence, Kans., Oct. 26.

# ADMINISTRATORS' NOTES

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## Activities

**Catherine M. Bridge**, assistant director of Residence Life, and **Jeffrey R. Shoup**, director of Residence Life, presented "Misguided Values, Jaded Visions: A Response to Stalking and Unwanted Pursuit" at the Great Lakes Association of College and University Housing Officers in Peoria, Ill., Nov. 6.

**Mary G. Edgington**, assistant director of Student Activities, presented a session titled "Opposites Attract — the Connection Between Programming and Operations" at the Association of College Unions-international regional conference at Western Illinois University in Macomb, Ill., Oct. 29.

**Roger L. Gulbranson**, director of enterprise computing services, Office of University Computing, led a discussion group titled "Campus Networking — How to Build Tools to Manage the Cables, Addresses, and Connections" at the annual Educom meeting held in San Antonio, Tex., Oct. 31–Nov. 3.

## 258th Graduate Council Minutes October 5, 1994

**Members present:** Nathan O. Hatch, chair; Terrence J. Akai; Harold W. Attridge; Michael Detlefsen; Peter Diffley; Morton S. Fuchs; David S. Hachen; Christopher S. Hamlin; Gloria-Jean Masciarotte; Scott E. Maxwell; Anthony N. Michel; Thomas L. Nowak; Sharon L. O'Brien; James H. Powell; Barbara E. Schmitz; Andrew J. Sommese; Barbara M. Turpin; John J. Uhran Jr.; Edward C. Wingenbach

**Members absent and excused:** Francis J. Castellino, represented by Charles F. Kulpa Jr.; John C. Cavadini; Gregory E. Dowd; Jeffrey C. Kantor; John G. Keane, represented by Edward R. Trubac; Robert C. Miller, represented by Maureen L. Gleason; Thomas J. Mueller; Stephen H. Watson

**Guest:** Thomas A. Kselman (member of the committee to study procedures for formal review of academic departments)

**Observers:** Edward J. Conlon; Diane R. Wilson

Dean Nathan Hatch called the meeting to order at 3:35 p.m. on October 5, 1994, in room 210 of the Center for Continuing Education. He welcomed the attendees and asked that they introduce themselves, and he gave a brief overview of the items on the agenda.

### I. MINUTES OF THE 257th GRADUATE COUNCIL MEETING

The minutes were approved without correction.

### II. REPORT ON PROCEDURES FOR FORMAL REVIEW OF ACADEMIC DEPARTMENTS

Prof. Andrew Sommese, who chaired the reporting committee, gave an overview of the committee's charge, methods and conclusions. The charge was to examine procedures for formal reviews of academic departments and to recommend how the next round of reviews should be conducted. The committee began its work by talking with Dean Hatch, the deans of the colleges and the provost to get their opinions on what kinds of information they wanted from the reviews. It also sent questionnaires to current and former department chairpersons. The committee identified three main purposes for the reviews and made 13 recommendations about the process.

The current review process (summarized later in the meeting by Dr. James Powell) begins with a request to the department to perform a self study and to provide a list of potential reviewers. Selection of (separate) internal and external review committees and setting of a schedule are done in consultation with the appropriate academic dean, the dean of the Graduate School and the provost. Reports are generated, with the final report written by the internal committee. Discussion of the review takes place in a meeting of the Graduate Council and is reported in the minutes. The final step of the process is a meeting with the provost to discuss the findings and to prescribe any actions.

Prof. Sommese explained the committee's view that changes in review procedures should be evolutionary rather than sudden. He noted that there are significant differences in departmental cultures and practices; therefore, the procedures should have a general structure, but the Graduate School should retain the flexibility to implement variations in the process at the departmental level.

In the ensuing discussion, Dr. Peter Diffley applauded the recommendation that the department chairperson and the appropriate dean discuss the final report three to five years after the review. He also suggested that data to aid such a discussion be updated yearly by the department. Prof. Sommese noted that the tedium of yearly data collection could be alleviated by referring to existing data bases. Dr. James Powell suggested that all of the major events of the review be re-visited in the post-review meeting. He also observed that this recommendation creates a new final step in the process.

Dr. Diffley asked if the committee discussed the value of having internal reviewers. Prof. Sommese indicated that the committee did indeed discuss several options regarding internal reviewers and concluded that they should be retained. Prof. Thomas Kselman agreed, stating as an example that internal reviewers can be the constants over the duration of a lengthy review process. Prof. Thomas Nowak added that internal reviewers provide an interface and can give "inside" detail.

Prof. Morton Fuchs asked if the recommendation that departments be asked to provide more names than would actually be used for the external committee was based on logistics or policy. Prof. Sommese replied that logistics was the main reason, but that the expanded list allows choices to be made at a higher level. Dean Hatch observed that some schools do not allow departments to choose their reviewers. Prof. Fuchs also asked why departments are restricted to three reviewers. Prof. Sommese explained that this is not really the case and pointed out that the reporting committee encourages experimental-



tion to best meet the circumstances of the department. Dr. Powell stated that many departments had more than three reviewers in the last round of reviews.

Prof. Michael Detlefsen questioned the language suggesting that departments on the "verge of greatness" be given more resources. Prof. Sommese stated that this was only an example of one position and was not a part of the committee's recommendations. Prof. Detlefsen noted that there could nevertheless be a connection between the results of a review and new resources. He called for regularization of the process to protect against undue internal influences. Prof. Detlefsen also supported a recommendation for private sessions with an external reviewer and the provost. He suggested that conflicts between the contents of public and private statements be revealed to the departments. Dean Hatch observed that this could sometimes be an extremely sensitive issue, especially since the provost does ask for "brutal honesty" in the private reports.

Dean Harold Attridge noted that some recommendations called for actions without the involvement of academic deans; yet, another recommendation asked for the department and the dean to discuss the final report three to five years after the review. While supporting the general intent of the earlier set of recommendations, he asked that academic deans become involved at an earlier stage. Dr. Powell stated that several reviewers were unsure about the objectives of the review because they did not have early input from deans. Dean Hatch cited a practice at another institution where the reviewers meet with the provost and academic dean at the beginning of the process.

Prof. Gloria-Jean Masciarotte expressed concern about the recommendation that a leader of the external committee be appointed. She thought that this arrangement would make it easier for influential department members to sway the committee. Dr. Sommese replied that the intent of the recommendation was to provide a mechanism that could be used to facilitate the working process when appropriate. He stressed again that the reporting committee's overall view was to maintain flexibility. Prof. Masciarotte stated that the language of the report was not clear about that point. Prof. Fuchs suggested that the reviewers themselves could be given a chance to decide without coercion if they wanted a team leader and, if so, to choose one.

Prof. Christopher Hamlin asked if the intent was to review the department as a whole or to review its graduate program. Prof. Sommese indicated the latter; to review the department as a whole would require substantial changes in procedure. He called attention to the recommendation that the scope of the review process be broad-

ened slightly to include a closer look at undergraduate programs, because they do have some impact on departmental resources.

Prof. Sommese responded to a question from Ms. Maureen Gleason that considering reviews of bodies such as the Snite Museum was not in the charge made to his committee. He also responded to a suggestion from Prof. Fuchs about mechanisms to give departments a rebuttal opportunity by stating that decisions at this level of detail should be made by the Graduate School as needed.

