



# NOTRE DAME REPORT

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## Brother Roger to Receive Notre Dame Award

The 1996 Notre Dame Award for international humanitarian service will be given to Brother Roger, founder and prior of the ecumenical Taizé Community in eastern France. He will receive the award and address the Notre Dame community April 24.


The 81-year-old Brother Roger, who observes the Taizé community's custom of foregoing the use of family names, is a native of Switzerland. His father was a Swiss Calvinist pastor, and his mother was from the Burgundy region of southeastern France, where the Taizé Community has its headquarters.

The community was founded in 1940, when the 25-year-old Brother Roger and three like-minded companions took up residence in a house in Taizé, a nearly abandoned village, and began to live a simple communal life. Convinced that his was an ecumenical vocation, Brother Roger felt himself called to give a radical Christian witness "without becoming a symbol of denial for anyone, by reconciling in the depths of my heart the current of faith of my Protestant origins with the faith of the Catholic Church." Today he is prior of a community which includes nearly a hundred Anglicans, Lutherans, Evangelicals and Catholics from more than 20 countries.



The earliest ministry of the Taizé community was hospitality, offering shelter and concealment to European refugees of World War II, including Jews fleeing Nazi persecution. Following the war, the growing Taizé community sent members into eastern Europe to establish prayer circles. In 1949, several community members formally committed themselves to a rigorously monastic life of vowed celibacy and communal stability, and, three years later, Brother Roger wrote a rule for the community.

Community life centers around prayer, work and hospitality. The monks never preach to their guests, insisting that their role is to live as a "parable of community," a sign of the Gospel's call to reconciliation at the heart of the world. Liturgies at Taizé combine elements of Catholic, Orthodox and Protestant traditions, and its distinctive sacred music, meditative chants of scriptural verses, has become popular in Christian churches. Since 1978, the community has annually sponsored international gatherings of young people for ecumenical discussion and prayer.



The Notre Dame Award was established in 1992, in celebration of the University's Sesquicentennial, to honor persons "within and without the Catholic Church, citizens of every nation, whose religious faith has quickened learning, whose learning has engendered deeds, and whose deeds give witness to God's kingdom among us."

## Joint ND-SMC Master's Degree Developed

The University of Notre Dame and Saint Mary's College have collaborated to develop a new master's degree program to prepare administrators for work in public and private elementary and secondary schools nationwide.

The Educational Leadership Program, to be offered beginning with the 1997 summer session, is a joint effort of the Master of Science in Administration (M.S.A.) Program in Notre Dame's College of Business Administration and the Education Department at Saint Mary's. It will award an M.S.A. degree from Notre Dame and lead to licensure as either an elementary or secondary school administrator.

The 48-credit program is designed to provide new administrators with both knowledge and the ability to apply it in realistic situations, an understanding of a variety of leadership issues, and an appreciation for the many communities of learning within school systems.

The program will be comprised of 24 M.S.A. credits at Notre Dame, 18 credits through Saint Mary's courses specifically designed to meet the requirements of the Indiana Professional Standards Board, and six elective credits at Notre Dame. Admission to the program will include the normal requirement for all M.S.A. students, as well as a valid teacher's license or the plan to acquire one within a year after enrolling in the program.

The Educational Leadership Program has adopted standards proposed by the Interstate School Leaders Licensure Consortium and is the first of its kind to be approved by the Indiana Professional Standards Board. The M.S.A. degree awarded by Notre Dame and the recommendation for administrative licensure by Saint Mary's will be accepted not only in Indiana but also in Georgia, Maryland, Massachusetts, New Hampshire, New York, Rhode Island, South Carolina, Tennessee, Texas, Virginia, Washington and West Virginia.

For more than 40 years the M.S.A. Program at Notre Dame has provided graduate education to managers of nonprofit organizations, with a particular emphasis on religious communities and the health care industry. The current enrollment totals more than 200 students.

Programs offered by the Education Department at Saint Mary's have been accredited by the state of Indiana since 1915 and the National Council for Accreditation of Teacher Education since 1959. The department has offered courses to Notre Dame students since 1974.

# FACULTY NOTES

## Honors

**Louis J. Berzai**, assistant professional specialist in the Laboratory for Social Research, was elected president of the Foundation for Information Technology Education for 1997. The Education Foundation, as an independent body representing practitioners, as well as educators and researchers, seeks to provide leadership in identifying education opportunities that will advance the Information Systems Profession.

**Denis Goulet**, O'Neill professor in education for justice, economics, was appointed to the international advisory board of the International Centre for Islamic Political Economy, Bangladesh, India, and Cape Breton, Nova Scotia, Canada.

**Martin F. Murphy**, chairperson and associate professor of anthropology, was appointed a permanent member of the Master's Program in Anthropology at the Universidad de La Habana, Cuba.

**Morris Pollard**, Coleman director of the Lobund Laboratory and professor emeritus of biological sciences, has been appointed a member of the international advisory board of the International Society of Hormone-Dependent Neoplasias and Diseases.

**Jackie G. Smith**, visiting fellow in the Kroc Institute, has received a Nonprofit Sector Research Fund grant from the Aspen Institute for her project "Local Implications of Transnational Organization: A Survey of EarthAction Partner Organizations."

**Rev. Oliver F. Williams**, C.S.C., associate professor of management, was appointed to the editorial board of *Business and the Contemporary World: An International Journal of Business, Economics and Social Policy*.

## Activities

**Stephen M. Batill**, professor of aerospace and mechanical engineering, gave a presentation titled "Coordination of Discipline Specialists in Non-Hierarchic System Design" at the University of Cardiff in Wales, United Kingdom, Nov. 14, and at the Imperial College of Science, Technology and Medicine in London, England, Nov. 28.

**Robert Brandt**, professional specialist in architecture, exhibited his sculptural works by invitation in the national "Temptuous Teapot" exhibit at the Images Friedman Gallery in Louisville, Ky., Nov. 8. He exhibited his sculptural works by invitation in the "Contemporary Works in Wood" exhibit at the Carmen Llewellyn Gallery in New Orleans, La., Dec. 6-31.

**Carolyn M. Callahan**, associate professor of accountancy and KPMG Peat Marwick faculty fellow, as the invited Accounting Hightower lecturer, presented "Accounting Disclosures and Information Asymmetry: Research Opportunities Associated with Bid-Ask Spreads" and "Earnings Predictability, Information Asymmetry, and Market Liquidity" co-authored with **John Affleck-Graves**, associate professor of finance and business economics, and **Niranjan Chipalkatti** at Emory University in Atlanta, Ga., Dec. 6.

**Daniel M. Chipman**, associate director and professional specialist in the Radiation Laboratory, gave the invited seminar "Theoretical Studies of Free Radicals" at the University of Oregon in Eugene, Oreg., Feb. 17.

**Sharon Hammes-Schiffer**, assistant professor of chemistry and biochemistry, gave a talk titled "Proton, Electron, and Hydride Transfer Reactions in Solutions" at the Mesilla Chemistry Workshop on Comparison of Classical and Quantum Dynamics in Mesilla, N.Mex., Feb. 10.

**Ahsan Kareem**, professor of civil engineering and geological sciences, chaired two sessions, "Vortex Induced Motions" and "Bridge Aerodynamics," and with K. Gurley, graduate student, presented two papers titled "Correlation Structure of Random Pressure Fields" and "Analysis, Interpretation, Modelling and Simulation of Unsteady Pressure Data" at the third international colloquium on Bluff Body Aerodynamics and Applications held at Virginia Polytechnic Institute and State University in Blacksburg, Va., July 28-Aug. 1. Kareem chaired a session on "Modelling of Flow Induced Vibrations" and with D. Yu, graduate student, presented a paper in the inaugural plenary session titled "Numerical Simulation of Flow Around Rectangular Prisms" at the second international symposium on Computational Wind Engineering held at Colorado State University in Fort Collins, Colo., Aug. 4-8. Kareem served as a member of the Scientific Advisory Board at that symposium. He co-chaired a session on "Wind Engineering" and with M. Tognarelli and D. Yu, graduate students, presented two papers titled "Numerical Simulation of Flow Field Around Buildings" and "An Overview of Techniques for Analyzing a System Modelled as a Duffing Oscillator Driven by Deterministic and Stochastic Excitations" at the seventh ASCE specialty conference on Probabilistic Mechanics and Structural Reliability held at Worcester Polytechnic Institute in Worcester, Mass., Aug. 7-9. Kareem served as a member of the technical committee of the International Wind Engineering Forum's Workshop on Computational Wind Engineering/Computational Fluid Dynamics for Prediction of Wind Effects on Structures held at Colorado State University in Fort Collins, Colo., Aug. 9-10.

# FACULTY NOTES

**Scott P. Mainwaring**, chairperson and professor of government and international studies, gave a talk on "Reexamining Theories of Party Systems from a Latin American Perspective" at the University of Brasilia, Brazil, Jan. 14, and at the Catholic University of Peru, Jan. 23. He served as a consultant for discussions on a new master's program in political science at the Catholic University of Peru.

**James J. Mason**, assistant professor of aerospace and mechanical engineering, organized and chaired a symposium on the "Failure of Interfaces" at the international Mechanical Engineering conference and expositions of the American Society of Mechanical Engineers in Atlanta, Ga., Nov. 11.

**Rev. Richard P. McBrien**, Crowley-O'Brien-Walter professor of theology, presented "Homosexuality: An Ecclesiological Approach" at the Gender Studies Roundtable at the University of Notre Dame, Notre Dame, Ind., Jan. 23.

**Eileen B. Mikals-Adachi**, associate professor of classical and Oriental languages and literatures, presented the papers "Female Literature in Japan: Creators and Guardians of the Traditions" as part of a panel on Reading, Teaching, and Theorizing Modern and Contemporary Women Writers and "Echoes of the Past — *The Tale of Genji* and Modern Japanese Literature" in a panel on Eastern Canon at the convention of the Modern Language Association in Washington, D.C., Dec. 27-30.

**Gerald Misiolek**, assistant professor of mathematics, gave the talk "The Exponential Map of the Free Loop Space is Fredholm" in the Department of Mathematics at the University of California in Santa Cruz, Calif., Jan. 14.

**Terrence W. Rettig**, professional specialist and concurrent associate professor of physics, presented the invited talk "Understanding the Structure of Comets — Modeling Hubble Space Telescope Observations" at the Southwest Research Institute for Planetary Sciences in Boulder, Colo., Jan. 23.

**Robert P. Schmuhl**, chairman and professor of American studies, discussed "The State of the Union" on the WGN program "Extension 720" in Chicago, Ill., Feb. 4.

**Thomas Gordon Smith**, chairperson and professor of architecture, presented "Millford Plantation, Duncan Phyfe at 40" at the curator's symposium for the exhibition "New York, the Empire City" at the Metropolitan Museum of Art Department of American Decorative Arts in New York, N.Y., Jan. 20-22.

**Rafael Tenorio**, assistant professor of finance and business economics, presented the papers "On Strategic Quantity Bidding in Multiple Unit Actions" and "Testing Sequential Game Equilibria Using a Natural Experiment from 'The Price is Right'" co-authored with **Robert H. Battalio**, instructor in finance and business economics, at the winter 1997 meetings of the Econometric Society in New Orleans, La., Jan. 3-6. He presented the paper "Strategic Trading in a Two-Sided Foreign Exchange Auction" with L. Goldberg at the Department of Finance at DePaul University in Chicago, Ill., Jan. 30.

**John A. Weber**, associate professor of marketing, presented a paper titled "Complexes of Marketing Planners Empirical Study, Strategic Implications and Research Opportunities" at the joint conference of the Institute for the Study of Business Markets and the Center for Business and Industrial Marketing held in Atlanta, Ga., Jan. 19-22.

**Rev. Oliver F. Williams, C.S.C.**, associate professor of management, presented "Can Business Ethics Enhance the Bottom Line?" to Students for Responsible Business at the University of Notre Dame, Notre Dame, Ind., Jan. 29. He presented "What Can We Learn From the Use of the Sullivan Code in South Africa?" to the Graduate School of Business at the University of Michigan in Ann Arbor, Mich., Jan. 31.

**John H. Yoder**, professor of theology, lead the seminar "Peace Theology for the 21st Century — Retrospect and Prospect" at the School for Leadership Training at the Eastern Mennonite University in Harrisonburg, Va., Jan. 20.

## Deaths

**Veronica C. Blasquez**, Galla assistant professor of biochemistry, Jan. 29. Blasquez's appointment to the Galla assistant professorship in 1990 made her one of the University's first two "named" assistant professors. She joined the Notre Dame faculty after five years as a postdoctoral fellow in the Department of Biochemistry at the University of Texas Southwestern Medical Center. She had been a lecturer and laboratory instructor in general and organic chemistry and biochemistry at the University of Philippines after receiving her bachelor's degree in chemistry there in 1978. She earned her doctorate in biochemistry from Purdue University in 1985. Blasquez's research was in genetics, specifically the effects of chromatic structure on gene expression.

## Foik Award

The Reverend Paul J. Foik Award Committee invites nominees for the award, which is given annually to a library faculty member who has contributed significantly to library service to the Notre Dame community or to the library profession through personal scholarship or involvement in professional associations. The award is named for the Holy Cross priest who served as director of Notre Dame's library from 1912 to 1924 and was a leading figure in the library profession in the first quarter of the 20th century. It is among those announced at the President's faculty dinner in May. Previous winners have been Maureen Gleason, deputy director, Robert Havlik, engineering librarian emeritus, Joseph Huebner, head of collection development, Rafael Tarrago, Latin American studies librarian, Janis Johnston, associate director of the Law Library, and Charlotte Ames, American Catholic studies librarian.

All members of the University Libraries' and Law Library faculty with two or more years' tenure are eligible. Please send names of nominees, including justification, to the Reverend Paul J. Foik Award Committee, c/o John Halloran, Associate Professor, Finance, 247 Business Administration Complex, by April 4.

## Academic Council Minutes September 3, 1996

**Members in Attendance:** Rev. Edward A. Malloy, C.S.C.; Nathan O. Hatch; Rev. E. William Beauchamp, C.S.C.; Rev. Timothy R. Scully, C.S.C.; Jeffrey C. Kantor; Carol A. Mooney; Patricia A. O'Hara; James L. Merz; Harold Attridge; Francis J. Castellino; John G. Keane; Eileen Kolman; David T. Link; Anthony N. Michel; Maureen Gleason; Rev. Richard P. McBrien; Brendan Kelly; Kathleen Biddick; Rev. David B. Burrell, C.S.C.; Cornelius F. Delaney; Joan Aldous; Walter Nicgorski; Jean Porter; Philip L. Quinn; John H. Van Engen; Bruce Bunker; John E. Derwent; Andrew J. Sommese; David Kirkner; John Affleck-Graves; Jeffrey H. Bergstrand; Fernand Dutile; Dennis Doordan; Lorry Zeugner; Sr. Regina Coll, S.J.; Kathleen Maas Weigert; M. Theresa Sullivan; Christopher Penny

**Observers in Attendance:** Andrea Midgett; Dennis K. Moore; Thomas Runge; Harold L. Pace; Ana Rodriguez-Gusta

**Guests in Attendance:** Barbara Walvoord

Prof. Hatch opened the extended meeting at 4:05 p.m. with a prayer.

### 1. Remarks from the President and the Provost.

Fr. Malloy said that the University's officers meet for a few days each summer at Notre Dame's property in northern Wisconsin to review the academic year just concluded and to plan for the year ahead. He chose "benchmarking" as his theme for this past summer's meetings, where many of the attendees were new. In a university setting, benchmarking is the regular and consistent effort to gauge the quality of the overall educational environment through a series of steps. Fr. Malloy said that it would also be appropriate for the Academic Council to discuss benchmarking in such a context.