Dean Anthony Michel asked what happens after the exit interviews. Dean Hatch replied that the provost and academic dean could use the review as a planning document to determine allocation of faculty resources and graduate assistantships and fellowships. He noted that we are not as harsh as other universities in responding to weak reviews. Prof. Kselman supported the idea that reviews could be used to develop strong areas.

Prof. Nowak wondered about the Graduate Council's purpose in listening to reports without then providing input on recommendations for action. Dean Hatch said that an important purpose is served by having a place for open discussion. Prof. David Hachen suggested that the Graduate School provide a model for the self study and asked if the Graduate School or some other body could help a department to develop goals. Prof. Sommese replied that there are too many variant models, and that planning is the responsibility of the department. Dean Hatch suggested that the next round of reviews might be more strategic and less data-oriented.

Mr. Edward Wingebach observed that the reporting committee did not seem to call for significant input from graduate students. Prof. Sommese replied that the version of the report sent to the council members was incomplete. The text of the missing section was distributed at the meeting and, as explained by Prof. Sommese, does provide for graduate student input. Mr. Wingebach also asked if the recommendation for summation by the faculty would tend to push aside the input from graduate students and junior faculty. Prof. Sommese said that this is not an apparent problem. Dean Hatch added that the reviewers have separate opportunities to meet with such groups.

Prof. Nowak asked what is to be done with the report on the procedure for reviews. Dean Hatch replied that the provost and academic deans must decide on what they want reviews to accomplish; the use of the report would become more apparent then. Dean Hatch agreed to report back to the council on a revised review process for the new round of reviews that will start next fall.



### III. PREPARATION OF TEACHING ASSISTANTS

Dr. Terrence Akai explained the Graduate Council's role in implementing an Academic Council resolution. The resolution states that:

*At the beginning of the 1994-95 academic year the Graduate Council and each College Council review the procedures of each department for the appointment of graduate students to teach and for their teaching preparation, supervision and evaluation. By the end of the academic year each College Council will submit a report to its respective dean on the status of this issue. The Graduate Council will in turn bring an overall assessment, with any appropriate recommendations, to the Academic Council at its first meeting of the 1995-96 academic year.*

Dr. Akai explained that the resolution refers to graduate students with full responsibility for a course and is intended to "give teeth" to the amendment to Academic Article III.3 (e) that "Such Graduate Assistants should have demonstrated preparation for teaching." The Academic Council did not prescribe a mechanism for getting information from the departments to the Graduate Council; therefore, the Graduate School proposes that it design and distribute a survey to acquire such information. A first draft of the survey questionnaire, distributed by Dr. Akai, uses easily answered objective questions to determine departmental procedures for appointing, training, supervising and evaluating graduate assistants. The questionnaire also allows room for some longer explanations.

Dean Hatch explained that the Graduate School was asking the Graduate Council's permission to act on its behalf in carrying out the task that was set by the Academic Council. Dean Attridge asked if the Graduate Council would discuss the overall results. Dean Hatch replied that such a discussion is envisioned. He would also ask academic deans to bring to the Graduate Council a sense of the discussions in their College Councils. He indicated that the Academic Council's intent was to exert pressure on departments to ensure that their graduate assistants have adequate teaching preparation.

Although permission for the content of the draft was not being sought at this meeting, several helpful suggestions were made. Prof. Masciarotte asked for more detail in some cases to define more clearly the intent of the questions. Prof. Hachen asked if departments have ever received guidelines for preparing graduate students to teach; if not, he assumed that the survey itself would act as such. Mr. Wingenbach suggested that departments be asked to provide documentation and samples of their preparation material.

In response to Dean Michel, Dean Hatch summarized the proposed process. The final draft of the questionnaire would be prepared with input from the academic deans before being sent to departments. Departments would submit their responses to the Graduate School and to their own deans. The Graduate Council would then look at the responses of individual departments as well as overall assessments from College Councils, make recommendations, and submit its report to the Academic Council.

Dean Hatch asked for a motion that the Graduate School be permitted to perform the process that he had just described. The motion was made by Dean Attridge, seconded by Prof. Charles Kulpa and approved by voice vote.

### IV. REPORT ON THE M.D./PH.D. PROGRAM

Dean Hatch presented a brief history of the relation between the South Bend Center for Medical Education (an Indiana University program) and Notre Dame. The center provides instruction for the first two years of medical school and was intended to provide a close interface with the life sciences at Notre Dame. For various reasons, the relation was not working as well as intended. The M.D./Ph.D. program is one result of re-thinking the relation and devising ways of enhancing it. A student would complete the first two years of the M.D. program at Notre Dame, follow with three years of Ph.D. work, and then complete the M.D. program at Indiana University. There would be no more than two students initially accepted to this program.

### V. CLOSURE

Dean Hatch closed the meeting with a few remarks that financial goals pertinent to graduate programs may be closer at hand than before. He indicated that the January 1995 retreat for the Provost's Advisory Committee would be used to look at several aspects of graduate education at Notre Dame and to assess the strengths and weaknesses of individual graduate programs.

## Faculty Senate Journal October 10, 1994

The chair, Rev. Richard P. McBrien, called the meeting to order at 7:04 p.m. in the auditorium of the Center for Continuing Education and asked Professor Patrick Sullivan, C.S.C., to offer a prayer. The journal for the meeting of September 7, 1994, having been received in advance, Professor Jean Porter moved its adoption and was seconded. A number of typographical errors and other corrections were noted, and then the senate unanimously approved the September journal.

The chair's report is printed as Appendix A of this journal, including a recent letter from Provost Timothy O'Meara regarding a review of Notre Dame's tenure, promotion and appeals procedures.

Since there was no old or new business, the senate went into recess to hear the president of the University, Edward A. Malloy, C.S.C., in his annual visitation to the senate. The chair explained the procedural process: one question per senator on the first round; second questions would be permitted after all senators had been heard who wanted to be; then guests of the senate might ask questions. McBrien suggested that the session go no later than 9:30 p.m. in deference to the president. A set of questions, had been sent by the Senate's Executive Committee, had been sent to Malloy as a basis for beginning the conversation (printed as Appendix C).

The president had a set of prepared remarks with which he began the discussion, and the text follows:

Dear Colleagues:

At the beginning of this academic year and again last Tuesday afternoon, I had an opportunity to address matters of broad academic and University concern. I am happy to join the Faculty Senate this evening for a free exchange of information, opinions and concerns. Dick McBrien has sent me in advance a series of questions that have arisen presumably from members of the senate. Before turning to the matters raised in his letter, I would like to offer some personal thoughts and suggestions for you as members of the senate to consider.

In Article IV, Section 3, Subsection (P) of the Academic Articles the composition and responsibilities of the Faculty Senate are described. It states, "the range of concerns of the Faculty Senate extends to matters affecting the faculty as a whole. The Senate seeks to formulate faculty opinion and for this purpose may, at its discretion, conduct faculty meetings and referenda. The Senate also receives from other groups in the University items requiring consideration by the faculty. With respect to matters

of academic concern, the recommendations of the Senate are referred to the Executive Committee of the Academic Council, which shall place the recommendations on the agenda of the Council." There are a few other lines in the subsection on the Faculty Senate, but I think I have read the most important ones for my purpose.

My first observation is that the potential agenda of the Faculty Senate is quite broad and general but with a special focus on academic matters of interest to the faculty as a whole. The Faculty Senate might on a given occasion attempt to represent the faculty to the officers and trustees of the University. But it might also seek to widen the terms of discussion among faculty themselves or to bridge the divisions across departmental and college lines.

A second observation. The Faculty Senate at Notre Dame has a history and thereby a reputation. Most of us here are relatively new on the scene and we were not involved in establishing the present institutional mechanisms that we call the Academic Council and the Faculty Senate. Therefore we can neither take blame nor credit for the successes or failures of these University-wide entities in the past. What we collectively face now are a series of choices about the most effective way to maintain the relatively healthy and thriving condition of Notre Dame as an institution of higher education while maximizing our potential for cooperation, collegiality and accountability.

It has been my personal commitment in the last several years to assure that the Academic Council, the College Councils, the Graduate Councils, and various representative University-wide committees are functioning as smoothly and energetically as reasonably possible. Since the only one of these groups that I chair is the Academic Council (and then I am not on the Executive Committee which normally sets the agenda), my influence on their working is mainly hortatory. The provost, vice presidents, deans and directors share my commitment. However, I am confident that we are making progress in all of these bodies. If asked by a faculty member who wanted to make a difference *where the action is*, I would recommend to them that they give first consideration to running for the Academic Council or the Provost's Advisory Committee. These two bodies are presently evolving into major centers of short- and long-range academic planning and policy formulation in the University.

Let me now return to my original reflections about the Faculty Senate. When I gather with other university presidents and provosts, we often share stories and concerns that emerge from our experience of university administration. It is fair to say that a not uncommon set of stories revolves around the Faculty Senate (or whatever it is called) at their respective institutions. Maybe that is just the nature of the beast. Presidents who have served

at two or more universities sometimes joke that the members of the new senate seem to resemble the members at their last institution. There may be governance structures that everyone is happy with but, if there are, I haven't heard about it yet.

In my conversations with individual Notre Dame faculty, both those who have served on our senate and those who have not, I have heard a variety of criticisms expressed. A common one is that the senate, at least as far back as they can recall, has been driven by two themes — *grievances* and *benefits*. Grievances can revolve around policies or practices that are taken to be discriminatory, or personal negative experiences, or the more philosophical questions about the nature and forms of authority and accountability in the modern American university. Benefits is usually related to salaries, total remuneration, health care, etc., in some comparative framework, either person to person, rank to rank, class to class or institution to institution. I believe that grievances and benefits are both serious matters and deserving a periodic discussion and review. In this sense the Faculty Senate can be an advocate on behalf of all the faculty.

In the actual exercise of its proper prerogatives, some think that the senate at Notre Dame has become stuck in an excessively narrow range of concerns. As a result, participation in the meetings of the senate has been spotty with a higher percentage of absentees than any other representative body. Some claim there has not been much turnover in the membership and that a few people set the agenda each year and that some colleges and disciplines dominate the leadership group. Perhaps the most telling criticism is that, as long as the senate is preoccupied with grievances and benefits, it will not, as a body, have its appropriate influence on the future academic life and development of the institution.

Whether these criticisms are well-founded or not, I leave for you to decide. The only meetings of the senate I have ever attended have been my annual visits since I was elected president. I do, however, read the minutes of the meetings with interest.

I want you to know that I am pleased with the spirit of Dick McBrien's recent letter to the faculty where he encourages "respected faculty leaders at both senior and junior levels, to stand for election to the Faculty Senate" and other representative bodies. If this is coupled with a much broader range of concern (as is suggested in the new senate-sponsored Notre Dame Forum on Academic Life), then I believe that real progress will be made.

It is clearly not for me to try to dictate what the agenda of a revived Faculty Senate might look like. I do feel free, however, to make some suggestions about issues and areas of our common life that the senate might make a

unique contribution to. Tonight I will give you five, but I have other thoughts as well.

(1) **The Evaluation of Teaching** — I have been a teacher at Notre Dame since 1974. I have been evaluated many, many times by my students, and more indirectly, by my faculty colleagues. When the results come in, I always hope that my personal sense of success and failure in the classroom is borne out by the feedback that I receive. The two traditional mechanisms that we presently possess are the TCE's and peer observation. A department or two have begun to explore teacher portfolios as well. In the 12 years that I have been an officer of the University and thereby a reader of the promotion packets for all faculty, I can attest that there is a wide variation across the departments and colleges of the University in the methods by which teaching is evaluated. In some units faculty peers sit in classes (or otherwise personally review the performance) of those up for promotion and submit written, signed comments. In other academic units, no peer observation at all takes place. In the latter situation, class visitation (even announced ahead of time) is thought to be an infringement on individual faculty autonomy.

While almost all faculty and administrators (especially at Notre Dame) espouse the importance of teaching, some believe that evaluation of teaching is inevitably arbitrary and subjective (unlike the evaluation of scholarship where outside reviewers play a major role). The TCE's are accepted as better than nothing, but few express great confidence in this tool except as a way of identifying the very best and the very worst teachers.

What I am suggesting to you members of the Faculty Senate is that you could perform a great service to the University, if you could promote a full blown discussion of this theme of the evaluation of teaching across disciplinary boundaries. This might well be connected to the early efforts of the new Center for Teaching that the Academic Council approved last academic year.

(2) **Affirmative Action** — Few matters related to the hiring of new faculty are inherently more controversial than the policy of affirmative action. At Notre Dame we have had a long-standing policy of affirmative action (approved by the trustees) with regard to the hiring of Catholics, women, members of ethnic and racial minority groups, and Holy Cross religious. In some of these categories of hiring we have been more obviously successful than others. The discussion over the last couple of years about the hiring of Catholics is but one aspect of this broader topic.

Some faculty and administrators, here and elsewhere, object to affirmative action under any guise and for any reason. Others entertain the *possibility* but have had a hard time sorting out priorities in specific cases. The language

employed often displays the underlying concerns — world-class, excellent, the best available as opposed to second-rate, mediocre, a real risk. Those who appeal to the objectivity of standards of judgment of prospective faculty colleagues are offended when others accuse them of being biased, unwilling to change and part of the network of the privileged.

Wouldn't the Faculty Senate be a good place to open up this discussion to a broad cross-section of faculty contribution? Are there social, cultural and institutional goals and purposes that would serve as a warrant for a strong reaffirmation of our affirmative action policy?

(3) **Faculty Status Systems** — In Article III of the Academic Articles there is a long section on membership in, qualifications and periods of service of the faculty. The following are the types of faculty: teaching and research, special research, library, and special professional. These are further categorized according to regular and non-regular. And finally reference is made to the levels of rank — instructor, assistant professor, associate professor, full professor and endowed chair. This is a very hierarchical system with the great dividing line being the granting of *tenure*.

I point this out, not because I expect the academy to become an egalitarian society anytime soon or because I want to re-examine the institution of tenure (I don't), but rather because I think this hierarchy has a deep impact on the nature of relationships among faculty and not always for the better. There are occasions when I wonder whether membership in a particular college or school isn't also seen in hierarchical terms.

Many faculty have told me about the great strain created at the departmental level in the *social* interaction and sense of *commonalty* among senior faculty and junior colleagues. Department chairs and members of the appointment and promotion committee are especially vulnerable in this regard. In the wider compass of the University, the pecking order seems to accord less status to faculty other than teaching and research faculty. Furthermore, staff members sometimes feel underappreciated and even scorned along these same lines of status.

It seems to me that the Faculty Senate would be an ideal place to examine the ways in which, implicitly or explicitly, the quest for community among faculty of whatever age, status or rank might be more effectively achieved.