For educators, Fr. Malloy said, benchmarking first involves gathering comparative data about the policies, practices, personnel and effectiveness of peer institutions and other appropriate groups. Because Notre Dame has enjoyed the benefits of balanced budgets, a growing faculty, and renovation and expansion of its physical plant, it would be easy to become isolated and complacent. However, the University has, in recent years, gathered and analyzed data from other institutions, including non-educational groups from whom much can be learned about investment strategies, personnel policies, etc. Fr. Malloy said that any issue, question or dilemma facing the University has likely been faced elsewhere. For this reason, he encourages the officers to gather data that is

task appropriate, and he encouraged the Academic Council to do the same, especially within its three committees.

Next, benchmarking for educational purposes involves visiting other campuses in an organized way for on-site meetings and evaluations with key personnel. Fr. Malloy said that he consistently urges vice presidents, deans and other administrators to visit other campuses regularly for evaluation, comparison and insight. A third step involves the interpretation and evaluation of data that has been gathered and visits that have been conducted, and applying what has been learned to Notre Dame's distinctive mission. Fr. Malloy said that it is inappropriate to try to make Notre Dame another "X" type of university, because Notre Dame is unique in its religious affiliation, size, heritage, location, etc. Notre Dame should compare itself with others for self-evaluation, not for across-the-board emulation.

A final step in benchmarking requires regular reading in higher education. Fr. Malloy said that he has recently spent a great deal of time reading about many of the varied aspects of higher education, including institutional histories, educational philosophies and religiously-affiliated education. He felt that, while most individuals should not feel compelled to read as extensively as he has, keeping abreast of what is happening in education should be considered an obligation by the University's full-time administrators. Fr. Malloy said that he will continue to send to council members reports and other materials that he feels they should be aware of, and he suggested that the committees could do a better job of reading and thinking about how undergraduate and graduate education take place elsewhere. He concluded his remarks on benchmarking by saying that the University needs to examine and compare itself by the highest standards available, to counteract any exaggerated sense of its progress.

Fr. Malloy then moved to a brief discussion of the next fund-raising campaign, which will be announced publicly in May. As a private institution, Notre Dame receives no money from churches, limited funds from the government for scholarship assistance and research, and limited funds from a few states with transportable scholarships. Aside from tuition and the endowment, fund raising is critical to the financial well-being of the University and essential for the fulfillment of future goals. Fr. Malloy said that the private, quiet phase of the campaign has been under way for several years and is going well. In preparation for the next phase, several people have been added to the Development Office, including an additional regional director for each region, and individuals for on-campus work with foundations and corporations. By the time the campaign is publicly announced, all of the officers will be heavily involved, as well as many deans, academic directors and faculty. Fr. Malloy said

that he is optimistic about the campaign, which is essential for the realization of many goals that have been established by groups such as the Academic Council.

Fr. Malloy next mentioned the many building/renovation projects taking place on campus. He said that the renovation of the Architecture Building is on schedule; the building should be re-occupied by the semester's end. The exterior renovation of the Main Building has been completed; interior renovation, which should take two years, should begin next summer after the building is vacated. The two new dormitories, Keough and O'Neill Halls, have been well-received by the students, and the construction of two additional dorms is on schedule. The exterior renovation of the stadium is also on schedule, as is the renovation of Grace Hall. The beautification of the campus, including the modification of the transportation system and the building of a new entranceway is on schedule and will continue next summer. Sorin Hall and Nieuwland Science Hall have been extensively renovated, a new home has been contracted for the London Program, and many other smaller projects have been completed. Ground will be broken next spring for a new bookstore and visitors' center. Fr. Malloy said that the Academic Council was actively involved in defining what the role of the bookstore should be.

Fr. Malloy said that the administration's and trustees' commitment to boosting undergraduate financial aid has already benefitted the University. He acknowledged the difficulty in interpreting SAT scores, but remained convinced that, because of additional financial aid resources, the University has recently gained many quality students it would have otherwise lost. He said that the same report could be issued for students entering law or business, and added that significant gains have also been made for supporting graduate students. Fr. Malloy was excited about the prospects of the Teaching and Learning Center, the creation of which was strongly supported by the council's Undergraduate Studies Committee; he reported that work on the Residential Network (ResNet) is moving forward; and he said that the final document of the National Collegiate Athletic Association (NCAA) Report is almost complete and will soon be available to the public.

In conclusion, Fr. Malloy addressed the council's standing committees, expressing hope that they would grow more energetic, involved and forceful in setting and achieving their priorities and goals. He suggested that the Faculty Affairs Committee consider formulating a statement on the idea of tenure as an integral part of the American experience of the academe; he felt such a statement could be important as suspicion regarding tenure grows both within and outside of the academic community. Fr. Malloy suggested that the Graduate Studies Committee look more closely into hiring patterns for newly minted Ph.D.s across the country, both within and

outside of academia, and consider what other prospects exist for Ph.D.s when institutions, including Notre Dame, seem preoccupied with reputation when considering faculty appointments. Finally, calling alcohol abuse the shame of Notre Dame, Fr. Malloy suggested that the Undergraduate Studies Committee consider the troubling matter of alcohol and substance abuse and its impact on student performance. He recalled overwhelming evidence demonstrating a direct correlation between alcohol and substance abuse and classroom performance, and suggested that the committee study the data and decide what should be done with regard to the problem at Notre Dame.

Prof. Hatch began by noting his privilege of being at a university that can consider expansion instead of downsizing, that continues to seek quality, and that is poised to launch a new capital campaign to help finance strategic advancement. He said that in his position as the new provost, he had identified five overarching goals. His first goal is to make faculty recruiting paramount. With Colloquy projections (150 additional faculty) and retirements combined, the University is situated to hire many faculty over the next few years. Prof. Hatch said that it is critical that the University do everything possible to make the best new hires and not to simply fill positions, for the new faculty will be a multimillion dollar investment in the University's future. He said it is crucial that already-placed faculty be willing to hire individuals better than themselves and that departments be willing to change direction by bringing in better faculty. Accordingly, the Provost's Office is prepared, as much as possible, to reserve a third of new faculty money for "targets of opportunity," those recruitable individuals who would enhance the University's reputation.

Prof. Hatch said that he recently asked department chairs to name key faculty in other institutions whom the University could reasonably hope to recruit and who would greatly improve existing departments. Special attention is to be given to women, particularly senior women, people of color, individuals who would contribute to Notre Dame's Catholic identity, individuals whose expertise would build upon an existing or emerging strength, and individuals who would bring diversity to the University. As an example of how recruiting might work, Prof. Hatch mentioned a new chair that is being given to the University by the Texaco Foundation, the DeCrane Chair in International Studies. The University has decided not to house the chair within a specific department before conducting a search. The chair will be located in the College of Arts and Letters but will not be given to a specific department until an interdisciplinary committee has identified the best person for the position who could be successfully brought to the University.

Prof. Hatch's second goal is to build centers of excellence across the University. He said that recent interviews and travels to other universities has demonstrated that many places are better than Notre Dame at defining where they want to excel. He has encouraged faculty groups and departments to put forth proposals describing what they consider to be areas of real strength. Some areas, such as theology and philosophy, have been very strong for many years; others are just beginning to emerge. Prof. Hatch said that the goal is to not only reward those areas that are already strong; it is to help the University target areas where resources should be focused.

The third goal is a reinvestment in undergraduate education. Prof. Hatch said that Notre Dame's wonderful tradition of teaching cannot be taken for granted. To the contrary, teaching and the University's curriculum need to be reviewed and compared within and outside of the University, with hard questions asked. Toward that end, a new series of departmental reviews will begin this fall. They will include a major self-assessment component as well as an external review that will look at undergraduate majors and graduate education. In a new design, one faculty member from each department will be asked to join a team of three or four outside reviewers. The committee will produce a report that will not be filtered first internally. Prof. Hatch said that the University must take a serious look at undergraduate education, as many peer institutions are doing. To facilitate this process, Fr. Scully has been appointed to consider the quality of undergraduate education and to promote new initiatives in the area, much as the dean of the Graduate School has over all institutional responsibility for graduate education.

A fourth goal identified by Prof. Hatch is the recruitment of gifted students — undergraduates, professional and graduates — to the University. He said that the University must look more closely at how financial aid relates to the recruitment of gifted students and that it may need to offer merit scholarships on a limited basis for students in the fine arts, especially once it is ascertained what peer institutions do to bring such talented students to their campuses.

A fifth, complicated priority involves the advancement of Catholic intellectual life. Prof. Hatch said that the current intellectual climate within the academe makes it more important and timely than ever for Notre Dame to take its religious heritage and values seriously. This is particularly true since, among most modern intellectuals, the very capacity to believe is discredited. Prof. Hatch said that the fractured nature of modern academic life and its accompanying loss of moral responsibility give tremendous opportunity to Notre Dame. He said that to ably promote conversation about the fundamental issues of belief, meaning, values and transcendence may be the University's highest calling.



# DOCUMENTATION

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Prof. Hatch said that the greatest danger facing Notre Dame is becoming complacent. To develop an ethos of innovation will require a climate that allows for vigorous self-assessment and that rewards individuals and departments for speaking the truth about where they are. Improvement in any area will be impossible without honest self-assessment. Comparative assessment also will be crucial, but eventually, individuals and departments must ask, "How can we develop a climate that allows for innovation?"

Prof. Hatch said that a great deal of his time will be spent on candidate searches for several important positions, including deans for the College of Business Administration and College of Arts and Letters, and directors for the University Libraries, Medieval Institute and Kellogg Institute. He will be actively involved in encouraging cooperation and a better flow of information between business affairs and finances and the academic side of the University. He wants the whole area of planning and budgeting to be studied closely, and has delegated an individual to research how other institutions plan their budgets. He would like to see more unified committee work on space needs across campus, including more faculty participation in appropriate projects. And, with the aid of deans, department chairs and individual faculty members, he will be heavily involved in the campaign, searching for ways to best represent academic priorities.

Turning to the organization of the Provost's Office, Prof. Hatch said that Fr. Scully will be responsible for undergraduate education and the whole effort to promote and expand international studies. Prof. Mooney will be concerned with issues related to the faculty such as recruitment, appointment, compensation, evaluation, diversity, etc. She also will lend her expertise to professional education in the College of Business Administration and the Law School. Prof. Kantor will work on issues involving the administration, budgets, space, technology and computing, the library and computing.

Finally, Prof. Hatch said that the primary goal of the Academic Council should be to improve Notre Dame as a center of learning and to find ways to enrich the University's academic life to best realize its potential as a Catholic institution. He asked the council to work diligently in their committees and to foster a climate of full participation in full meetings.

**2. Remarks of Prof. Barbara Walvoord, Director, John A. Kaneb Center for Teaching and Learning.** Prof. Hatch introduced Prof. Walvoord as a strong promoter of writing across the curriculum. He said that she came to Notre Dame from the University of Cincinnati where she worked very effectively with faculty from across the disciplines in that institution's center for teaching and learning.

Prof. Walvoord said that she had arrived with great anticipation and without an immediate, specific agenda. Initially, she plans to spend a good deal of time listening to what faculty and others have to say about Notre Dame, their needs and their expectations for the new center. She said that the center could easily make a serious mistake from the start: It could convince faculty that it is merely an arm of the administration and is peripheral to faculty concerns and what goes on in the classroom. But, Prof. Walvoord said, such an attitude did not develop at her former institution and need not develop here. While working to make the center as welcoming and useful to faculty as possible, she will continue to teach and conduct research in higher education and what happens in the classroom.

Prof. Walvoord said that the center's purpose is to help faculty develop their skills as teachers. It was not created to fix teaching, berate or evaluate faculty. It was created to be a resource for faculty in their lives as teachers, just as resources are provided for faculty in their lives as researchers. Prof. Walvoord said that it is important that the center function in the context of a research university; its development will not compromise Notre Dame's growth in research and will in no way diminish the role or job description of "teaching and research" faculty. The center's goal is not to usurp but to enhance and support the teaching and learning that is already taking place across campus for faculty and students. Prof. Walvoord said that she looks forward to positioning the center and its resources to help enrich the already varied process of teaching and learning at Notre Dame.

### **3. Overview of the Organization of the Provost's Office.**

**a. Comments by Fr. Scully.** Fr. Scully said that his top priority this year will be to learn more about undergraduate education at Notre Dame and elsewhere. He said that he would discuss his agenda more specifically with the Undergraduate Studies Committee, to get some feedback on his plans. Fr. Scully said that he knows little about undergraduate education at Notre Dame outside of his own field, and that he will begin learning by establishing a series of meetings with each college's undergraduate deans and associate deans. He also plans to spend time within the colleges' departments, visiting chairs and undergraduate directors, meeting with student groups who have been selected in a relatively random manner, and meeting with and visiting in classrooms faculty who have been identified as top teachers. Fr. Scully's goals are to discover what does and does not work for undergraduates, to signal the provost's interest in undergraduate education, and to try to discover what kind of incentives would promote good teaching. He also will be involved with the newly designed undergraduate departmental re-



views, and will oversee the development of the Kaneb Center.

Fr. Scully welcomed the arrival of Prof. Walvoord, and said that they have already begun discussing the University's strategy for and use of Teacher Course Evaluations (TCEs). His office also will be involved with the issue of undergraduate advising, as mandated by the Curriculum Committee, and will carefully consider ways to improve the core curriculum. Additionally, he will work with the Office of Institutional Research to discern which departments draw the University's best students, which courses are the most oversubscribed and undersubscribed, and how the University can best respond to short-term teaching needs as the undergraduate population shifts.

Fr. Scully said that he looks forward to working as a member of the Undergraduate Studies Committee. If the Academic Council deems it necessary, he will help establish a council on undergraduate education, much like the Council on Graduate Education. However, his initial preference is not to form yet another council or committee. He said that there are a number of issues to be discussed with regard to more effectively bridging student academic and residential life. Fr. Scully will spend most of the first semester gaining a better understanding of the questions and issues involved with undergraduate education. He then will look at excellent programs at other institutions for additional insight.

Fr. Scully said that his involvement with international studies will be ongoing. He reported that he and the assistant provost for international studies, after consultations with scores of faculty who are interested or involved in international studies, are implementing a number of initiatives designed to cluster faculty in new ways. A new initiative will soon be announced that will, through the services of the Institute for Scholarship in the Liberal Arts, invite international studies faculty to develop new courses along a set of guidelines established to build, broaden and fill in gaps in the international studies curriculum.

Fr. Scully reported that language proficiency requirements for the College of Arts and Letters are being reviewed, and that international studies is working with a pilot program in one language department to introduce national standards for proficiency and achievement levels. Fr. Scully said that the University will send teams of faculty to evaluate all of the overseas programs this year. He said that there is an unnecessarily large gap between faculty responsible for area studies and their respective international programs; in some cases, key faculty who are responsible for overseas programs have never visited the program sites. Fr. Scully said that changes will be implemented in the Mexico Program, that changes in the

London Program are contemplated, that an Ireland Program is being elaborated, that the Department of Anthropology is involved in generating a program in the Caribbean, and that programs in Mexico, Australia, Jerusalem and Chile will be improved in important ways.

Finally, Fr. Scully said that recruiting talented students is a priority for him. He has attempted to reconnect the Office of Financial Aid and the Office of Admissions so the University can more effectively and more aggressively recruit top students from across the country.