(4) **The Promotion of On-Campus Culture** — Let me offer two more brief suggestions. First, I wonder if we couldn't do a better job of contributing as both participants and promoters of the cultural life of the campus. If you examine in any detail, the list of monthly lectures, concerts, symposia, plays, film showings, art shows and

debates on campus, it would potentially fill up every waking moment on our personal social calendars. However, we are all busy people already overburdened by the requirements of work, family, friendship and religion. I think that most of us carry around in our heads an image of the ideal university as a place of intellectual stimulation and cultural enhancement. Nevertheless, too often at Notre Dame, we search for the right combination of publicity, encouragement and even reward to fill our auditorium, theaters and concert halls.

I hear more and more that we have problems in getting a reasonable turnout from departmental colleagues for departmentally sponsored lectures or other events. With a heavily residential campus (now for graduate and professional students as well), we have a wonderful opportunity to ratchet up the level of participation in cultural activities. When the DeBartolo Performing Arts Center is completed, I hope that we will be prepared to utilize properly this great boost to the performing arts at Notre Dame. The same applies to the planned addition to the Snite Museum.

I propose that the Faculty Senate might well take up this important issue of culture and the arts at Notre Dame.

(5) **Faculty Citizenship** — Finally, let me offer one more suggestion under the rubric of faculty citizenship. I, along with many other observers of local economic and political dynamics, am worried about the future quality of life of St. Joseph County. There has been a serious erosion of the resource base of local governments with a concomitant decline in the capacity for service. This is particularly pronounced in county government although there is reason for concern about South Bend and Mishawaka as well.

As faculty you live throughout the county and in neighboring areas, but there is a heavy concentration of Notre Dame faculty, administration and staff in the relatively prosperous subdivisions of the county north of the two main cities. Professor John Roos and other civic leaders have gathered the evidence about the difficult decisions that will have to be made by the citizens and government leaders of the county.

The senate could well be a forum for a full discussion of the pros and cons of a county option tax or other alternatives that have been proposed. If this took place it might prepare the way for examination of other civic issues like the quality of the public schools, crime, housing and medical care.

All of these suggestions are offered as a way of thinking out loud about the future of the Faculty Senate as a viable and energetic University institution. I realize that the senate itself has a subgroup working on its own structures and processes. I wish you well in this endeavor.

# DOCUMENTATION

## Advance Questions

Dick McBrien sent me a few days before this meeting a list of 10 advance questions. Let me now take a stab at responding to the gist of the issues raised. I must admit I was surprised with the overall tenor of the questions as if calling for some kind of legal brief for an adequate answer.

Questions 2, 3 and 4 are all related. I and the other Fellows of the University have a special responsibility to attend to the future leadership role of the members of the Indiana Province of the Congregation of Holy Cross in the life of the University. This is especially important in regard to assuring a pool of well prepared candidates for my potential successor as president. After seven years as president I thought it would be wise to take some initial steps. I discussed a range of options with the leadership of the Board of Trustees and other members of the Fellows group including Tim O'Meara and Bill Beauchamp.

There were several pertinent variables. I knew that Tim O'Meara would be stepping down as provost within two years. I had had five years myself as vice president and associate provost working closely with Tim and I recognized from my own experience that this was an excellent training ground, so to speak. Looking at Tim Scully's maturation as a scholar, teacher and leader, I felt that he would be a good candidate for the position of vice president and associate provost. Roger Schmitz had informed me in our annual reviews each of the last two years that he wished to leave administration and return to the regular faculty in the College of Engineering. These were the primary variables. One more consideration that was significant was my intention to strengthen the attractiveness of service in the Provost's Office by adding a second vice president and associate provost position at the time that Tim O'Meara stepped down. The reason for entertaining this structural change I gave in my recent address to the faculty. Namely, (i) to provide sufficient prestige and visibility to attract academics of experience and distinction and (ii) to increase the academic presence and strength of the Provost's Office within the Officer's Group itself.

After full discussion of the alternative courses of action with the leadership of the Board of Trustees and with Tim O'Meara, we agreed to proceed in the manner we did last spring. Roger Schmitz decided to stay on for one more year. Tim Scully was elected as second vice president and associate provost. Ollie Williams was asked to return to the full-time faculty in the College of Business Administration after an extensive sabbatical period for scholarly research.

All of this was precipitated by an opportunity not a crisis. Timing was of the essence and the most important factors were Tim O'Meara's decision to step down in two years

(which could not be made public at the time) and Tim Scully's availability and willingness to serve in the Provost's Office. At no time was it ever envisioned that Tim Scully would be a candidate to succeed Tim O'Meara.

I have high personal regard for Ollie Williams, as a priest, teacher and scholar. He has been a good and productive member of the faculty and administration. I am confident that he will return to the College of Business Administration ready to continue his career and ministry as a member of the faculty. I regret that he was offended by the timing of the decision. I apologize for the pain this created for him. In the end, the provost made a judgment about the mix of staff he needed to perform his responsibilities properly. I sustained that judgment.

With regard to question 3 I have no comment since I do not know what was being referred to.

Question 5 has to do with the Faculty Board in Control of Athletics. You may remember that in Recommendation 34 of the Colloquy I recommended that "The Faculty Board in Control of Athletics should review its mission, membership, name and procedures and report to the Academic Council the results of this review, including any recommendations for change." The faculty board has discussed these issues and is prepared to report its recommendations at an upcoming Academic Council meeting. It seems to me that that would be a good occasion to discuss the broader picture of intercollegiate athletics at Notre Dame.

I was surprised that the Faculty Senate came forward with a resolution about the faculty board without undertaking a thorough evaluation of the present structure including interviews with the full membership of the board itself. Last year we had a similar problem with a resolution related to the Faculty/Student Committee on Women where the full membership of the committee was never contacted.

Nevertheless, I would welcome a full discussion of the structure and mandate of the faculty board in the Academic Council. I am confident that we will find that Notre Dame is blessed with a model program that is the envy of our peer institutions. I have been told personally by many members of the Knight Commission that Notre Dame was the paradigm that they were trying to have replicated across the country.

I consider it appropriate and desirable that the executive vice president as my representative agent continue to chair the faculty board. Bill Beauchamp has done an excellent job and has freed me from the huge time commitment involved. He and I are both amenable to other reasonable changes that might expedite the work of the board.

With regard to two specific questions about athletics. As I understand it, the decision to join the Big East Conference, which was recommended by the officers and approved by the Board of Trustees, was in fact discussed and voted on by the faculty board last spring. The decision about a new athletic director was taken with greater rapidity than usual because of our personal knowledge of and experience with the candidate and because of his outstanding credentials. Having been through the process once before in this administration, we knew with some reliability what the range of available candidates might look like. If the process had been more protracted I am sure that the faculty board would have been involved.

Question 7 has to do with the appeals process following a negative tenure, promotion or renewal decision. Tim O'Meara informed me that the PAC will discuss this issue at an upcoming meeting. At this time, I have no wisdom to offer.

Question 8 is almost as obscure as the *Scholastic* article it refers to. When I read the article originally, I couldn't figure out what its point was. Spontaneously, several other people communicated a similar reaction. Then I received in the mail on September 29 an unsolicited letter from Matt Umhofer who said, "I just recently received a copy of the article, and I was very surprised at both its tone and its substance. I am afraid the article misrepresented my statements and made it appear a personal attack on you. I apologize for this. . . . The author of the article chose to portray my criticism of the administration as attacks on you, to focus on the negative things I had to say instead of the positive, and to quote statements out of context."

I have a deep commitment to undergraduate education. I think that that priority is incorporated into the various recommendations of the *Final Report of the Colloquy*. I am sure that our undergraduate students will continue to remind us when our rhetoric is not borne out in their experience.

Question 9 was addressed in both my opening of the school year letter to the faculty and in my address to the faculty on October 4 when I described my hopes for the evolving roles of the Academic Council, the Provost's Advisory Committee, and the other various councils and committees of the University. I also stated quite clearly what my personal priorities are among the major cost items of the next period of our development — namely, financial aid, the libraries and graduate education.

Question 10 sounds like a "do you still beat your wife?" query. As far as I know, the political and/or theological orientation of donors does not impact upon the administration's governance of the University. People give money to the University because they believe in

what the University stands for and they trust its leadership and direction. But this does not distinguish Notre Dame from any other university or worthy cause. If we cease being a Catholic university in reality, if not in name, I think that we would face a crisis in fund raising. But what potential benefactors mean by *Catholic* reflects the same diversity that exists in the living church itself. I might add that we would have a similar crisis of support if we neglected the excellence of our academic mission.

That is all I have to say in response to the advance questions. I would be happy to entertain further questions.

When the president had finished his prepared remarks, the first question from the floor came from Professor Michael Detlefsen who asked about the recent accreditation review by the North Central Association. What did their report say in general and in particular did they comment on governance? Will their report be available to the faculty and others in the community?

The president replied that the report would be available soon; the printing of the post-Colloquy committee reports had taken precedence, but the NCA report was to be in *Notre Dame Report* soon. Malloy asked the provost, Timothy O'Meara, who was present, to respond. He said we had received a preliminary report that was later approved by the full NCA board, and that report is now in the process of being published in *Notre Dame Report*. Malloy said the NCA visitors had listened to people from the senate and to others on governance, and concluded that governance was still a matter for conversation and debate. The report was complimentary as a whole, with an ongoing concern on governance, as expected. There was nothing startling or sugarcoated. Yes, they believed governance needed further attention from the faculty, administration and trustees.

Professor Jean Porter appreciated the explanation of Fr. Scully's appointment, but remained confused on several matters of fact. She asked the president for further comment in these areas. Was Fr. Williams ever assured of one-year's notice before he would be removed as associate provost? Was he then given only a two-week notice before an announcement of his removal was made? Was he ever told there was a "crisis situation" that necessitated his removal without a year's notice? Malloy did not remember ever telling Williams there was a crisis situation of any kind. On the first question, he directed Porter to ask the provost about it. On the second, Williams was told two weeks before the announcement, but told also he would remain in office through the first part of the summer. Porter followed up by asking if anyone else might have given him the idea of a crisis that led to his removal? Malloy could not speak on behalf of anyone else. For him the presumption was the desirability of doing something at that time for the members of the con-



gregation, and that was how the decision was communicated to Williams.

Professor David Ruccio asked the president to explain what he meant when he said earlier of this decision that timing was of the essence but it was not a crisis situation. Further, what does this say of the role of the Faculty Senate in University governance? He appreciated the president's other comments about the way the faculty and the senate can be helpful in the community, but he was concerned that the president did not talk about governance, and that in fact the faculty had no role in this Scully appointment. The president said that the provost should have a fairly free hand in choosing those who report to him; that is normal around the country. Malloy had gone to the Trustees and Academic Council for approval of the vice-presidency position, as required, and they all agreed without much demur. The questions of the role of the senate and of the faculty were different ones. The faculty has a significant role in most of the decisions that impact the academic well-being of the institution, starting at the departmental level up through the Provost's Advisory Council and the Academic Council. He did not know what the role of the senate should be, and he should not even try to tell the senate what it should be. He had suggested five areas beyond the significant ones of grievances and benefits. "Grievances" seem to be negative, while "benefits" seems self-serving. To talk of a futuristic agenda that would have a significant impact on academic quality would be more difficult, in his view, but it would be a good direction to go. But he did not know if the senate was the group to do this. He felt free to offer suggestions and to say what some of the reactions to the senate's history and traditions are, just as the senate and individual faculty have commented on the limitations of governance structures at Notre Dame. In this pivotal time, he saw much benefit in the senate's initiative, the Notre Dame Forum on Academic Life, which would allow faculty members to reflect on essential things, on what it takes to be a great university. He would welcome the maximum input on that from the senate.

Professor Supriyo Bandyopadhyay asked why the president was opposed to involving the American Association of University Professors (AAUP) in the campus discussion of salary equity issues. The AAUP is the largest international association of university faculty members and its involvement would tend to ensure that our policies and practices conform to those of peer institutions and prevent us from any isolationist tendencies. The president said he had discussed this with the provost, and he agreed with O'Meara that it would be inappropriate for an outside agency to be involved in the ongoing life of Notre Dame. The issue of salary equity will be discussed in an upcoming PAC meeting, and he would await their consensus. McBrien interjected that this question and

others should be held for the provost's session with the senate in January.

Noting that the senate here was quite different from senates at other institutions, Professor Harvey Bender wondered if it would make sense to review our governance structures, perhaps ending up in a merger of the Academic Council and Faculty Senate. Malloy said he was open to that kind of conversation, and reminded the senate of his own "University Forum" idea which some unfortunately saw as a move to eliminate the senate. This kind of discussion might well take place in the Faculty Affairs Committee of the council. Another idea that some have floated would be to have the provost, for instance, sit as an ex-officio member of the senate. Would this "contaminate" the group? The senate, he noted, has not pursued this idea, so it obviously was not in favor of it. He has yet to hear any of his fellow university presidents or chancellors brag about how they deal with these issues, like a particular, constitutive entity that maximizes cooperation, understanding and decision-making and yet does not make one party feel eviscerated. He said he was open to anything that would enhance the opportunity for all of us to work together cooperatively and productively. Especially over the last decade, Notre Dame has made progress in its decision-making through strong leadership and its attention to fundamental factors. This University has weaknesses, but it has done as well as any other place in the country. Its mechanisms are healthy and productive, but some may need better integration.

Saying the best defense was a good offense, Professor Richard Sheehan noted that the president's criticisms of the senate, especially on evaluation and affirmative action, might better be focused on the academic departments. He asked if there weren't a necessary, natural and proper tension between a body like the senate and the administration, as long as both adhere to the advancement of the University as a whole. Malloy agreed and added that the positive role of the senate was to focus faculty perceptions and bring these to the attention of the administration. That has been its historic role, and he didn't argue with that. But he thought it possible to examine the kind of conversation that goes on at a given moment. Perhaps the tone can be more positive, and he would welcome that. He would not ask the Academic Council to disband the senate, but he could imagine constitutive alternatives to the senate, not that he would be proposing any. The structures here are good, and with better communication and interaction will be better. He indicated in a recent letter to the chair of the senate his willingness to convene periodic discussions between a core group of officers on one hand and the executive committee of the senate on the other.