**b. Comments by Prof. Merz.** Prof. Merz, the new vice president for graduate studies and research, said that his job has come at a time when research funding is decreasing, especially for the humanities, an area where he has much to learn. He will spend a lot of time visiting deans, colleges and department chairs across campus to learn as much as he can about graduate education at an institution that is best known for what it offers undergraduates.

Prof. Merz said that he considers graduate studies and research to be two sides of the same coin. His job in particular involves people — an outstanding faculty and many superb graduate students. He said that though it will not be his job to hire the 150 additional faculty mentioned earlier, he will play a role in convincing top academics that Notre Dame is a good place to be, that it offers an environment that is conducive to scholarly work and research. Prof. Merz said that he also will be involved in the lives of graduate students. His top priority for the year will be meeting with department chairs and directors of graduate studies to plan new strategies for recruiting top graduate students. While Notre Dame attracts large numbers of foreign graduate students, especially in science and engineering, that is not true for domestic graduate students. Prof. Merz said that this is true at least partly because the University does not make proper overtures to domestic graduate students, something he will work to change.

Prof. Merz said that he believes very strongly in creating new ways of proposing research. He values interdisciplinary and cross-disciplinary research, putting faculty together who would not normally work with one another, and will work toward defining new ways to advance creative proposals that place faculty together synergistically, where the output or end product is greater than the sum of individual contributions. He also said that working collaboratively is not the only way to do research, and that he will spend time seeing that individual faculty research is enhanced and promoted by the University.

Prof. Merz said that he hears frequently that the University's infrastructure needs improvement, such as more labs for scientists and engineers, better maintenance of expensive equipment, and better access to the

library and computer resources for humanities faculty. He said that he views himself as a facilitator; as such, he will try to improve the research environment and he will try to make happen what the faculty wants to see happen. Toward that end, marketing and public relations is critical. Prof. Merz said that he will make it his business to articulate to others the quality of Notre Dame's graduate programs, all the while taking seriously the need for assessing that quality, so that the University's strengths are promoted and its weaknesses strengthened. He mentioned a growing government call for accountability in research and scholarly work, which must be carefully responded to with full explanations of what is being done at Notre Dame and how and why it benefits society.

Prof. Merz closed by expressing his awareness that advances in graduate studies and research at Notre Dame need to be coupled with undergraduate education in ways that enhance both. He was pleased with Prof. Walvoord's statement that the Center for Teaching and Learning should not in any way diminish faculty research and creative activity. Prof. Merz said that he joins Prof. Walvoord, Fr. Scully and others in an attempt to bring together advanced studies, advanced scholarly work, and a creative atmosphere in a way that enriches undergraduate education. He said that the concept of a teacher-scholar faculty is very important to the University; Notre Dame wants faculty who both teach well and are good researchers. He added to that concept the idea of Catholic teacher-scholars, individuals who take into account in all of their activities what it means to be at a Catholic university and who consider what their contributions can be to Christian thought.

**c. Comments by Prof. Mooney.** Prof. Mooney said that her primary responsibilities will be in the area of faculty affairs: recruitment, appointment, compensation, promotion, etc. Like Prof. Merz, she said that hiring 150 new faculty will not be her job. Rather, her job will be to support the departments that will be recruiting and hiring. As a faculty member, Prof. Mooney said that she knows how to work within a department. She must now learn how to support departments from the outside.

Prof. Mooney said that she is committed to seeing that one-third of the money budgeted for new faculty is reserved for targets of opportunity, as explained by Prof. Hatch. She said that the University cannot make the strides it needs to in the hiring of senior women, minorities and outstanding scholars whose faith informs their scholarship if it waits until those individuals happen to fit departmental slots and curricular needs. Money must be available to hire those individuals when and as they are available and interested in Notre Dame, even though they may not fit departmental needs. Prof. Mooney said that the pressure from departments to spend all of the

money set aside for new faculty will be great since departments always have needs. However, she is convinced that everyone will ultimately be pleased if the University stands firm and holds onto the one-third allocated for targets of opportunity and seizes them as they present themselves.

Prof. Mooney said that she recently chaired a subcommittee of the Provost's Advisory Committee (PAC) that reviewed the University's tenure and promotion process. This process included reviewing the Faculty Senate proposal on the appeals process, which was sent to PAC by the Academic Council. She said the appeals process was reviewed from a procedural perspective, that is, the subcommittee asked how the procedure works within the University and within PAC. Prof. Mooney said that a report from the subcommittee will eventually come to the council, after first being presented to the Faculty Affairs Committee; it is likely that recommendations for change will be included.

Prof. Mooney said that she is excited to be part of the Provost's Office, adding her perspective from one of the University's professional schools. She said that the Law School will be reviewed this year; it will be the first time in more than a decade that reviewers are brought in from outside the University, except for accrediting reviews. She also said that she and the director of the M.B.A. program in the College of Business Administration will visit other institutions to learn how top business programs work. And she has been working with two committees that were established last year to study the possibilities of continuing education at Notre Dame.

**d. Comments by Prof. Kantor.** Prof. Kantor said that his general areas of responsibility will deal with the administration and with budgeting and planning within the Provost's Office. He said that his primary job is to help the provost and others in the office develop the tactics and strategies necessary for meeting the University's academic goals. Prof. Kantor has oversight responsibilities for the Office of Admissions, the various colleges, the Office of the Registrar, Academic Space Management, Institutional Research, and Library issues relating to technology.

Prof. Kantor reported that a key initiative for this year is the installation of ResNet, a \$7 million dollar project to include the dormitories in the campus computer network. The physical plant part of the project has been under way for two years, and as of last week, 800 students' computers, representing approximately 10 percent of the undergraduate population, were connected. The number of computers already exceeds the total number of computers in all of the computer clusters on campus. The installation of ResNet should be completed by October 1997.

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Prof. Kantor said that he will be involved with the registrar's project to eventually automate the classroom scheduling process, which should have a significant impact on the advising process. He has visited and will continue to visit other institutions to learn how the budgeting process works in other places and to discern how Notre Dame might better align academic priorities and its budget. His work with budgeting and space planning includes establishing priorities in the two areas. He said that the new fund-raising campaign should bring many new building resources to campus, and that it will be a significant challenge to plan the most effective use of those resources.

**4. Reports from the Standing Committees.** Council members spent time meeting in the three standing committee groups for the election of chairs and to establish agenda items for the year. The Undergraduate Studies Committee elected Prof. Affleck-Graves as its chair. Prof. Affleck-Graves said that the committee discussed several possible agenda items. First, the committee will look into the issue of alcoholism and substance abuse on campus, as suggested by Fr. Malloy. The committee will seek to focus on the primary issue, which is substantial, and will guard against being pulled into many tangential issues. Next, the committee will follow through on several recommendations and details issuing from last year's Curriculum Committee Report. A subcommittee may look into the University's advising system, TCEs and the role that teaching plays in tenure decisions. Experiential-based education also may be considered. The status of a previous request that there be an office for coordinating undergraduate fellowships will be reviewed. Finally, it will be recommended that the director of the Center for Teaching and Learning be a permanent observer of the council and a permanent member of the Undergraduate Studies Committee.

The Graduate Studies Committee elected Prof. Sommese as its chair. Prof. Sommese said that the committee has not fully decided on its agenda. It will look into the whole issue of graduate student placement and hiring, i.e., where the University wants its graduate students to be hired, where the University hires graduates from, how adaptable Ph.D. degrees are, how broad they should be, whether they should be more interdisciplinary, etc. Prof. Sommese said that many of these questions are critical for Ph.D. students who are hired into industry and other non-academic environments. He said that the committee will consider looking into the Master's Program to ask if changes need to be made at that level, as has happened in law and business. And it may consider the issue of postdoctoral fellowships, which serve as a vehicle to get students from better institutions to come to Notre Dame, and which could help Notre Dame get its Ph.D.s into good institutions. Finally, the date and time was set to discuss a proposed M.A. degree in accountancy.

The Faculty Affairs Committee elected Prof. Van Engen to serve as its chair. Prof. Van Engen said the committee expects to act eventually on recommendations made regarding the appeals process, which has proceeded from the Faculty Senate to PAC and will eventually go to Faculty Affairs and the full council. The committee also discussed proposing that the so-named "Frese Appeal" be entered into the *Faculty Handbook* for public knowledge. A possible third item involves issues surrounding the terminology and status of non-regular faculty, which, as noted in the Colloquy process, is in some state of confusion. A fourth possible agenda item would deal with the question of faculty morale and retention. Prof. Van Engen said that the committee is prepared to look into and perhaps write a document on the nature of tenure, as suggested by Fr. Malloy. However, the committee would want to see the issue contextualized and would want to know what purpose the document would serve. Finally, the committee will consider the possibility of establishing University chairs or professorships to bring in outstanding faculty who would serve the University well intellectually but who would not fit under the rubric of a single discipline. Currently, individuals can only be brought into the University through departments.

Before closing the meeting, Fr. Malloy reminded the council that a substantial number of the 150 new faculty positions referred to throughout the meeting have already been hired.

Fr. Scully requested that the chairs of the standing committees distribute minutes of their meetings to their members and his office in a timely fashion. His office will distribute copies to the Executive Committee and Fr. Malloy.

There being no further business, the meeting was adjourned at 8:05 p.m.

Respectfully submitted,

Rev. Timothy R. Scully, C.S.C.  
Vice President and Senior Associate Provost

## Academic Council Minutes October 17, 1996

**Members in Attendance:** Rev. Edward A. Malloy, C.S.C.; Nathan O. Hatch; Rev. E. William Beauchamp, C.S.C.; Rev. Timothy R. Scully, C.S.C.; Jeffrey C. Kantor; Carol A. Mooney; Patricia A. O'Hara; James L. Merz; John G. Keane; Eileen Kolman; David T. Link; John Uhran; Joanne Beissler; Kathleen Biddick; Rev. David B. Burrell, C.S.C.; Cornelius F. Delaney; Joan Aldous; Walter Nicgorski; Jean Porter; Philip L. Quinn; John H. Van Engen; Bruce Bunker; John E. Derwent; Andrew J. Sommese; Joan Brennecke; David Kirkner; John Affleck-Graves; Fernand Dutile; Lorry Zeugner; Sr. Regina Coll, S.J.; Kathleen Maas Weigert; M. Theresa Sullivan; Michelle Paduch

**Observers in Attendance:** Andrea Midgett; Thomas Runge; Ana Rodriguez-Gusta

**Guests in Attendance:** Thomas Frecka

Prof. Hatch opened the meeting at 3:05 p.m. with a prayer.

1. **Minutes approved.** The minutes of the August 29, 1996, meeting were approved without amendment.

2. **Proposal for an M.A. in Accountancy.** Prof. Sommese, chair of the Graduate Studies Committee, reviewed for the council the proposal submitted by the College of Business Administration for an advanced degree in accountancy. Prof. Sommese said that the committee was unanimously convinced that the degree would benefit the University and its students. Among the reasons cited in the proposal is the fact that Notre Dame's undergraduate degree in accountancy is consistently rated among the top 10 in the country. Also, accountancy typically leads in the number of undergraduate majors at the University, with about 200 students graduating from the program each year.

Prof. Sommese said that the knowledge and skills undergraduate accountancy majors must acquire has expanded greatly, including new financial reporting standards and complex tax laws. However, the American Assembly of Collegiate Schools of Business continues to require that half of an accountant major's course work take place outside of business. The result is that four years of undergraduate work are often no longer adequate for the program. Additionally, national and global trends in business are affecting accountancy. Companies are needing more individuals with more highly developed technical skills, with the result that more companies are hiring more individuals with advanced degrees. Prof. Sommese said that these changes and trends alone argue the need

for an M.A. in accountancy. However, just as compelling is the fact that, starting in the year 2000, the American Institute of Certified Public Accountants (AICPA) will require 150 hours of degree work before individuals can join the society. At least 36 states have already endorsed or are in the process of endorsing an identical requirement; Notre Dame undergraduates who would desire to work in any of those states would not have fulfilled the requirements. If Notre Dame does not in the future offer an advanced degree, Prof. Sommese said, its accountancy students might go elsewhere to get what they need.

Prof. Sommese said that once the College of Business Administration recognized the need for the proposed degree, it had to face the inherent constraints of creating such a program, such as the need for 30 hours beyond normal business courses, 15 hours outside of accounting, 12 hours of graduate courses, initial faculty for the program, development of new courses, course loads, class size, attracting minorities, etc. However, Prof. Sommese said, the plan developed by the chair of the Department of Accountancy, Prof. Frecka, more than adequately addressed those needs and others. The proposed program would allow for financial aid for one out of every four students; would allow a highly motivated student to graduate mid-fifth year with hard work, or at the end of one additional year for a student taking a normal course load; and, based on conservative estimates, would make a profit for the University within a short time. Prof. Sommese concluded by saying that the Undergraduate Studies Committee thought that the proposal was very carefully and thoroughly prepared, so much so that it should perhaps become a model for other proposed new programs.

Prof. Frecka said that the bottom line for the Department of Accountancy is that the University needs the advanced degree 1) to meet future requirements of the AICPA, and 2) because it should support a good proposal for an M.A. in a department that is known for its high quality undergraduate program.

Prof. Quinn, a member of the Graduate Studies Committee, said that the proposal was extraordinarily well-prepared and well-argued. He congratulated those individuals who worked on the document. Prof. Bunker, another committee member, concurred. Prof. Merz felt that the most compelling argument for the proposal is the anticipated requirements of the AICPA, to which the University will eventually need to respond. He said that the committee could find no reason not to approve the proposal.

Dean Keane said that the undergraduate accountancy degree has long been the flagship program in the College of Business Administration, and that the proposed degree would protect the University's franchise in undergraduate

business by beating competitors who could propose similar advanced programs of their own. He also said that the proposed degree would be another way to elevate the flagship program; the Academic Council approved a proposal for a doctoral program in business last May. He closed by agreeing that the proposal was so well prepared that it would be difficult for anyone to question it.

Dean Link asked for the Executive Committee's opinion of the proposal. Fr. Scully replied that the committee fully supported it.

Mr. Zeugner asked if library resources and support had been considered during the development of the proposal. He said that the library could probably support the program with its current collection of printed materials, but he questioned whether it could support additional electronic business resources, which are very expensive. For example, he said, one subscription providing full-text electronic access to a large number of journals for the College of Business Administration costs \$63,000 annually.

Prof. Frecka said that data base and library resource requirements for an M.A. in accountancy are similar to those required for an undergraduate degree in accountancy. He said that the College of Business Administration has moved heavily into research at the undergraduate level and is actively making use of a wide variety of data bases. Additional library resources are definitely needed for the undergraduate program, he said; if those needs are met, the proposed degree resource needs will also be met.

Fr. Malloy called for a vote on the proposal that the University offer an M.A. in accountancy. It was approved without dissent.

**3. Proposed Amendments of Article III in the *Faculty Handbook*.** Prof. Van Engen began by saying that the proposed amendments of Academic Article III came to the council with the full support of the Faculty Affairs Committee and the Executive Committee. He explained that amending the Academic Articles would require the approval of the council as well as the Board of Trustees. Turning to the proposal, he said that the first part carefully explains the reason for the document, while the last part contains the proposed amendments themselves. (See Attachment A.)

The proposed amendments concern a legal settlement reached by the University in 1981. The Frese suit dealt with charges faced by the University of sex discrimination in hiring and promotion. The appeal process which issued from the settlement has been available since 1981, though it has primarily been known by word-of-mouth.