Professor Patrick Sullivan, C.S.C., reflected on Bender's question, on the AAUP question, and on grievances he



had heard in his time on the senate (all centering on the limited faculty role in governance), and put these into the context of co-management theory and Catholic social teaching on empowerment. Is there more to governance than simply consultation? The president replied that Notre Dame has in place several co-management entities, like the Academic Council and Provost's Advisory Council, and he hoped the faculty would elect the very best people to represent their interests on them. At their best, these are entities where there are no established positions. But there are appropriate roles for officers in the institution, for representative bodies, for faculty, for trustees. Again he repeated that substantial progress had been made in recent years, especially on an essential component of good decision-making and consultation: the disclosure of adequate information. This will make the faculty more comfortable and more involved representatively in the process.

Professor Kathleen Biddick turned to affirmative action and recounted the senate's long history of intellectual leadership in this field at Notre Dame (urging the creation of an associate provost position on the place of women at Notre Dame, support for the Gender Studies Program, the report by senior women faculty on salary equity). She asked how can the senate be more helpful to the president in this area? The president, without ill will, did not believe that the faculty as a whole has bought into affirmative action. The record on hiring has not been uniformly good, but it is only in a few departments. The administration has a role, but affirmative action is tested at the departmental level. There the record is not good. Seed money has been available for this purpose, but this has limits. He has heard a reaction to what some see as a disenfranchisement of the male graduate student in the job market. There is a challenge here, and if people were honest, there would be a more diverse voice.

In a follow-up question, Professor John Borkowski expressed disappointment that the search for a new athletic director had not been opened up to women or minority candidates, and he asked why. Malloy said it was one of his greatest concerns in the administrative search process. He talked about his confidence in the new athletic director. Notre Dame had to be more aggressive in this area of affirmative action at the administrative level. He would see the central administration evolving in diversity over time. There is only one female officer, and one historical minority in the broader group at this time, and that is not satisfactory in the long run. More attention will be paid to that factor.

Professor Wilson Miscamble, C.S.C., asked the president to comment on Notre Dame's future in international studies. For Malloy, the recent report was well done. The structural recommendations were important, especially that of a vice president in overall change of programs

abroad as well as the implications for departments on campus and for integration of centers and institutes into thinking internationally. The University has a new International Advisory Council to assist in expanding our international development and thinking; they will push for quality, for presence around the world, and strength on campus in languages, cultures and literatures. The report recommended doubling the number of students who study abroad, and the president supported that philosophically. But there were other priorities which may impact that idea. Nevertheless, people are different after studying abroad. We have to prepare our students for a different kind of world, and we can do better. With the upcoming retirement of associate provost Isabel Charles, who has overseen our foreign studies efforts, the time is right to re-examine them.

In a related question, Professor Karamjit Rai noted that science majors have few opportunities to study abroad, mainly because the programs are not oriented to their needs and the students have a highly structured curriculum for their degrees. How can we improve this situation? And, second, what is the decision-making process for new programs abroad? The president said the recent report recommended that China and India be singled out as sites for future programs, as well as Russia. Notre Dame has had small short-term programs in China and Taiwan, and now has funding for a tenure track position in the Chinese language on campus. India has not had much attention yet, but in Japan we have a substantial program. Notre Dame has to pay attention also to Africa but dire economic conditions and government plundering have held back our setting up programs there. The main priority for future programs is academic quality and training; Notre Dame should also look to house its students with the people of these host countries and not in clusters like overseas dormitories. He recommended the report to everyone.

On Rai's first point, he reported that a College of Engineering department is looking to send 20 or so students each year to the London program as an extension of the ongoing summer engineering program there. So it can be done if the faculty back it. The expenses are higher overseas, and that is a drawback for all majors. For science, it is possible to participate but it is difficult and there are course limitations. He looks to the day when the major will not matter and expenses will not be a factor in allowing students to participate in foreign programs.

Professor Jerry Wei turned the discussion to the Faculty Board in Control of Athletics and praised the athletic program as successful and enviable. But the faculty board, for him, did not function well and caused him concern. His senate work had allowed him to meet and talk with four board members: two were concerned with the way they were elected and how meetings were held, and two

felt they had received special benefits (bowl trips). They all believed there were too few elected faculty on the board. While he did not interview every board member, he was satisfied with the legitimacy of these concerns, and asked the president to respond to them. Malloy appreciated his comments and his concern. He said he had talked to all of the board members, and he knew two in particular who had strong opinions. Does the board work perfectly? No, but in the last eight years they have made major changes in the academic area and have concentrated on academic quality in the interests of the student athletes. A committee of trustees now looks at athletics: Their report was positive but made recommendations for further changes. If he were to do an informal survey of programs at other fine universities, he would favorably put ours up against any other one on the issue of oversight. The executive vice president acts in the president's place in the area of athletics; on other campuses, perhaps the president formally oversees athletics, but here he does not have the time to do so. If there were better ways of discussion, especially with a new athletic director coming in, the opportunity was there to talk. We should recognize achievement and the level of integrity in the context of the nation. He was not uncomfortable or embarrassed with our strong athletic achievement.

Detlefsen was disturbed by the abundance of administrators in various representative bodies, and by what he termed "subversion of reason" — the president sets up a body to elicit or represent faculty views, and then apporions the voting so the faculty can not prevail. But he still calls it a faculty body. Only the senate on this campus is truly a faculty body because only in the senate has the deck not been stacked. The senate last year conducted what he called the most responsible bit of surveying he had seen in his time here. It had to do with recommendation #1 of the Colloquy, and of 400 responses 85 percent opposed it. The senate asked for an extension of time to debate and discuss it, to let reason well up. This was refused. In dealings between the faculty and administration, almost everyone wants an economy of reason and not a power play. But the senate only gets a power play; the president doesn't offer arguments or reasons; evidence is ignored. The president made no reply.

Porter returned to the Scully appointment and its apparent irregularity. It was not a crisis but instead an opportunity for the Holy Cross community. In view of Professor Roger Schmitz stepping down in June of 1995, why could not Scully's appointment as vice president wait until fall 1994 when it could be openly discussed and voted by the trustees? Such a move would not have prevented his appointment as associate provost in the spring of 1994 as a simple administrative measure. Malloy in reply said their discussion among themselves had led them to that course of action, especially on timing to take advantage of the opportunity, and to allow for this develop-

ment to strengthen the Office of the Provost and its attractiveness for future candidates. Porter observed that, at the time the action was taken, it was technically a violation of the Academic Articles. Malloy did not consider it so.

Miscamble wanted to know, in light of his comments on campus culture, if the president would be attending a performance of "Waiting for Godot" on campus. Malloy said he would check his calendar and try to attend. The director, Fr. David Garrick, C.S.C., would have his head if he missed it. Miscamble invited the president and all others to attend the next conversation on the Catholic character.

Sullivan had a two-fold question in regard to question #3 presented to Malloy. First, was the University seeking to learn anything from the manner of the removal of Williams? Second, was the "unethical pattern" of which he spoke serious enough to merit the president's attention? Malloy said if he knew there was a pattern, he would have done something about it right away. Since he had not spoken to Williams about this charge, he did not know what he meant. On his first question, he replied that people in administrative positions have less security than people in faculty and staff positions. Sometimes when a new person comes in, he or she wants his or her own staff. That will not disappear. But he hoped our personnel practices were fair and equitable. If not, we'd review them.