The proposal would include the special appeal mechanism in the *Faculty Handbook*. Inclusion would take place in two forms. First, on page 23 of the *Faculty Handbook*, at the conclusion of Academic Article III, Section 4, Subsection f, a sentence would be inserted explaining the appeal procedure in cases of alleged sex discrimination. Second, for the first time ever, an appendix to the articles would be added to include publication of the court-mandated summary of the appeal mechanism that was handed down in the Frese suit.

Prof. Van Engen said that Faculty Affairs considered the appendix necessary because the appeal process for alleged cases of sex discrimination differs from the appeals processes for cases of procedural error, personal bias or the violation of academic freedom. He further explained that though the Frese settlement and its resulting legislation dealt with sex discrimination charges brought by women, the language proposed by the committee to be amended to Article III is conscientiously gender neutral, since charges of sex discrimination could be brought forth by either sex. He said that the committee was assured by two lawyers that gender-neutral language would be acceptable as long as it includes the group of people (women) for whom the original settlement was reached. Prof. Van Engen said that the proposal clarifies the appeal process for both regular and library faculty, with the understanding that special professional faculty are included in the regular faculty category. He acknowledged that the proposal would essentially allow for two procedural forms of appeal, an unavoidable situation since one appeal is a legal settlement without a terminal date and cannot be folded into the other.

Dr. Weigert reiterated that special professional faculty would be included in the term "regular faculty," as are all other faculty. Though library and regular faculty are specified, the appeal process would apply for all faculty.

Prof. Bunker asked if the proposed amendments would only address sex discrimination complaints. Prof. Van Engen answered yes. Prof. Bunker asked why a special appeal mechanism would not be made available for individuals with complaints of racial discrimination. If it would be good to have in writing the appeal process for one type of complaint, why should the same not be true for other complaints? Prof. Van Engen replied that the committee was simply placing before the public a legal settlement and appeal process that is already in place. Prof. Hatch said that other complaints, such as racial discrimination, could easily fall within the scope of other, stated appeals procedures.

Fr. Burrell asked how a legal settlement could be altered by the Academic Council. Prof. Mooney replied that nothing would be altered. She explained that the court

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agreement requires that the appeal mechanism be available to women who come before the University with charges of sex discrimination. That particular process is summarized as mandated by court and would be found in the appendix to Article III. The proposal would make available to men the same procedure for charges of sex discrimination, partly because it is not unheard of for men to make such charges, and partly because the University could find itself in a difficult legal position by having a procedure for sex discrimination available only to women.

Fr. Burrell asked for clarification. Would the Academic Council be instituting a process that includes the court-mandated process, without altering the court process? Prof. Mooney replied that the new process would not alter the court-mandated process. The proposed amendment to Academic Article III would include men in the appeal process for cases of sex discrimination. She said that the court-mandated process has been in place for women for several years, but has not, regrettably, been publicly available. An appendix to Article III, stating the court summary of the Frese settlement, would be added precisely because the mandated process cannot be altered without returning to court for approval. The mandated process would probably appear in the appendix with a note explaining that it was prepared by the General Counsel's Office.

Prof. Nicgorski asked if it would be possible to combine the two procedures and then seek court approval, for economy of presentation and to avoid being locked into two separate procedures for perpetuity. Prof. Mooney said that Prof. Nicgorski's suggestion might work, but in the meanwhile, she felt that the court-mandated summary should be published in the *Faculty Handbook*. She said that she has asked the Faculty Affairs Committee to consider how the two procedures can be improved, a complex issue that will require much more time and thought. Meanwhile, public notification of both procedures needs to take place.

Dean Link asked, with regard to Dr. Weigert's comment about the inclusion of special professional faculty in the regular faculty category, if the proposal should not include language that discusses the consultation process. Dr. Weigert replied that the language of the actual legal statement could not be altered. However, legislative history indicates that regular faculty includes special professional and special research faculty.

It was suggested that Article III, Section 4, Subsection (f), be amended to read: "Allegations Involving Academic Freedom, Personal Bias, Procedural Error, or Sex Discrimination." Prof. Mooney agreed that the proposed title would be appropriate.

Fr. Malloy asked for a vote on the proposal regarding the inclusion of the court-mandated summary of the Frese settlement in an appendix in the *Faculty Handbook*, and the proposed amendment to Academic Article III regarding the appeal process for men or women in cases of alleged sex discrimination. The proposal passed without dissent.

**4. Proposal that the Director of the John A. Kaneb Center for Teaching and Learning be Accorded Observer Status in the Academic Council.** Prof. Affleck-Graves, chair of the Undergraduate Studies Committee, said that the committee felt that the director of the Kaneb Center for Teaching and Learning should be accorded observer status in the Academic Council and should also sit on the Undergraduate Studies Committee, where he or she could play an important role in discussions and decisions regarding undergraduate education. The proposal was quickly passed by the council.

**5. Committee Reports.** Prof. Affleck-Graves reported that the Undergraduate Studies Committee had formed three subcommittees. One subcommittee is studying the impact of alcohol abuse on academic performance; another is reviewing and tracking progress on 13 recommendations made in the past by the Curriculum Committee, with the cooperation of the University's deans; and a third is studying the whole area of teaching evaluation.

Prof. Sommese reported that the Graduate Studies Committee had spent time studying the proposal just passed regarding an M.A. in accountancy. He said that the committee also has scheduled six meetings with various departments around the University. Some of these meetings will include graduate students, advanced graduate students and professional students.

Prof. Van Engen said that the Faculty Affairs Committee had focused on the proposal regarding amendments to Academic Article III.

There being no further business, the meeting was concluded at 3:35 p.m.

Respectfully submitted,

Rev. Timothy R. Scully, C.S.C.  
Vice President and Senior Associate Provost

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## Attachment A

### Proposed Amendments to the Academic Articles to Include Reference to the Special Appeal Procedure Available When There Is an Allegation of Sex Discrimination

1. On page 23, at the conclusion of Article III, Section 4(f), the following language should be inserted:

If a member of the Regular Faculty alleges that a decision against reappointment, promotion, or promotion to tenure of that faculty member is the product of discrimination on the basis of sex, the faculty member may proceed with an appeal as set forth in Appendix A to these Articles.

2. An Appendix to the Articles should be added as follows:

#### Appeal Procedure for Contract Renewal, Promotion or Tenure Decisions Allegedly the Product of Sex Discrimination<sup>1</sup>

a. Following an adverse decision on contract renewal, promotion, or tenure, which a faculty member believes was the product of discrimination based on sex, the faculty member must consult with the faculty member's department chair, dean, and the Provost, in that order, or in the case of library faculty, with the Library Director and then the Provost. Such consultation must be completed within sixty (60) days (excluding June, July and August) after notification of the original adverse decision.

b. If the faculty member (the "petitioner") is not satisfied after such consultation, the petitioner may, no later than sixty (60) days (excluding June, July and August) after notification of the original adverse decision or thirty (30) days after the decision of the Provost following consultation, whichever is later, submit a petition to the Provost requesting a review of the petitioner's case and setting forth the following information:

(i) a description of the contract renewal, promotion or tenure decision complained of;

(ii) a specific allegation that the decision was the product of discrimination on the basis of sex, together with a statement of such facts supporting that allegation as are then known to the petitioner; and

(iii) such documents supporting that allegation as are then available to the petitioner.

c. After receiving a petition in accordance with subparagraph b. above, the Provost shall give the petitioner the

names of the panel of reviewers from which the petitioner shall select one reviewer to consider the petitioner's case, except that the reviewer cannot be a faculty member in the petitioner's department. The panel of reviewers shall be appointed by the Provost, in consultation with the Executive Committee of the Academic Council, at the beginning of each academic year. The panel of reviewers shall consist of nine (9) tenured faculty members, at least three (3) of whom shall be female.

d. After a reviewer is selected by the petitioner, the reviewer shall receive and review the petition submitted to the Provost, the petitioner's entire CAP file, and afford the petitioner, the members of the CAP which originally considered the petitioner's case, and all other parties involved, the opportunity to confer with the reviewer.

e. If the reviewer finds evidence of discrimination on the basis of sex of such a magnitude that it may have affected the disposition of the case, the reviewer shall remand the case for reconsideration, beginning with the Provost Advisory Committee and proceeding forward through the usual channels. In reaching this decision, the reviewer shall not consider the propriety *per se* of the standards used to judge the petitioner or the rigor of their application, but shall consider allegations of discrimination in the application of such standards.

f. The reviewer in all cases will report his or her decision to remand or not to remand to the petitioner and will provide a detailed written report of his or her findings to the Provost.

g. All documents, reports, notes, correspondence, minutes and other materials received, prepared or examined by the reviewer shall remain confidential and shall be deposited in the Provost's office after the reviewer's work is finished.

h. The Provost shall submit an annual report to the President and the University's Academic Affirmative Action Committee of the appeals taken, the decision of the reviewers, and the ultimate disposition of the cases.

<sup>1</sup> This summary of court mandated procedures was prepared by the Office of the General Counsel.



## Faculty Senate Journal January 20, 1997

The chair Professor Richard McBrien called the meeting to order at 7 p.m. in room 202 of the Center for Continuing Education and asked Professor Sonja Jordan to offer an opening prayer. The December journal having been presented, the chair asked for a resolution of approval. Professor Randall Zachman so moved, seconded by Professor Gregory Sterling. The co-secretary Peter Lombardo reported that several senators had asked for clarifying revisions, none of which were substantial. The senate then agreed to the journal with those changes. McBrien made his chair's report; it is printed as appendix A of this journal.

The chair called for committee reports. Since the main business of the meeting was to hear and engage in conversation with the provost of the University, there were no committee meetings held. Still committee chairs reported as follows:

- 1) **Academic Affairs** — Jordan said issues of library electronic upgrading, foreign scholars and health insurance for graduate students were pending.
- 2) **Administration** — Professor Clive Neal responded that this committee was working on topics such as the role of adjunct faculty, diversity at Notre Dame (with Professors Joan Brennecke and Carol Ann Mooney), and the senate nominating process.
- 3) **Benefits** — Professor Mario Borelli reported that the committee may vote to meet with the director of human resources to discuss a wide range of issues, especially the status of CIGNA and health insurance for retirees.
- 4) **Student Affairs** — Professor Patrick Sullivan, C.S.C., said they are working closely with administrators on issues including alcohol abuse and the disciplinary processes. Also, a subcommittee is working on a follow-up report to the NCA remarks on the Office of Student Affairs. Professor Daniel Sheerin said they had met with Vice President Patricia O'Hara for a positive and informative discussion.

McBrien thanked the committee chairs and complimented senators on their strong committee work.

The chair announced that the senate was in recess to welcome the provost of the University, Professor Nathan Hatch, for his first visit to the senate as provost. An edited transcript of his remarks and conversation follows.

**McBrien:** I didn't think we should have Nathan come in here for his first visit and I say, "Here is the provost." [laughter] So I called his secretary today and she faxed me some information which I digested and put together a fitting introduction that should do our new provost justice. Nathan Hatch graduated *summa cum laude* from Wheaton College in 1968. He received his Ph.D. from Washington University and held postdoctoral fellowships at Johns Hopkins and Harvard. A member of the history faculty at Notre Dame since 1975, where he received an undergraduate teaching prize, he served as acting dean of the College of Arts and Letters during the academic year 1988-89, and at the end of that same year was appointed vice president for graduate studies. He was the founding director of Notre Dame's Institute for Scholarship in the Liberal Arts, which has generated numerous grants for faculty development in the College of Arts and Letters. His most recent book is *Democratization of American Christianity*, published by Yale University Press in 1989, which has received three book prizes, including the 1989 Albert Outler Prize in Ecumenical Church History and the 1990 John Hope Franklin prize for the best book in American studies. Yale also published an earlier book of his on *Religion and Politics in Revolutionary America*. Nathan also has edited two books with Oxford University Press and another with Notre Dame Press. Currently, he is collaborating with another scholar at Yale on a one-volume text on the history of American religion to be published by Oxford University Press. Nathan Hatch served as president of the American Society of Church History in 1993 and he has been provost at Notre Dame since last July. We welcome him for the first time and we hope for many other times after that — Nathan Hatch. [applause]

**Hatch:** Thank you very much for that more than generous introduction. It is very good to be with you tonight. I welcome the invitation, and I hope to discuss a range of issues for the University. I believe it will be beneficial for you to answer your questions for the provost's office too. Some of my judgments about the provost's office do remain tentative at this point, having sat in that chair for a mere six months, but let me try to present for you some of the key issues that confront the University and its faculty as I see them from this vantage point. I cannot say that I have had many rude surprises since last summer except for the sheer size and diversity of the challenges that pour across the desk. Over the holidays, I dabbled in the biography of Robert Maynard Hutchins, the legendary president of the University of Chicago. Hutchins concluded that the problem of time, at least in a university, is insoluble. An administrator should never do anything that he does not have to do because the things he will have to do are so numerous that he cannot possibly have time to do them all. My problem is the challenge to determine what one has to do. [laughter] Hutchins also said, speaking of the problem of constituencies, which is

a real one, that a university administrator has at least five constituencies: the faculty, the students, the trustees, the alumni and the public. He said one could profitably spend all of one's time with any one of the five. What one actually does, of course, is to spend just enough time with each of the five to irritate the other four. [laughter]

I welcome this interaction with Faculty Senate. Over the last decade the senate here has raised a number of important issues for the University's consideration, issues such as benefits, tenure and appeals process, affirmative action, faculty governance, research support, staff compensation and a number of others. And the Notre Dame Forum for Academic Life sponsored by the senate has invited wide ranging and perceptive discussion of issues that face our life together, although I do have some question about the source of this year's topic. [laughter]

I trust that in the future the administration will be responsive to concerns that you as a senate bring forward, and, that even when we might disagree it can be done in the spirit of goodwill and respect. Faculty are sometimes suspicious of administrators and administrators sometimes of bodies such as faculty senates. I trust that on both sides suspicion can give way to frank and open exchange.

This evening, let me reflect on three issues that, I think, are among the most important things that I do. First is to invest in bringing outstanding faculty and academic leaders to this campus, and keeping the ones who are already here. Secondly, to nurture the development of centers of excellence as they develop from the faculty. And third, to undertake wise financial stewardship of existing and new financial resources.

This fall, nothing has taken more of my time than searches for a new dean of business, for a director of the library, for the director of the Medieval Institute and the beginning of the search for a new dean for the College of Arts and Letters. The fundamental challenge of these searches is that most likely the best people for these jobs are not looking for a new job and they have to be identified and introduced to the University and persuaded to look seriously at joining this academic community. This is often a very intensive process, time-consuming and often made more complicated by issues of spousal relocation. I am delighted that two of these searches have concluded with what I think are immensely positive outcomes. Carolyn Woo, the associate executive vice president for academic affairs at Purdue University, has accepted the University's offer to become dean of the College of Business Administration. Carolyn has excelled as a teacher, as a scholar, as a mentor and an academic leader. She directed Purdue's M.B.A. program, completely reorganized the curriculum and took it for the first time

into the top 20 in the nation. For the last couple of years, she has done some strategic planning for the entire university and, by all reports, she has done an exceptional job as an innovator, as being very faculty-oriented and as one that deftly links decisive action and consensus-building. I am particularly grateful for her ability to articulate the distinctives of a religiously-affiliated business school such as Notre Dame. She is a wonderful listener and, possibly better than anyone I know, understands the hopes and dreams that motivate faculty, as well as the fears and frustrations that impede us.