Borkowski agreed with Malloy's earlier comments on governance and the progress made with PAC and the Academic Council, but wondered if these bodies were up to handling two problems: the continued development of the graduate programs here while maintaining Notre Dame's undergraduate strength (at Notre Dame, there has been a problem in coordination of these) and, second, the pruning of programs while at the same time perhaps adding new ones. The president did not know the final answer to that question, but offered an anecdote. One senior faculty member had recently told him, "You can change a nation or a university faster than you can change a department." Departmental inertia or power relationships prevent change. There were many views of colleges and programs, and antagonisms between and among them all. The hierarchical nature of a university required great courage on the part of a dean to try to institute change. As far as PAC was concerned, hard decisions have to be made. As president, he will listen when PAC says these are the priorities. He was open to looking at alternatives to what we have, but he didn't know what kind of entity would serve us better.

In regard to PAC, Professor Laura Bayard asked if he would consider having a librarian serve on this priority-setting group. Malloy said the increase in numbers came

from elected faculty representatives. He would let PAC and in particular the provost decide that. He had no view one way or the other.

Sheehan agreed with Borkowski and Malloy on the improved involvement of faculty in decision-making, but he saw a problem in the coordination of agendas. For instance, both PAC and the senate were reviewing the tenure appeals process. If the senate removed this issue from its agenda, wouldn't that be a reduction in faculty voice? Malloy saw that as a seeming uncertainty, but knew that nothing was ever really off the senate's agenda. The senate determined its own agenda. On the issue presented, he said to deal with the provost. He saw also the need for a periodic review between the Academic Council and the PAC. In particular on financial priorities, PAC would lead. On the big picture academically, it was the council's prerogative. But on the intersection of those, there would be need for review.

Professor Paul Conway asked to make a comment. To him the senate over the years had been responsible for more progress on the part of the faculty than anything else. Prior to restructuring, it had been responsible for 80 percent of the Academic Council's agenda, including progress on tenure notification, governance and the restructuring itself. Speaking in agreement Professor Edward Vasta thought Conway's point was well made. He believed the president's tone this evening implied that the senate hadn't done much over the years. This was incorrect. He pointed out that the initiative for the increased communication between the faculty and the administration had come from the senate, and the senate could take some credit for having the administration be more forthcoming. The same thing applied to the issue of salary equity: The senate noted the problem and asked the administration to address it.

Professor Kern Trembath, a guest of the senate, asked the president who reviewed personnel policies if they were seen to be unfair and/or inequitable. Malloy replied that it depended on the grievance cited and whom the grievance concerned. Was it an individual case or a pattern? The responsible party might be the Provost's Office for faculty, Human Resources for staff or Student Affairs for students.

There being no further questions, the chair expressed his and the senate's thanks to the president for coming and answering questions at this meeting. He also thanked the provost for joining us and other guests who attended. He called the senate out of recess and asked for adjournment. The senate did so at 9:20 p.m.

**Present:** Bandyopadhyay, Bayard, Bender, Biddick, Borelli, A., Borelli, M., Borkowski, Broderick, Brownstein,

Coll, Collins, A., Collins, J., Conway, Detlefsen, Doordan, Eagan, Gaillard, Gundlach, Hamburg, Huang, Hyde, Jordan, Lombardo, McBrien, Miscamble, C.S.C., Munzel, Pickett, Porter, Radner, Rai, Rathburn, Ruccio, Sayers, Sommesse, Sheehan, Stevenson, Sullivan, C.S.C., Tomash, Vasta, Wei, Weinfield, Zachman, Orsagh — Student Gov. Rep., Borer — Student Gov. Rep.

**Absent:** Bradley, Brennecke, Esch, Garg, Mason, Rathburn, Simon

**Excused:** Batill, Bottei, Burrell, Callahan, Delaney

Respectfully submitted,

Peter J. Lombardo Jr.  
Secretary

## Appendix A

**Chair's Report**  
Faculty Senate Meeting  
October 10, 1994

1. Copies of the three resolutions passed at the Faculty Senate meeting of September 7 were sent to the president, the provost, the chair of the Board of Trustees, and the secretary of the Board of Trustees. Copies of the resolutions on faculty input into the appointment and review of the two vice presidents in the Provost's office and on intercollegiate athletics were sent to Prof. Roger Schmitz for consideration of the Academic Council to which the resolutions were directed. A copy of the resolution on intercollegiate athletics was sent to every member of the Faculty Board for the Control of Athletics and to Mr. Arthur Decio, chair of the Board of Trustees Committee on Athletics. Copies of all three resolutions were also supplied to *The Observer*, since it had not covered the Senate meeting of September 7. A summary of the three resolutions was published subsequently in *The Observer* on September 14.
2. The two resolutions sent to the Academic Council for consideration were discussed in a preliminary manner at the Academic Council's Executive Committee meeting of October 5, with the understanding that they would be considered more thoroughly at the next Executive Committee meeting of the Academic Council and placed on the agenda for the Academic Council meeting of November 8.
3. In a letter acknowledging receipt of the three Senate resolutions, the president, Father Malloy, extended an invitation to the Faculty Senate's Executive Committee to resume an earlier practice of meeting periodically with "a

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core group of officers to discuss matters of common concern." The Senate's Executive Committee promptly accepted the invitation and the president has notified me that the provost will be setting up the first meeting in the near future.

4. The Senate-sponsored Notre Dame Forum on Academic Life will hold its first session on November 2, at 7:30, in the auditorium of the CCE. Prof. Philip Gleason of the History Department will deliver a 20-minute presentation on the evolution of Notre Dame as a university. The planning committee for the Notre Dame Forum on Academic Life includes Senate members from each of the colleges and from the Library: Supriyo Bandyopadhyay (EG), Umesh Garg (SC), Sonya Jordan (Li), Richard Sheehan (BA), and myself as chair (AL). The next session is scheduled for December 7, but the program is not yet finalized.

5. I have written to the provost asking for a formal, written response to last year's motion on Tenure, Promotions, and Appeals Procedures, and have had a subsequent conversation with him about the matter. I received a hand-delivered written response today. [Letter read and submitted for the Journal.]

6. Please note the dates for the meetings of the Faculty Senate for the remainder of the academic year. Please inform the Faculty Senate secretary, Harriet Flowers, or Peter Lombardo, or myself if you know in advance that you cannot attend a particular meeting of the Senate so that you can be marked as absent with excuse.

## Appendix B

The University of Notre Dame  
Notre Dame, Indiana 46556  
Office of the Provost  
October 10, 1994

Reverend Richard P. McBrien  
Chair  
The Faculty Senate  
University of Notre Dame  
Notre Dame, INdiana 46556

Dear Dick,

I am writing as a follow-up to your recent letter and our conversation in my office last Wednesday regarding the Senate Resolution on a review of Notre Dame's tenure, promotion and appeal procedures.

In the spring of 1993, PAC initiated a review of our tenure and promotion process, specifically on the question

of feedback to individual faculty either during the process itself or after it. We decided to return to the review once PAC had experienced a full promotion cycle. With the subsequent addition of five new PAC members in fall, 1993, however, I postponed the debate until the newly enlarged PAC had been through the entire promotion process. Consequently, this issue is on the agenda for fall, 1994. Following my conversation with you, I decided to incorporate a discussion of the appeal process into this agenda item.

Accordingly, following normal PAC practice, I am establishing a committee consisting of representative members of PAC to review our tenure, promotion and appeal process. All appropriate background materials will be made available to this group. Two senators from the Senate Committee on Administrative Affairs will be invited to make a presentation to PAC or to submit written materials or both. The PAC committee will present its findings to PAC as a whole. As is my custom during PAC meetings, the floor will be open to all views and we will have a full discussion of all the pros and cons of the issues.