I am also delighted that Patrick Geary of UCLA has accepted our offer to become the director of the Medieval Institute. Pat is a historian trained at Yale, who taught at Princeton and Florida before moving to UCLA four years ago to direct the Center of Medieval and Renaissance Studies. That center is generally regarded as one of the two best places in North America to do medieval studies. I think Pat is interested in coming to Notre Dame because he sees in the future that this is potentially the best place for medieval studies in North America. He is a person with tremendous energy, contacts and vision. He will join us not next year but the following year because his daughter is a junior in high school and he has promised her that she can finish. So, John Van Engen has agreed to serve yet one more year. [laughter] Pat will probably be coming here once every six weeks next year to do planning and so forth.

Our search for a new director of the library has not achieved its desired end. Shortly before Christmas the library search committee decided not to offer the position to either of the two candidates who had been brought to campus for extensive interviews. The committee had looked at a pool of 61 candidates and had spoken privately with six in preliminary interviews. This term, we will revive the search in earnest, probably using an executive search firm, as we pursue finding the kind of savvy and creative leader that our library needs for the next decade. I will not say anymore about the subject now. If you have questions, I will be happy to take them.

Let me say a word about the strategy of inviting target of opportunity appointments. While it is far too soon to render any judgment about this, it is encouraging to see the wonderful potential of certain candidates that have been put forward and are likely to accept appointment in places where there was not an open position, such as the young woman accepting an appointment in a department in the College of Business Administration where there were no women, and a brilliant young historian and Notre Dame graduate who is now an endowed associate professor at Harvard.

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Let me say a word about affirmative action with respect to improving the gender, racial and ethnic diversity of the faculty. Under the leadership of Jimmy Gurulé of the Law School, the University Academic Affirmative Action Committee is attempting to take a more pro-active stance. I have approved their recommendation that each dean appoint a faculty member responsible for assisting and developing a plan aimed at increasing the pool of female and minority faculty that interview for jobs at Notre Dame. That committee also plans to subdivide its work into three working subcommittees: one related to new appointments, one to prepare the annual report required by federal law, and one to look at the issue of retention.

A second major challenge has been the nurturing of centers of excellence as they develop among the faculty. My own philosophy of building such centers is a very dynamic and pragmatic one. It seems to me one has to look and ask such questions as: Which groups of faculty have come to represent a critical mass of intellectual vitality? Is there creative leadership for such an endeavor? Who has addressed the intellectual questions thought to be significant by a wide range of scholars at Notre Dame and elsewhere? Is it an area which we, as a University, have reason to make a priority? And what projects can be supported by significant external funding? That is not an insignificant issue in this day and time. I think also building centers of strength at Notre Dame over the last 20 years, if you look at those, often involve targets of opportunity. That is, one of the reasons we are strong in the philosophy of religion was a decade or more ago the availability of Phil Quinn and Al Plantinga, or more recently for Irish studies, the availability of Seamus Deane, or for the whole issue of nanostructures, the coming of Jack Furdyna, Wolfgang Porod and Craig Lent. We can continue a strong tradition in vector biology because of the availability of Frank Collins and Willard Lysanski. It seems to me that building centers of excellence is not something that can be ordained from above, nor is it a one time thing. It is always dynamic and evolutionary.

Let me mention three developments which are in the works now and which seem to link faculty interests, institutional fit, creative leadership and strong possibility of external support. By no means, am I singling these out as the only interesting things coming along, but they are a few new endeavors that I want to mention. One is an institute to explore Catholic intellectual life — the name of which has not been determined. As you may know, 18 months ago, the Lilly Endowment asked if Notre Dame would be the host institution for the Lilly Seminar in Religion and Higher Education, a three-year effort to bring 25 or so leading scholars and administrators here to wrestle with critical issues facing religiously-affiliated institutions of higher education. The first meeting of that academic group will take place at the end of the month

and will be led by Professor Jim Turner. These discussions also led Jim in consultation with other faculty to prepare a foundation proposal to begin at Notre Dame an institute that brings together scholars to wrestle relating religious belief with modern academic life. The goal is to reconnect Catholic intellectual traditions with contemporary academic research across the liberal arts. We are hopeful that a major five-year grant will be forthcoming that will allow visiting scholars, postdoctoral fellows, seminars and conferences in this area. I am delighted that Jim Turner is willing to give leadership. His efforts have been very positive in preparing for such a major grant.

In the coming weeks, the University will also announce the establishment of an Institute for Educational Initiatives to conduct research on schools and the educational process with the aim of devoting its findings to the improvement of American education policy and practice. Maureen Hallinan, White Professor in the College of Arts and Letters, and one of the country's foremost scholars in the sociology of education, will direct the institute which will begin its work by next fall. Our hope is that, during the next two years, this institute will become known as a nationally recognized center for discipline-based research on contemporary education issues. The aim of the institute will be to conduct basic and applied research and to make the results available to educators and practitioners in schools. It is hoped that the institute will attract full-time faculty and visiting scholars, as well as postdoctoral fellows and graduate students, to fulfill these goals. A third effort is the Walther Cancer Institute Center. Through a \$1.2 million grant from the Walther Cancer Institute in Indianapolis, the University is also establishing a program in cancer research under the direction of Dean Frank Castellino that would provide new faculty positions and several postdoctoral and predoctoral fellowships. The center will link the work of faculty in appropriate areas of cellular biology and cellular biochemistry.

The third area I want to address concerns financial realities as the University looks to the future. Let me begin by saying what a privilege it is to work in a context where the University's financial standing is so rock solid. We are grateful to Fr. Bill Beauchamp for the care and expertise with which he oversees the financial infrastructure of the University, and to Scott Malpass, associate vice president for finance and investment, for his superb management of our endowment, returns from which are among the best in higher education. Scott has recently established a new budget office under John Sejdinaj, which will provide much stronger capacity in analysis and planning. Also, the University has established a new office of Student Financial Services, which will use the financial strength of the University in creative ways to assist our students. Our financial future also appears bright because

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of the decisive takeoff of the Generations Capital Campaign, which we will publicly announce in May of this year. Notre Dame alumni, friends and benefactors continue to expand their support of this place. For the coming academic year, we can expect a healthy level of new academic expenditures, both in terms of adjustments to salary and non-salary budgets, and new academic positions and other priorities, since we will grow academically at about the same pace as we have over the last few years. At the same time, I do want to mention some real pressures on the annual budget, which will make us have to plan very carefully for the future. The most obvious of these is that we are currently in the seventh year of a plan to lower the rate of undergraduate tuition increase. For the year 1989-90, for instance, the University raised tuition 8.9 percent and that would create about \$10 million in new money. By 1993-94, the increase was 7.5 percent and in subsequent years it has fallen to 6.4 percent, 5.9 percent, and for the current year it is 5.5 percent, and actually our goal for next year is to try to lower that, a responsibility I think we have, given that our current tuition is almost \$20,000, more than Northwestern. It seems prudent that we seriously try to control the cost of tuition. What this means is that, by the time one inflates salary and non-salary budgets across the University, new operating income is substantially reduced. For the next fiscal year, for instance, the entire new revenue generated by the proposed tuition increase would be taken up by the salary and non-salary increases and certain other special situations, such as the cost of our health insurance, which is rising 21 percent for next year, about \$1.5 million. Our position reclassification project for staff and administrators is about another \$.5 million. The increased use of the internet, which we all enjoy and which is made available to students and staff in the RESNET project, will require an additional \$300,000. There is some increase in building maintenance costs given the new dormitories and essentially the new expanded space in turning old dormitories into offices and new dormitories being built. I am pleased to say that the financial resiliency of the University will enable us to maintain competitive salaries with respect to AAUP, and also enhance academic life according to Colloquy priorities. For next year, we are able to use certain new sources, certain increased spending on overall University endowments, to have a rate of academic growth that is not based strictly on undergraduate tuition increases. So we will be able to maintain things like the accelerated funding for the library, accelerated funding for graduate education and accelerated funding for research infrastructure. Those three things together amount to \$1.5 million in new expenditures. It is one thing if you have an 8 percent increase in tuition, but it's another if the overall tuition rate increase is being lowered. I think it does mean that in the future we will have to look at a variety of things. I don't think we can just continue to grow every-

where. We are going to have to look at growth through substitution. We are going to have to look at what are really critical things to do. Another very high priority of mine is trying to enhance the number of endowed chairs in the Generations Campaign. As you will recall, the Colloquy for the Year 2000 stipulates that 100 of the 150 suggested new faculty positions over 10 years will be based on endowment rather than regular budget sources. I am presently convening a task force between the provost's office and the development office to work together on this kind of academic fund raising. Chairs simply are not coming in at the level needed to build the faculty according to the Colloquy schedule. Working on this is a major priority in months ahead.

Let me conclude with one other financial challenge for the future — meeting the full financial needs of admitted undergraduate students. In recent years, Notre Dame has increased its financial aid substantially, and financial aid endowment is the foremost goal of the Capital Campaign. Yet, we are still not competitive with any of our peers, whether Duke, Cornell or Northwestern, or Georgetown or Boston College, in pledging to meet the full financial aid of any admitted student. A committee of the officers looking into this issue late this fall concluded recently that it would cost between \$7 and \$8 million over a four-year class, or \$1.8 to \$2 million per class if we were to move to completely make that offer. This is a priority that I do not think can be solved overnight. It is difficult but it must be addressed as an academic priority as factors of cost continue to weigh more heavily on the minds of prospective students and their parents.

In conclusion, let me mention a couple of other exciting things that are happening with respect to new programs of study beyond Notre Dame. As you know, we are trying to expand opportunities abroad and there is a new engineering program that is in the works for western Australia. It has not been finally approved, but it is in the works. As you know there is a new facility in London which will be available by fall of 1998. That will enable us to expand the number of students that go to London, particularly students beyond the College of Arts and Letters. By the fall of 1998, we also hope to have an undergraduate program in Dublin in cooperation both with Trinity and University College, Dublin. And, once again, it would be available to students across the University. Another promising development is an undergraduate program in Washington, D.C. A committee chaired by Peri Arnold has been working very hard on this, and it looks like it will probably happen within a year. We lose about 15 students now in the spring term to an American University program. The Notre Dame program would include 25 students per term in Washington. They would take a major course in public policy linked to an internship. So far, at least, all signs are good.

A colleague here at Notre Dame, speaking of the University's mission and opportunities, recently said that Notre Dame successfully combines the atmosphere of a residential liberal arts college with the dynamic of a research university and its identity as a Catholic institution with an international standing. I am convinced that this is a tremendously dynamic community that combines these three strengths, and I trust that together we can work to reach its potential. Thank you. [applause]

**McBrien:** As you recall, I invited you all, by e-mail, to suggest any questions you wanted Nathan to consider and also to give Nathan a chance to anticipate some of the kinds of concerns you might be expressing from the floor. Several of you, not a great number, did submit some suggestions and I transmitted them to Nathan, some of which he has incorporated into his presentation this evening, but others he may get from the floor. But you are welcome to ask any questions you wish. I'll have Nathan simply call on you. Even though we are in recess, let's try to follow the same rule we have been operating under. Ask a question, if you need an immediate follow-up, go ahead; that's understandable, but then don't ask a second question until others who have not had a chance to ask a first, have a chance to ask the first question. And I'll be sitting over there just in case. [laughter]

**Robert Blakey:** I've seen statistics in past years that a majority of the new faculty hires don't check the Catholic box, and sometimes the numbers are only about 30 percent, apart from whatever checking the box means. You've now indicated that there is affirmative action for women and minorities, but what are we doing to see to it that we get able, qualified Catholics.

**Hatch:** I think, in the long term, that has to be a major priority of the University. I've given Carol Mooney special responsibilities to develop innovative programs to track young Catholic scholars. I think one of the encouraging things about targets of opportunity appointments is that, as we identify Catholic scholars who are elsewhere, we can think of bringing them here. It's critical. For instance, take someone like Pat Geary, who is an outstanding leader. When we find people like that I think we should move forcefully to recruit them. One thing we have to do better is track where people are, so that we have a long-term strategy. Moving people is very difficult, and sometimes one who couldn't come to Notre Dame now might do so in five years. I think we have to make this a high priority.

**Richard Williams:** With regard to targets of opportunity, if there is a superstar somewhere else that we can steal and we are willing to create a position, okay, that's one approach. But it has sort of a zero-sum quality to it, that we gain at the expense of others. Another approach

I'm wondering how much sympathy there would be for is this: Sometimes you have minority candidates, or sometimes you have affirmative action candidates who look promising, but maybe they don't have the publication record yet, or maybe they are not quite as experienced but could be as good at this point as some other candidates or maybe they need to get a postdoctorate. But then if they do that, 10 schools are going to bid for them. How much sympathy would there be for the view that a target of opportunity might include more speculative types, people that may not at this point be quite as good as say some of the white male candidates or whatever, but who have potential, or at least you think may have potential, but they are not sure bets?

**Hatch:** I think that is well within range. I can think of two cases over the last five to seven years where, in fact, in the College of Arts and Letters, it has been done. I think all of these have to be weighed at the departmental level and collegiate level. There are a lot of different kinds of targets of opportunity. But, certainly, I think that is one strategy. One has to look at it carefully to assess the promise of a given candidate, because it certainly doesn't do anyone any favor to bring in a young teacher who would not succeed.

**Joseph Blenkinsopp:** One has the impression from talking to colleagues that there is something of a problem here in terms of attrition, the other side to the question you were just discussing. We seem to lose a number of senior people; at least, that's been the case recently in some areas. I just wonder if any thought has been given to this. If there is a problem, would it not be a good idea to try to identify the reasons people have for leaving. Some may have a better deal somewhere else, but there may be other reasons.

**Hatch:** No, it's a very high priority of mine. Since I've become provost, I've dealt personally with four senior people whom other universities were talking to. I think that the provost's office, the deans and the department chairs have to take that issue on with great vigor. There is always a danger when someone has been in a place for a certain length of time — they know everything about it. Another school comes along and paints a picture that the grass is greener. But I agree that one should not simply wait till someone gets another offer. I think it is my responsibility to find out what the overall climate is, to see why someone would not want to stay here. So, I would agree with you.

**Jean Porter:** Continuing on the subject of affirmative action, as you know, there has been a considerable amount of discussion and some concern among the faculty recently over the University policy on affirmative action for C.S.C.s, both in terms of its practical application and in

terms of the principles governing it, which are not always clear. I know that there is a commitment to look at this in a more programmatic way in the future, so I don't want to ask you to commit yourself prematurely, but if you could share your thoughts on the subject?

**Hatch:** I think, when it comes to the issue of Holy Cross priests teaching at this University, it is a case of different sets of priorities. Normally, we look for the best person to fill a position in a department, yet we also have a high responsibility to go about fulfilling the statutes of the University to make full use of the skills of the priests of the Congregation of Holy Cross. Hopefully, this is a creative tension like many others we face, such as between teaching and research. As I look over 20 years here, in most cases this has worked out quite well. Look at the history department, which, I think, has as many members of the congregation as anyone. The hiring process had not been automatic. The department weighed each case. In at least one instance, the department, in consultation with the University, judged that it was not in the best interest of the University to make an appointment. So I think these cases have to be looked at individually. The overall pattern is certainly not for the University to be deluged with young Holy Cross priests. In fact, there has been serious decline over the last two decades. I think that the way the University has funded Holy Cross applicants, in providing new positions to departments, is analogous to the way faculty and staff children are admitted to the University. Faculty children don't face the same scrutiny as the normal applicant pool. There is a certain base-line of expectation in both cases but it is understood that the process is distinct from the regular pattern of admitting students or hiring faculty. I am committed both to the high priority of recruiting young academics who are Holy Cross priests and to due process in faculty appointments. I think, case by case, issues have to be worked out. Where conflicts arise, I see it as one of my main responsibilities to try and resolve them.