As you know, I disagree with the suggestion that outside persons, such as representatives of the national AAUP, sit on university committees. In my view, full control and responsibility of our future must be in our own hands. Outside input is, of course, welcome and can take a variety of forms, as in the cases of evaluations for promotion and consultations for departmental reviews. But the deliberations and the decisions must be our own.

I look forward to cooperating with you and the Senate in examining the current tenure, promotion and appeal procedures. Everything we can do to improve the system contributes to our goal of developing an ever stronger faculty.

Yours sincerely,

Timothy O'Meara  
Provost

## Appendix C

Advance Questions for Fr. Malloy  
Faculty Senate Meeting  
October 10, 1994

1. How do you view the role of the faculty in the governance of the university? In what matters do you think the faculty should formally be consulted prior to the Administration's making of policy decisions and appointments? In what matters do you think the Administration

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should be free to formulate policy and make appointments without prior formal consultation with the faculty?

2. Father Oliver Williams, C.S.C., former Associate Provost, had been assured by the Provost that he would be given at least one-year's advance notice of termination (see Father Williams's letter to you of July 21, 1994, para. 2). In the recent case, Father Williams was informed only two weeks before the announcement of his successor on May 6 that he would be terminated as Associate Provost as of July 1. And when Father Williams expressed his personal reaction to you regarding the manner and timing of his termination as Associate Provost, he was informed that there was a "crisis" situation and that the change had to be made and announced as soon as possible. Why was the Provost's assurance to Father Williams not honored? What was the nature of the "crisis" that precipitated this course of action?

3. In his recent letter to the Holy Cross community at Notre Dame, Father Williams characterized the manner of his termination as Associate Provost as "clearly unjust and unethical" (para. 1). In an accompanying copy of a letter he wrote to you on July 21, he used the adjectives "unconscionable" and "mean-spirited" to describe his treatment (para. 2). More ominously, he also referred to a "pattern" of "such unethical practices" to which he had protested in the past, "apparently to no avail" (para. 3). What "unethical practices" had Father Williams previously protested, and, if he is correct in his allegation, why were they not properly addressed? If they *were* addressed, how were they addressed?

4. Had Father Timothy Scully, C.S.C., been appointed as Associate Provost, without also being named a vice president, there would have been no formal protest from the Faculty Senate and from other members of the faculty. The appointment would have been regarded as a normal administrative prerogative of the officer with whom he would directly work, namely, the Provost — as is also the case, for example, with the appointment of associate deans. However, since Father Scully was also to be named a vice president, requiring changes in both the Bylaws and Academic Articles of the University, why was not the vice-presidential aspect of his appointment delayed until the just-concluded fall 1994 meeting of the Board of Trustees so that both the Bylaws and the Academic Articles could have been amended *prior* to the appointment?

5. Are you satisfied that the faculty has appropriate supervisory control of the university's athletic programs through its participation on the Faculty Board for the Control of Athletics? If so, why was a new Director of Athletics named on August 1 of this year without prior

consultation and vote of the Faculty Board for the Control of Athletics? Why was the university's entrance into the Big East Conference this year finalized without formal consultation and vote by the Faculty Board?

6. Will you support the Faculty Senate's recommendation of September 7 to the Academic Council that the Faculty Board for the Control of Athletics be chaired by a member elected annually from the elected faculty in place of the present arrangement where the Executive Vice President chairs the Faculty Board?

7. Is the appeals process following a negative tenure, promotion or renewal decision the same in every college of the University? If not, do you think that this lack of uniformity is unfair and should be corrected?

8. A recent article, "Where Do We Go From Here?", in *Scholastic Magazine*, September 15, 1994, pp. 3-5, reports that the students are primarily concerned about academic excellence, while the focus of the Colloquy is on the Catholic character of Notre Dame (p. 4). The students' concern for academic excellence is centered on such issues as the lack of comprehensive advising systems at the departmental level, the hiring of researchers who aren't also effective teachers, the excessive use of teaching assistants in courses, and inadequate Teacher Course Evaluations. The article quotes Matt Umhofer, class of '94 and originator of the Futures Invention Workshop, as saying that when student concerns are brought before the Administration, i.e., Student Affairs, the concerns are not seriously addressed, and that even the President seems to listen more to "the people who pay the bills, and the people who have the power" than to students. Do you think that there is a significant discrepancy between your own vision for the University, as expressed in Colloquy for the Year 2000, and that of many of our undergraduate students? If so, how can that discrepancy be closed?

9. What criteria will the Administration use in selecting and setting priorities among the various recommendations found in Colloquy for the Year 2000?

10. To what extent, if at all, does the University's desire and effort to raise funds, as in the next capital campaign, have an impact upon the Administration's governance of the University? Specifically, does the political and/or theological orientation of actual and prospective donors ever influence the Administration's shaping of policies and appointments?

## Faculty Board in Control of Athletics

October 17, 1994

In attendance: Rev. E. William Beauchamp, C.S.C., chair; Professor George Craig; Professor Alexander Hahn; Dr. Kathleen Halischak, recorder; Professor George Howard; Ms. Sheryl Klemme; Professor William Nichols; Professor Patricia O'Hara; Mr. Richard Rosenthal.

Absent: Professor Joseph Bauer; Professor JoAnn DellaNeva; Professor David Kirkner.

The meeting was called to order at 4:41 p.m.

1. The minutes of the September 12, 1994, meeting were accepted.
2. Father Beauchamp presented for board consideration recommendations for the playing schedules of men's and women's fencing. The board recommended approval of the schedules. These lists are attached to these minutes and hereby incorporated by reference as an official part of the board minutes.
3. Father Beauchamp presented for board consideration a recommendation for monogram awards in cheerleading. The board recommended approval of the monograms.
4. Father Beauchamp presented for board consideration a recommendation for track monogram awards for Andrew Burns and Mike Smedley who had been inadvertently left off the original list. The board recommended approval of the monograms.
5. Father Beauchamp presented for board consideration the following names as team captains: Lamarr Justice, Billy Taylor and Jason Williams in men's basketball; Letitia Bowen and Carey Poor in women's basketball; Rakesh Patel, Stanton Brunner and Chris Hajnik in men's fencing; Claudette deBruin and Maria Panyi in women's fencing; and Laura Schwab in women's tennis. The board voted unanimously to recommend approval of all captain nominees in men's basketball, women's basketball, and women's tennis. The board tabled the vote on fencing captains until the November meeting.
6. Mr. Rosenthal discussed the football bowl coalition and Notre Dame's prospects for this year. He also provided an update on Title IX and the issue of proportionality and its effect on the Notre Dame sports program.

7. Dr. Halischak presented a summary of the academic records of the sports teams for the past several years.

8. Father Beauchamp asked the board members for the responses to the Faculty Senate Resolution on Athletics, noting that the faculty board's own recommendations and report would be presented to the Academic Council. The board discussed various points of the resolution and agreed to revisit its own recommendations at the next meeting. Father Beauchamp asked Dr. Halischak to forward copies of the preliminary report to all board members.

The meeting was adjourned at 6:15 p.m.

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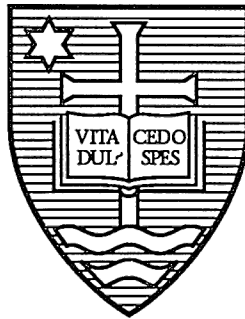
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