**Jeffrey Bergstrand:** Nathan, you've said in several talks referring to the centers of excellence that they are prominently in the forefront of issues you would raise. And I know it is kind of hard to define the centers, and probably in a little time you'd be able to better characterize it, but I understand it is a very dynamic process. I'm trying to get a sense of the role of institutes on campus. You mentioned some of the new institutes that we are perhaps moving toward: the Kroc Institute, the Peace Institute and the Medieval Institute. If centers of excellence are going to play a major role, how are we going to shape resources, which are very dynamic and fast changing forms? How will these centers co-exist with the institutes?

**Hatch:** I think institutes, to the extent that they are ongoing funded entities, have to be constantly rethinking themselves. That is, if you take something like Kellogg eight to 10 years ago, they were on the cutting edge in the theme of democratization in Latin America. It's clear that that theme is no longer one of pressing moment. So I think the leadership has to say, if the institute is going to be intellectually vital, it has to continue to re-think what its mandates are or it is in danger of becoming a shell. I had a very interesting meeting with the faculty related to the Kroc Institute and some other faculty around campus about a new program that they want to create, having to do with religion, violence and conflict resolutions, a very interesting idea. I think it will be sort of a different turn for Kroc to take on that issue and just the kind of thinking that needs to take place. One other thing about institutes and centers: They are complex beyond simple categories. I remember Roger Schmitz headed a committee trying to sort out what was meant by the terms. The committee made no recommendations given the complexity. Some institutes are merely a letterhead of faculty — a group of faculty looking for money. [laughter] Others like Medieval and Kellogg are big, substantive, long-standing. So, I think these names are sometimes confusing, but it is very hard at a university to impose a neat and tidy system upon our far-reaching endeavors.

**Ikaros Bigi:** You said the financial realities are such that academic growth will be limited in the future. How do you see the role of your office? Will you say no more often than in the past? Or will you seek initiatives coming from certain departments or colleges where you envision some kind of strategy? Will you drop some hints (maybe not so subtle hints) where you would like the development and growth?

**Hatch:** I do want to be realistic. That is, the amount of new money coming out of the regular budget process is going to be more limited. It has to be. But it is promising that we have a capital campaign. And that is why I think it is critical that the kind of academic priorities we try to address, any of them, come from that source. I don't want to say too much, as if we are not going to have any academic growth. I think the basic goals of the Colloquy, that is to add at least \$2.1 million to academic life each year, probably can be met. The problem at the moment is that we also want to provide about \$1.5 million of new monies for library, research infrastructure and graduate education. We must be very creative about finding new funding sources for academic priorities.

**Bigi:** It's not quite clear to me. One thing I'm trying to get is a feeling about whether you see a more passive role of your office or a more active one. On the one hand, as a faculty member you might have some concern if some-



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one like a provost tells you what to do, not to do, that you'll do that and you'll like it. On the other hand, I see people get set in their minds, and so sometimes it is much harder when you wait for new interdisciplinary initiatives to start and it might be conceivable that the central office might take the initiative there. I'm just trying to get a feeling of what your goals are as in a passive vs. active role.

**Hatch:** I hope to be very active in trying to raise academic money for the University, and I hope to be very responsive to ideas as they come up throughout the University. That's what I see as my basic job in budget building. I've just been through that process. It's trying to weigh priorities as deans and institutes and libraries and art museums and the press, all the academic structures of the University, come forward.

**Joseph Buttigieg:** Last year we discussed and passed a resolution on the cuts in Federal funding in humanities and fine arts grants. This is seen as an acute problem. Is there any specific thinking going on about addressing this, and if so what is happening?

**Hatch:** Jim Merz has been meeting actively with Jennifer Warlick to try to get a handle on this. As you know, NEA and NEH have sustained serious cuts. One thing Harry Attridge and I have tried to do is be responsive to leaves of absence applications by junior and mid-level people, often before six years. So, in essence, we are funding leaves when they have good projects in mind. That's certainly one response. The other is to continue to encourage people to apply. An NEH officer said that last year was the least competitive year they've had for NEH fellowships in recent times. It is simply with the bad news that the applications dried up. And, in fact, applications from Notre Dame have declined significantly in recent years. So one of the things is we have to keep applications going. Another thing we do have to be responsive to is new initiatives. The Mellon Foundation has a new initiative with NEH to fund fellowships at certain residential centers. So, in a sense, that's going to be a new opportunity, but it means people will have to move; they won't be able to have their fellowship here. We have not initiated any overall program to provide new fellowships, but it is something we are watching carefully.

**Michael Detlefsen:** Actually, upon that point, I think that the Mellon initiative is actually bad news for NEH because it's a matching funds initiative. They told the NEH that they would provide \$10 million if NEH would match it, two for one. That's pulling \$20 million dollars out of a budget that has been depleted by 38 percent and targeting it to particular, very, very special sorts of programs like the Folger library and so on, and what that's really doing is taking money away from the full range of

NEH possibilities that existed before. How do you turn down \$10 million when you just had your budget cut by 40 percent? I mean, you should know. But by the same token, actually, it will exacerbate the problem. The question I have is this . . .

**Hatch:** By reducing the overall NEH fund.

**Detlefsen:** Absolutely, the fellowship budget is going to be reduced. I talked to people in NEH about this and they said, "Yeah, that was the kind of down side of this." But the question I have is one which I think is important for at least getting into a position of being able to cope with this somehow. That is, how can we identify and what mechanisms do we have in operation now for identifying sources of funds alternative to NEH that could be used to fund the same range of scholarly interests? And second, what kinds of attempts do we make as a University to influence NEH in their programmatic decisions? I guess I want to say, if I could get into that office when they're making this decision, I want to raise some questions about this. I wasn't there. Maybe they don't invite anybody to be there. They probably don't. But somehow, it seems important that we open and try to develop channels of influence.

**Hatch:** I've tried to do a modest amount of that. In December, I met with John Brademas who chairs a commission for President Clinton on the arts and humanities, principally related to raising funds in the private sector. One of my main questions was what could we do as a University. He gave me several suggestions which I will follow up on. But I agree that we have to be active. I also met with Linda Kerver, who is a historian and former president of the Organization of American Historians, and I hope to work with her. It is important, and it is complicated. I do think NEH takes a bad rap from its critics. I think we can demonstrate from what our own funding has been how important NEH is to humanities research and education.

**Detlefsen:** As a follow-up, I would be particularly interested in finding out from you when you think specific development within the foundation's office would be in order. I mean, not just locating the existing sources, but by helping to fill the hole left by the cuts in the NEH and NEA, and developing new sources that maybe are specific to this University. It seems to me a legitimate sort of thing. If there are any further cuts at these national agencies, it will be a necessary thing and not a luxury. What idea do you have?

**Hatch:** A decade or so ago I worked very hard at raising money in the College of Liberal Arts for endowing summer support and other kinds of things. It is very tough money to raise, and we were aided at that time by chal-



lenge grants from NEH and from the Mellon Foundation. But I think similar kinds of initiatives have to be undertaken.

**Detlefsen:** Is there any person or office that does that sort of thing as part of their standard responsibilities?

**Hatch:** No, it is one of the kinds of things that I hope comes out of this new task force between the provost's office and the development office — to have, on an ongoing basis, stronger links of communication about academic needs and how they can be presented to donors.

**Clive Neal:** With regard to science and engineering, a lot of the research that is being done requires state of the art computers and analytic facilities. One thing I've found since I've been here, and this is not just Notre Dame, is that the University is very good at giving matching funds to get the equipment here but then you're on your own. You have no technical support, or very little technical support, especially to maintain the equipment. And a lot of the equipment that is used both in science and engineering does incorporate some of the similar technology used in a different way. Is it possible, or is it feasible, to have the University start to fund one or two positions for technical support? This is important for two reasons: Number one, it is big time drain on a faculty member's time to maintain these facilities, and, if it is a young faculty member, their research production and their teaching suffer because they are trying to keep this lab up and running so research doesn't suffer. And also, if the University had something like that, it would make our grant applications much more competitive. Now, when you are asked, how are you going to maintain this equipment once it is installed? We don't have an answer except ourselves.

**Hatch:** In some ways, I think those issues have to be discussed and come to resolution on a local level — in departments and colleges. That is, if those things are more important than new faculty positions, then that has to be the request of the dean who comes into our office. Typically, I think departments and deans always see the need for new faculty lines. And I agree. The new money for research infrastructure tries to get at some of that. That is, for the first time, Notre Dame puts up money to maintain old equipment. That is a dimension of it. But certainly the Colloquy talks about the need for more technicians, but that priority can't be done in isolation. It has to be done by collegiate priority.

**Sonja Jordan:** Would you give a fuller report on the status of the searches for director of libraries and dean of the College of Arts and Letters?

**Hatch:** The library search is ongoing. We had two strong candidates as finalists. Many of you met them in December. But I didn't think there was enough support among the library faculty to make an appointment. It was a difficult choice — both were impressive people. But I think the University is looking for a leader who can move the library significantly forward in a very complex time, so we are going back to the drawing board. I think we are going to employ an executive search firm because I think we have to much more aggressively seek candidates who are not looking for a job. I think we have to explore a range of people whose resumé's we haven't seen. I met with one executive search firm today, and I'm in Chicago meeting with another one tomorrow. So the search will be ongoing. It is important that we bring to Notre Dame an outstanding director of the library.

**Jordan:** Is there a timetable for a new person?

**Hatch:** I would love to see it done by summer. I deeply appreciate Maureen Gleason standing as acting library director while we continue the search. The arts and letters search is ongoing. I don't want to say too much about that. We have strong candidates, internal and external. The committee continues to meet.

**Gregory Sterling:** In the past, the Graduate School has received some attention — I mean graduate studies — because it was a part of what would make us a research university.

**Hatch:** That was critical.

**Sterling:** In recent years, it seems to me that the emphasis has gone toward teaching, and my question is: We have roughly the reverse ratio of undergraduates to graduates as, say, some place like the University of Chicago. Do you see the graduate programs remaining roughly the same? Do you see those expanding? What do you see with regard to graduate studies at this University as a whole?

**Hatch:** The accelerated funding for graduate education continues. That is, for the coming year, for the third year in a row, the Graduate School is getting \$400,000 new dollars in fellowships. So, we are not backing away from our strong commitment to graduate studies. I do think, in this day and age, we all have to think hard about how much we want to expand graduate studies. We certainly don't do it for our own sake. There are deep ethical issues involved, especially whether these young people are going to find jobs. I think we have to look at quality. In some sense, at least, in the fields, I know it has been risky for 20 years to become an academic. We had one department in the humanities with 600 applications this year. We can't grow graduate education just for our own pur-

poses, but we have to stay in touch with employment prospects for our students. It's not only humanities and social sciences, but also some fields in science and engineering that are problematic.

**Richard Sheehan:** I'd like to go back to the centers of excellence. I recognize perhaps a certain tension, perhaps a necessary tension between dynamics vs. commitment. We have a target of opportunity superstar, whose presense here creates a center of excellence, and, potentially, when they leave, they take that center of excellence with them. To what extent do you see a center of excellence as ongoing or person-specific? The other thing is this: Earlier when you talked about them, I think you gave an example from every college except business. I presume that you are not bringing in Carolyn Woo to fail, so you have something in mind. Would you comment on what that is? [laughter]

**Hatch:** It is hard to know how you can define areas of excellence apart from the faculty that comprise them. We had John Santos here in psychology, and gerontology flourished. He leaves, and, unless we fill that position, the University loses gerontology. We had Julian Samora in Hispanic studies. When he left, and was not replaced, we lost our center of excellence. Now, if you have a critical mass of faculty and you lose one, that doesn't change things. I certainly did not mean to leave out business in terms of areas of strength. I think it is one of the issues that Carolyn Woo will think about in terms of where it is that the College of Business Administration can plausibly raise a flag. I think that is one of the issues business needs to think about. I've talked to a lot of business deans over the course of the last year, and one of the comments you get is that Notre Dame is pretty good but has not excelled at one or two things. That is a complicated issue but one I think has to be faced. If you take comparable schools like Vanderbilt and Emory, they have a clearer sense of where they want to go. They are not going to do everything. But in certain fields they want to be known as very good.

**John Borkowski:** It seems like there are a lot of competing needs, some new ambitions on the table and clearly lots of decisions to be made about the source of allocations. What is your view about PAC as our faculty's input into some of this decision-making? Are you going to maintain the way things had been under Tim O'Meara or do you see changes in the role of PAC, especially in long-range strategic planning?

**Hatch:** I did try for the first time to devote a meeting of PAC this fall to discussing budget priorities, that is to the extent that a group like that can. The kind of budget requests which come to our office — I tried to put into a form which I took to PAC for discussion. It's one of the

things I would like to do, but it's complicated. How successful PAC will be I don't know. I'll be honest with you about that, but I would like to experiment. It's interesting that at Duke they have two different committees: one to do promotion and tenure, another to do strategic planning. I think, given our current situation, I would like to continue to use PAC to that end as much as possible.

**William Eagan:** Do you see any possibility in the relatively near future that faculty members will have an active and effective impact upon the operations of the University rather than being merely a matter of advisory?

**Hatch:** I think the University is a very complex institution, and I think faculty *do* have a lot of input into the University, whether it is through the Faculty Senate or the Academic Council, the Graduate Council or the Provost's Advisory Committee or through their participation in departmental and collegiate activities. Hopefully academic administrators come to reflect the priorities of the faculty. That's the ideal.

**Eagan:** But looking back over the last 40 years or so, all I see is that the faculty, no matter how it is camouflaged, is advisory. They are not in the decision-making process.

**Hatch:** You can't have everyone in the decision-making process. It's complicated.

**Eagan:** True — just some.

**Hatch:** I agree. As great a leader as Robert Hutchins was, he got into huge fights with his faculty because he would see somebody brilliant, and he'd go out and hire them — the famous "hire on the plane ride." [laughter]

**McBrien:** Anybody else for a first question? Bob Blakey.

**Blakey:** Do you include the Law School in the graduate program?

**Hatch:** Yes and no.

**Blakey:** Good lawyer's answer!

**Hatch:** It is advanced education, postbaccalaureate education, but in this country the way professional education is organized, it is different in several respects from graduate education in the sense of master's and doctoral programs. For one thing it is usually funded quite differently; students usually pay their own way, although that's not entirely the case.

**Blakey:** Borrow their own way!

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**Hatch:** I wish in some ways that professional education was not so hermetically sealed. The A.B.A. doesn't do students any favors by giving the impression that law students should be cordoned off from other parts of the University. If you get really good law students, it's too bad they aren't taking seminars in the government department or elsewhere. So, in some areas, the distinction is made by the A.B.A. rather than the rest of the universities. Is that fair?

**Blakey:** The A.B.A. is largely irrelevant. Their power over the curriculum, which had been traditional, is virtually nil now.

**Hatch:** Although, don't they establish certain rules, like you can't share space?

**Blakey:** Lawyers tend to micromanage everybody they come in contact with. One of the reasons you get a good lawyer is so he can prevent another lawyer from micromanaging you.

**Unknown:** Why don't we kill off all of them? [laughter]

**Blakey:** Then the first thing you have to do is re-invent them.

**Porter:** Nathan, may I return to traditional affirmative action? I, for one, really welcomed the general idea of setting a liaison, or whatever it's called, in each college to work with each department head to help identify a pool of minorities and women applicants, and so on. That was until someone read the letter describing the position to me. To me, this sounds like a half-time portfolio for an administrator, and yet you are asking for it to be done by a faculty member who is teaching a full-time load at the same time. This is a small programmatic question, but I have to wonder how effective these people can be, given the time constraints. Have other people raised this concern with you, and have you considered changing your approach a little?

**Hatch:** We've discussed that. We are providing 1/9 summer stipends, so we are not asking anyone to do this out of the goodness of their heart.

**Porter:** That's not the issue I'm getting at. *When* are they going to do this?

**Hatch:** As we have reduced teaching loads down to 2/2, we run a great risk if we think we can continue to reduce it. If you look at schools better than we are, those who teach two classes also do a lot of other things. So I think, in principle, we should not be taking faculty out of the classroom. That's part of my thinking. Also, hopefully, this person is a catalyst within a college or school, but the real work has to be done at the departmental level.

**Eagan:** As long as Hutchins has been quoted so often tonight (I wouldn't dare bring this heresy up otherwise), he was quoted this way one time, and I was wondering if it related to Notre Dame in any way. He said, "Football has the same relationship to education as bull-fighting has to agriculture." [laughter]

**Hatch:** I don't think it has any direct relationship to the process, but for us at Notre Dame it does provide huge amounts of resources which we wouldn't otherwise have. Athletic revenues provide a tremendous revenue stream back to the University. I think over the last five years, it's been \$44 million, basically from athletic resources for our financial aid endowment program. We are distinctive in higher education. At Michigan or at Stanford, money taken in by athletic departments stays in athletic departments. I guess if you're Texas, you appreciate your oil wells. And it is not inconsequential for the overall mix that keeps Notre Dame alumni so passionately loyal to this place.

**Patrick Sullivan:** Are you satisfied with the amount of interaction which the faculty has with the trustees? Could that be expanded or improved upon?

**Hatch:** I don't have any clear thoughts on that. There is an active relationship on the Academic and Faculty Affairs Committee.

**Sullivan:** Maybe you'll have more thoughts on this next year.

**Hatch:** It's a complicated interaction.

**David Hyde:** Getting back to graduate education, we seem to be caught up in a difficult situation right now where faculty members are trying for research grants and productivity is very important. Productivity, in a lot of areas, is tied to the number of individuals you have working on a project, usually graduate students. But there is an excess of graduate students, or an excess of graduates that are on the market right now. Do you see the Graduate School or the University somehow trying to come to grips with this in the sense of maybe funding postdoctoral research fellowships or something to try to identify the youngest and the brightest and try to work them through Notre Dame for a while and, when they've demonstrated their competence and their excellence, then offer them a faculty position? That is, try to get some of this glut off the marketplace and give some of these individuals a chance to demonstrate their excellence?

**Hatch:** Yes, several have discussed that idea. I'm certainly open to it. There is one program that has had postdoctoral fellowships in the humanities that hasn't worked that well. They haven't been very successful in

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placing the people after a couple of years of postdoctoral work. And, one of the thoughts is that, in fact, they don't get the best people because, in this day and age, the best people will take a tenure-track position if they have the opportunity.

**Hyde:** In the case of the sciences and, I think, in some of the areas of engineering, postdoctorals are becoming very, very common and it's expected that you do one. Sometimes postdoctorals are even four and five years, in some cases. But it is difficult to get the initial money for postdoctorals from funding agencies. I know, in a lot of instances, a lot of institutions have programs in place for postdoctorals for one or two years, and during that time that individual has to generate his own money. So there are ideas out there, but I wonder if you've explored or thought about using some of these options, as opposed to just strictly giving somebody a degree.

**Hatch:** Are you speaking principally of science?

**Hyde:** I know for sure in science that these exist, where there are ways to bring people in and guarantee them support for a one-year period.

**Hatch:** Yes, I'm open to that. It's not an idea that's been actively pursued. I would have to defer to the scientists and engineers, but it's something to look at. Once again, it does have to compete with other types of priorities.

**Williams:** Continuing on this postdoctoral idea, what are the possibilities of using University funds for postdoctorals for minorities, for candidates who might not be precisely ready for a tenure-track appointment?

**Hatch:** If you had the money, and if that would be better than hiring a regular assistant professor, that might be fine. It is worth exploring.

**Bergstrand:** In terms of your comments on targets of opportunity, what about journals and editorships? Some of these people would not be the best known in their fields, but they certainly are influential.

**Hatch:** I think, generally, that has been supported. And certainly in the Graduate School we did do that. In terms of appropriate financial help, I think, overall, the University has been fairly proactive where it became possible for us to get not just any journals, but good journals.

**Bergstrand:** Is it left pretty much to the discretion of the deans to handle that? Is there a role for the provost's office in organizing and soliciting?

**Hatch:** I think I would be remiss if I stepped in to try to set priorities that are collegiate. I mean, if it was in a

business situation, I wouldn't know what are the good journals. But if the journal became a collegiate priority, I would certainly be happy to assist. But your college does have several journals. Do you think it would be better to have more?

**Bergstrand:** I was just not clear University-wide what the main support resources were for this.

**Hatch:** I don't think we've ever said, "Journals are a University priority, and here's money," to anyone. I think it's been more ad hoc. All the cases I know where there was an opportunity to bring a prestigious journal to Notre Dame, the University has been willing to put up money, whether it's summer money, whether it was office space, whether it was graduate students.

Thank you. [applause]

**McBrien:** Thank you, Nathan, for your visit with us this evening, for your opening remarks, for your answers to our various questions. On behalf of the senate, I would like to thank you in particular for your irenic and appreciative remarks about the Faculty Senate, and the hand that you extend to us, we grasp. We would like to cooperate and collaborate with you and the others in the administration in our common cause, and, as you acknowledged, there are going to be areas where we are going to differ. And we ought to be able to differ frankly, sometimes strongly, without, however, challenging the integrity of one another, and I think that we can do that. I think that you have made a good beginning as the new provost here this evening, and I want to mark that and to thank you publicly for your gesture.

McBrien called the senate back from its recess, and resumed the meeting. Zachman moved adjournment and Lombardo seconded. The chair announced that the next meeting was February 6, and the senate agreed to adjourn at 8:40 p.m.

**Present:** Bergstrand, Bigi, Blakey, Blenkinsopp, Borelli, Borkowski, Broderick, Buttigieg, Chami, Cholak, Coll, Davis, Derwent, Detlefsen, Eagan, Hemler, Huang, Hyde, Jordan, Kirkner, Lombardo, Mason, McBrien, Neal, Porter, Preacher, Ramsey, Runge, Sayers, Sheehan, Sheerin, Sterling, Sullivan, Urbany, Williams, Zachman, McShane (Student Government Representative)

**Absent:** Berry, Collins, Delaney, Gundlach, Lamanna, Quinn, Schmid, Carroll (Graduate Student Representative)

Excused: Bayard, Biddick, DeLanghe, Garg, Godmilow, Hill, Rai

Respectfully submitted,

Peter J. Lombardo Jr.

## Appendix A

Chair's Report  
January 20, 1997

1. Regarding the matter of representation for adjunct faculty in the governing structure of the University, originally raised in a Faculty Senate resolution last spring: As I reported to the senate in December, the issue was referred to the Academic Council's Executive Committee which, in turn, referred it to the council's Faculty Affairs Committee. On December 12, the Faculty Affairs Committee, of which I am a member, referred the matter back to the Faculty Senate, not for the sake of rearguing the issue, but in order to have the Faculty Senate conduct a survey of all adjunct faculty at Notre Dame to inquire about their status, their concerns, their interest in representation in the governance of the University, and their willingness to serve if such representation were offered. As chair of the Faculty Senate, I have directed the Faculty Senate's Committee on the Administration of the University to prepare a survey-instrument for this purpose. Upon the approval of the Executive Committee, the survey-instrument will be circulated among all adjunct faculty and the results will be forwarded to the Academic Council's Faculty Affairs Committee for subsequent action by the Academic Council.

2. Regarding the matter of faculty grievances and appeals, originally introduced by a Faculty Senate resolution passed in May 1995: The report of an ad hoc subcommittee of the Provost's Advisory Committee (PAC) was referred to the Academic Council's Faculty Affairs Committee by the council's Executive Committee. On December 12, the Faculty Affairs Committee approved the report. On January 15 the Academic Council's Executive Committee accepted the Faculty Affairs Committee's positive recommendation and forwarded the report, with its own endorsement, to the full Academic Council for discussion and vote at its meeting on Wednesday of this week, January 22.

3. Regarding the status of the Faculty Senate resolution of last May proposing an amendment to the nondiscrimination clause in the Manager's Guidebook to include "sexual orientation," I sent the following letter to Mr.

Roger Mullins, director of human resources, on December 6: "This is by way of a follow-up to our phone conversation on Tuesday of this week. On behalf of the Faculty Senate, I respectfully request that you urge University Counsel Carol Kaesebier to come to a decision regarding the Faculty Senate's resolution of last May proposing an amendment to the non-discrimination clause in the Manager's Guidebook to include 'sexual orientation.' The Faculty Senate hopes that a final determination can be made by the end of January so that the decision can be reported to the full Senate at its meeting of February 6."

I received a phone call today from the University Counsel's office. Carol Kaesebier reported to me that the president had named an ad hoc committee to address the issue of nondiscrimination in University policies. She chairs the committee. The other members are Vice President for Student Affairs Patricia O'Hara, Vice President and Associate Provost Carol Mooney, and Mark Poorman, C.S.C., associate professor of theology and assistant to the executive vice president. The committee has decided to take a comprehensive approach, reviewing all University statements on nondiscrimination, not just the item in the Manager's Guidebook to which the Faculty Senate's resolution refers. The committee is currently gathering materials from other colleges and universities, particularly Catholic institutions, and will be meeting again in a week and a half. The committee will make a recommendation to the officers of the University regarding nondiscrimination policy language. Carol Kaesebier hopes that her committee's work will be completed in time for consideration at the next officers' meeting on February 18. If not, it will be taken up at the next meeting of the officers in March.

4. I sent copies of the Faculty Senate resolution of December 3 regarding the actions of the Student Affairs Office in connection with a demonstration request by the College Democrats to both Vice President Patricia O'Hara and Assistant Vice President for Residence Life William Kirk. Vice President O'Hara replied on behalf of herself and Mr. Kirk on December 10. After acknowledging receipt of the resolution, she wrote the following: "We disagree with the characterization of the actions of our office in the resolution. We would have welcomed the opportunity to explain the rationale for our decision to the Student Affairs Committee of the Senate prior to the committee's submission of the resolution to the Senate and passage of the resolution." On December 16 I acknowledged her letter and indicated that I would refer it to Prof. Patrick Sullivan, C.S.C., chair of the senate's Student Affairs Committee. Pat Sullivan wrote to me on January 16, and I forwarded a copy of his letter to Vice President O'Hara today. Pat Sullivan's letter, on behalf of himself and his committee, reads as follows: "The Student Affairs Committee has considered Professor O'Hara's

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complaint that her office was not given the opportunity to explain the rationale for the decision. We understand her concern. However, we felt the issue of the College Democrats had ample public exposure. In addition to articles in student publications, there was the exchange of correspondence between the affected students and the Assistant Vice President of Student Affairs. We were recipients of this public record. If there was additional argument, it should have been given to the students. Thus, no call for further information arose in the committee. Furthermore, the unanimous vote of the Faculty Senate on the resolution indicated the importance of the issue of free speech to the faculty and perhaps the faculty's uneasiness with the continued discrimination against gays and lesbians by the University Administration."

5. The Faculty Senate's Executive Committee met with the academic officers of the University on Friday, December 20, to discuss matters of mutual interest. The meeting differed with others held over the past two-and-a-half years in that the provost, Nathan Hatch, rather than the president presided informally over the meeting and made opening remarks, by way of a report on searches in progress and budgetary matters, including the rate of tuition increases. Carol Mooney, vice president and associate provost, reported on affirmative action, specifically the inauguration of a new system whereby an assistant dean is to be appointed in each college to coordinate the effort to increase diversity (a word she prefers to "affirmative action") in faculty recruitment and appointments. A brief discussion followed each of the reports.

## University Committee on Libraries January 13, 1997

The meeting was called to order at 8 a.m. at the Morris Inn by Chairman John Halloran. Also in attendance were John Adams, Harvey Bender, Leo Despres, Maureen Gleason, Christopher Hamlin, Alan Krieger, Robert Miller, Larry Rapagnani, Steven Schmid and Secretary Melodie Eiteljorge.

The minutes of the meeting of November 26 were distributed and approved via e-mail.

Robert Miller gave updates on various candidate searches in the libraries. The process of selecting a director will be continued. Rob Kusmer will begin work as humanities cataloger on February 1. Searches are under way for an architecture/art librarian and an engineering librarian.

The issue of space planning is on hold until the basement of the Hesburgh Library can be vacated to provide space for compact shelving. This should occur in the summer of 1998 when Flanner Hall is ready for occupancy. A space consultant has been contracted to make recommendations. There are several options regarding the nature of material to be put into compact shelving. The overall project, which will include refurbishing and shifting of functions, is dependent upon funds provided outside the libraries' improvement budget. The Colloquy report indicated a need for \$10 million for the renovation, but Miller anticipates it will require substantially more than that.

Miller reported also that Carole Richter was hired in November as the libraries' electronic services librarian. She has been working on a new interface to the catalog which is available at Hesburgh Library terminals. Miller distributed print copies of the new screens.

With regard to new products, Miller reported that First Search will be available in test in March. The libraries also are testing Britannica Online. It will be available through the library homepage through February 12. Meanwhile, a group is in the process of developing specifications for a new library automation system. Harvey Bender asked if the choice of a system must be coordinated with an Indiana consortium. Miller replied that this is no longer an issue since it is now clear that there will be no single system state-wide. The summer of 1998 is the target for migration to a new system.

Miller next distributed a hand-out on "CD-ROM/Electronic Database Workstations" listing databases available in the libraries. He also distributed and reviewed several budget documents. He explained that the focus until

now for the libraries' six-year enhancement funds, which are in addition to the regular budget, has been on infrastructure, particularly personnel. This will be the case to a lesser extent, while we add substantially to the acquisitions and resource delivery budget.

A document on "Annual Improvement Goals for 1997-98" was also reviewed. Miller noted that an important goal is to maintain the current serials list without any cancellations. Halloran asked if this means the goal to increase serials by 6 percent per year is no longer valid. Maureen Gleason replied that we will do as much as possible but will also assume that access to serials means electronic access to both full text and document delivery. This will be a complex issue over the next few years. Bender asked if there is any advantage to electronic materials in terms of alleviating space problems in the branches. Gleason replied that there can be, but that backruns may be available on a server only on a cost-per-use basis. This is a new concept and one with many implications, including licensing agreement issues. It could also become a financial burden. Unfortunately, we do not have a natural consortium group through which to work out agreements with vendors.

In turning back to the budget hand-outs, Miller noted that last year the libraries introduced a new process which distributed operating costs by each assistant director. He also reviewed improvement goals which are based on library objectives.

There being no further business, the meeting adjourned at 9:20 a.m. The next meeting is scheduled for February 10. The secretary will announce the location once it is set.

Respectfully submitted,

Melodie G. Eiteljorge  
Secretary



# THE GRADUATE SCHOOL OFFICE OF RESEARCH

## Current Publications and Other Scholarly Works

Correction to *Notre Dame Report* #11:

### American Studies

Giamo, Benedict

- B. Giamo. 1996. *The Homeless of "Ironweed" (Blossoms on the Crag)*. Iowa City, Iowa: University of Iowa Press. 178 pp.

### Mathematics

Rosenthal, Joachim

- J. Rosenthal and E. V. York. 1997. On the Generalized Hamming Weights of Convolutional Codes. *IEEE Transactions on Information Theory* 43 (1): 330-335.

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- S. Mainwaring. 1996. La Democracia en Brasil y en el Cono Sur: Éxitos y Problemas. *AGORA. Cuaderno de Estudios Políticos* 5 (3): 135-180.

### Theology

Egan, Keith J.

- K. J. Egan. 1997. Review of *The Perfection of Solitude: Hermits and Monks in the Crusader States*, by A. Jotischky. *The Journal of Religion* 77 (1): 132-133.  
K. J. Egan. 1996. Review of *St. Teresa of Avila: Author of Heroic Life*, by C. Slade. *Church History* 65 (4): 707-708.

McBrien, Richard P.

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J. F. White. 1996. Coming Together in Christ's Name. In *The Landscape of Praise*, ed. B. G. Meeks, 152-156. Valley Forge: Trinity Press International.  
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### Mathematics

Alber, Mark S.

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M. S. Alber, G. G. Luther and J. E. Marsden. 1997. Energy Dependent Schrodinger Operators and Complex Hamiltonian Systems on Riemann Surfaces. *Nonlinearity* 10:223-242.

### Physics

Aprahamian, Ani

- D. F. Winchell, L. Wehner, J. X. Saladin, M. S. Kaplan, E. Landulfo and A. Aprahamian. 1997. High-spin states in <sup>76</sup>Br. *Physical Review C* 55 (1): 111-119.

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- See under Renaud, John E. 1996. *Concurrent Engineering: Research and Applications* 4 (4): 361-377.

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Pollard, Morris

- F. H. Faas, A. Q. Dang, M. Pollard, X-M. Hong, K. Fan, P. H. Luckert and M. Schutz. 1996. Increased Phospholipid Fatty Acid Remodeling in Human and Rat Prostatic Adenocarcinoma Tissues. *Journal of Urology* 156:243-248.

### Radiation Laboratory

Ferraudi, Guillermo J.

- G. J. Ferraudi. 1997. Magnetokinetic Effects in Reactions of  $\text{Br}_2^{\cdot-}$  and  $\text{CH}_3^{\cdot}$  radicals with  $\text{Ni}(\text{Me}_2\text{pyo}[14]\text{triene})\text{N}_4^{2+}$ : Ligand Interchange-imposed Restrictions on the Reactants Reencounter Probability. *Journal of Physical Chemistry A* 101 (4): 497-501.

Kamat, Prashant V.

- P. V. Kamat. 1997. Composite Semiconductor Nanoclusters. *Studies in Surface Science and Catalysis* 103:237-259.
- P. V. Kamat. 1996. Semiconductor Nanoparticles. *ISRAPS Bulletin* 7 (2-3): 2-10.

# THE GRADUATE SCHOOL OFFICE OF RESEARCH

## Awards Received and Proposals Submitted

In the period January 1, 1997, through January 31, 1997

### AWARDS RECEIVED

Category	Renewal		New		Total	
	No.	Amount	No.	Amount	No.	Amount
Research	8	602,609	13	870,369	21	1,472,978
Facilities and Equipment	0	0	0	0	0	0
Instructional Programs	0	0	0	0	0	0
Service Programs	0	0	3	21,965	3	21,965
Other Programs	<u>1</u>	<u>75,000</u>	<u>3</u>	<u>106,072</u>	<u>4</u>	<u>181,072</u>
Total	9	677,609	19	998,406	28	1,676,015

### PROPOSALS SUBMITTED

Category	Renewal		New		Total	
	No.	Amount	No.	Amount	No.	Amount
Research	8	834,722	39	6,001,240	47	6,835,962
Facilities and Equipment	0	0	0	0	0	0
Instructional Programs	1	85,881	0	0	1	85,881
Service Programs	0	0	0	0	0	0
Other Programs	<u>0</u>	<u>0</u>	<u>1</u>	<u>9,500</u>	<u>1</u>	<u>9,500</u>
Total	9	920,603	40	6,010,740	49	6,931,343

# THE GRADUATE SCHOOL OFFICE OF RESEARCH

## Awards Received

In the period January 1, 1997, through January 31, 1997

### AWARDS FOR RESEARCH

#### Aerospace and Mechanical Engineering

- Mason, J.  
Dynamic Fracture of Composites  
Department of the Navy  
\$99,989 36 months
- Thomas, J.  
Temperature Effect on Fatigue Crack Growth of  
Ti-6Al-4V  
Department of the Air Force  
\$25,000 12 months
- Huang, N.  
Analysis of Damage in Fuselage  
Northrop Corporation  
\$70,000 11 months
- Renaud, J., Batill, S., et al.  
Multidisciplinary Design Research Extension  
National Aeronautics and Space Administration  
\$64,575 12 months

#### Biological Sciences

- Saz, H.  
Intermediary Metabolism of Helminths  
National Institutes of Health  
\$241,734 12 months
- Johnson, A.  
Mediation of Apoptosis During Avian Ovarian Follicle  
Atresia  
National Science Foundation  
\$76,600 36 months
- Kulpa, C.  
Microbial Desulfurization of Petroleum  
Energy Biosystems Corporation  
\$60,000 12 months

#### Civil Engineering and Geological Sciences

- Gray, W.  
Cornell University — DOE Subgrant  
Cornell University  
\$66,707 36 months

#### Chemical Engineering

- Chang, H.  
REU Supplement for CTS 95-22277 Nonlinear  
Dynamics and Control  
National Science Foundation  
\$10,000 36 months

#### Chemistry and Biochemistry

- Wiest, O.  
DFT Studies of Radical Ion Cycloreversions  
University of Illinois at Urbana  
\$0 12 months
- Jacobs, D.  
Reactive Collisions of State-Sel. Molecular Ions with  
Surfaces  
National Science Foundation  
\$139,000 12 months

#### Electrical Engineering

- Lent, C., Porod, W., et al.  
Architectures Compatible with Novel Quantum Devices  
Department of the Navy  
\$138,954 36 months

#### History

- Louthan, H.  
Converting the Czechs  
American Council of Learned Society  
\$25,000 8 months

#### Mathematics

- Sommese, A., Migliore, J.  
Midwest Algebraic Geometry Conference  
National Science Foundation  
\$9,700 9 months

#### Physics

- Sapirstein, J.  
Calculations of Higher Order QED Effects in Helium  
National Institute of Standards and Technology  
\$50,000 12 months
- Aprahamian, A.  
Lifetime Measurements using the GRID Technique  
North Atlantic Treaty Organization  
\$7,419 24 months
- Johnson, W., Sapirstein, J.  
Weak Interactions in Atomic Physics  
National Science Foundation  
\$170,000 24 months
- Cason, N., LoSecco, J., et al.  
Equipment for Brookhaven Experiment E-852  
Brookhaven National Laboratory  
\$37,300 92 months
- LoSecco, J.  
BaBar Detector  
SLAC  
\$1,000 12 months

# THE GRADUATE SCHOOL OFFICE OF RESEARCH

## Theology

Ulrich, E., VanderKam, J.  
The Publication of Four Volumes of Dead Sea Scrolls  
Dead Sea Scrolls Foundation  
\$15,000 36 months

### South Bend Center for Medical Education

McKee, E.  
Transport of Guanine and Pyrimidine Nucleotides in Mitochondria  
Indiana University School of Medicine  
\$165,000 36 months

### AWARDS FOR SERVICE PROGRAMS

#### Center for Continuing Formation in Ministry

Lauer, E.  
Center for Continuing Formation in Ministry  
Various Others  
\$18,122 1 month

#### Center for Pastoral Liturgy

Bernstein, E.  
Center for Pastoral Liturgy  
Various Others  
\$2,468 1 month  
Center for Pastoral Liturgy  
Various Others  
\$1,375 1 month

### AWARDS FOR OTHER PROGRAMS

## Architecture

Stroik, D.  
Conference on Sacred Architecture  
Homeland Foundation  
\$8,000 6 months

## Graduate School

Hatch, N.  
Arthur J. Schmitt Scholarship Program for 1996-97  
A. J. Schmitt Foundation  
\$75,000 9 months

### Kroc Institute for International Peace Studies

Cortright, D., Väyrynen, R.  
JNU-Notre Dame Peace Studies Exchange Program  
Ford Foundation  
\$65,000 24 months

## Theology

Porter, J.  
The Natural Law and the Christian Conscience  
Association of Theological Schools  
\$33,072 12 months

## Proposals Submitted

In the period January 1, 1997, through January 31, 1997

### PROPOSALS FOR RESEARCH

## Aerospace and Mechanical Engineering

Schmid, S.  
Research Experience for Undergraduates Supplement  
National Science Foundation  
\$10,000 12 months

## American Studies

Kilde, J.  
From Meetinghouse to Spiritual Armory  
Yale University  
\$37,000 9 months

## Anthropology

Sheridan, S.  
Biocultural Reconstruction of Byzantine Monastic Life  
Wenner-Gren Foundation  
\$15,000 3 months  
Biocultural Reconstruction of a Byzantine Monastery  
American Philosophical Society  
\$5,000 2 months  
Biocultural Reconstruction of a Jerusalem Ossuary  
W.F. Albright Institute of Architecture  
\$15,000 6 months

## Biological Sciences

Goetz, F.  
Ovulation Specific Proteins in Brook Trout Ovary  
Department of Agriculture  
\$277,962 36 months  
Johnson, A.  
Physiological Mediators of Granulosa Cell Apoptosis  
National Institutes of Health  
\$164,296 12 months  
Physiological Mediators of Apoptosis  
Department of Agriculture  
\$279,913 36 months

# THE GRADUATE SCHOOL OFFICE OF RESEARCH

Bridgham, S.  
Research Experiences for Undergraduates Supplement  
National Science Foundation  
\$10,000 3 months

Eldon, E.  
Signaling Pathways in Insect Immunity: the Role of 18-wheeler  
National Science Foundation  
\$447,383 36 months

Fishkind, D.  
Structural Dynamics of Actin-Myosin Function in Cytokinesis  
National Science Foundation  
\$451,132 36 months

Lodge, D.  
REU Supplement: Herbivory on Macrophytes  
National Science Foundation  
\$10,096 12 months

Adams, J.  
A Molecular Analysis of Malaria Merozoites  
Burroughs Wellcome Fund  
\$198,421 36 months

Duman, J.  
Permethrin Resistance in Anopheles Gambiae  
Burroughs Wellcome Fund  
\$400,000 60 months

## Center for Applied Mathematics

Atassi, H.  
Special Opportunities for Visiting Scholars  
National Science Foundation  
\$33,000 12 months

## Office of Information Technologies

Rapagnani, N.  
A High Performance Connection to the Internet and vBNS  
National Science Foundation  
\$550,000 24 months

## Chemical Engineering

Chang, H., McCready, M., et al.  
Wave Enhanced Heat and Mass Transfer  
National Science Foundation  
\$293,068 36 months

## Chemistry and Biochemistry

Pasto, D.  
Photo-Induced Dissociation of Alkyl 4-Nitrobenzenesulfonates  
National Science Foundation  
\$324,613 36 months

Blasquez, V.  
Structure/Function of Chromatin in B-Cell Development  
National Institutes of Health  
\$110,993 12 months

Miller, M.  
Siderophores, Analogs and Bioconjugates  
National Institutes of Health  
\$277,512 12 months

Wiest, O.  
Mechanism and Models of DNA Photolyase  
National Institutes of Health  
\$110,680 12 months

Sevov, S.  
Synthesis and Characterizations of Intermetallics  
ACS Petroleum Research Fund  
\$20,000 2 months

Taylor, R.  
Total Synthesis of Epothilone A and B  
National Institutes of Health  
\$93,840 12 months

## Computer Science and Engineering

Kogge, P.  
Multi-Threading Cores with Dynamic RAM  
Research Foundation of SUNY  
\$83,085 36 months

Kogge, P., Brockman, J., et al.  
Hybrid Technology Multi-Threaded Architecture  
Jet Propulsion Laboratory  
\$604,200 36 months

## English

O'Keeffe, K.  
Practiced Selves  
National Endowment for the Humanities  
\$4,000 3 months

## Government and International Studies

Coppedge, M.  
Patterns of Diffusion in the Third Wave of Democracy  
National Science Foundation  
\$120,442 12 months

Barber, S.  
Welfare and the Instrumental Constitution  
American Council of Learned Society  
\$20,000 12 months

Coppedge, M.  
Patterns of Diffusion in the Third Wave of Democracy  
J.D. and C.T. MacArthur Foundation  
\$73,025 8 months

# THE GRADUATE SCHOOL OFFICE OF RESEARCH

## History

Constable, O.

From Pandocheion to Fundug to Fondaco  
Howard Foundation  
\$20,000 9 months

Hamlin, C.

Providential Equilibrium in Britain, 1800-1870  
Howard Foundation  
\$20,000 9 months

## Romance Languages and Literatures

Perry, C.

Persephone Unbound  
National Endowment for the Humanities  
\$4,000 3 months

## Physics

Cason, N., LoSecco, J., et al.

Equipment for Brookhaven Experiment E-852  
Brookhaven National Laboratory  
\$48,500 12 months

Glazier, J.

A Comprehensive Approach to Modeling Cellular  
Patterns  
National Science Foundation  
\$210,526 24 months

Blackstead, H.

Applications of Photoinduced Superconductivity  
National Science Foundation  
\$257,500 48 months

## Psychology

Borkowski, J., Whitman, T.

Research Training in Mental Retardation  
National Institutes of Health  
\$89,659 12 months

Backscheider, A.

Developing a Naive Biology  
National Academy of Education  
\$40,000 9 months  
Children's Reasoning About Biological Properties  
National Institutes of Health  
\$35,202 12 months

Kelly, A.

What Is It About Revealing Secrets  
National Institutes of Health  
\$32,957 12 months  
What Is It About Revealing Secrets That Is Beneficial?  
National Science Foundation  
\$18,816 18 months

Turner, J.

Advodance Beliefs and Behaviors in Mathematics  
National Science Foundation  
\$463,175 48 months

Boker, S.

Dynamic Postural Equilibrium: Perceptual-Motor  
Coupling  
National Science Foundation  
\$337,766 36 months  
Dynamic Postural Equilibrium  
National Institutes of Health  
\$122,738 12 months

## Theology

LaCugna, C.

Living in the Spirit of God, Spirit of Christ  
Association of Theological Schools  
\$20,000 10 months

Ashley, J.

Ignatius and the Theologians  
Jesuit Institute at Boston College  
\$37,000 9 months

Malkovsky, B.

Human Liberation as Divine Gift  
Association of Theological Schools  
\$20,000 9 months

## South Bend Center for Medical Education

Hamlett, W.

International Symposium on Oviduct and Uterus  
Indiana University School of Medicine  
\$18,462 6 months

## PROPOSALS FOR INSTRUCTIONAL PROGRAMS

### Biological Sciences

Rai, K.

Experimental Parasitology and Vector Biology  
National Institutes of Health  
\$85,881 12 months

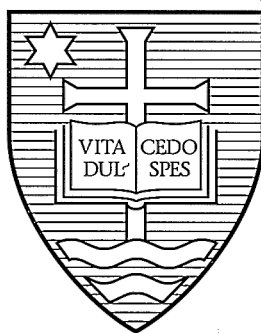
## PROPOSALS FOR OTHER PROGRAMS

### Civil Engineering and Geological Sciences

Kareem, A.

U.S.-Japan Panel on Wind and Seismic Effects  
National Science Foundation  
\$9,500 12 months





# NOTRE DAME REPORT

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