

University of Notre Dame

Notre Dame, Indiana 46556

Office of the President

June 12, 1968

Cable Address "Dulac"

To the Members of the Faculty and
non-Academic Department Heads:

I believe that all of us are well aware of the increasing growth and complexity of the university today, here and elsewhere. Inasmuch as this is related generally to our progress, it is a welcome state of affairs. On the other hand, the pace of development during recent years puts a considerable strain on many aspects of the University's life. We face ever more difficult problems in our communications, in our decision processes, in our organization, and, of course, in our administration, too. Needless to say, Notre Dame enjoys full participation in the financial crisis that presently grips every private college and university in the land. Personally, I believe that this crisis gives us a fine opportunity to perfect the University in its present operation and forward look, and, if this is so, it may be a blessing in disguise.

I have thought for some time that a systematic and comprehensive study of the University should be made. A careful, hard long look at what we are trying to do and how we are doing it might give us a better chance to put our house into the best order possible. I thought such a project was especially important in light of the change of governance which took place last year. The new Board of Trustees deserved some kind of report on how well we presently manage our affairs. Consequently, we asked the firm of Cresap, McCormick, and Paget to take a look at our operation and to assess our present situation. This they have done. I believe they spoke with many of you in order to develop their report.

According to their preliminary assessment which they have just given us, we have done fairly well thus far, but, as might be expected, our organization and procedures are overtaxed by the busy events of the day and the increasing complexity of this operation. Moreover, if we are to cope with future developments and possibilities, we must devise our policies and procedures in a more rational and effective manner. In the first place, this means that we must go into a truly comprehensive study of every aspect of our present operation and future planning. We must fully determine our strengths and our weaknesses, our opportunities and our best direction. Secondly, we must use this self-knowledge to organize and manage our situation in the most reasonable, economic, and efficient way. Finally, on the financial side, we should establish some system of program budgeting. Many of the great universities in the land are presently trying to do this, without notable success thus far. According to such a scheme, we would insure that the investment of our resources achieves maximum impact on a planned basis that looks beyond the months immediately ahead.

After careful thought and discussion with the Trustees of the University, we now believe this effort must be made, and made as soon as possible. Moreover, it should be made with the scope and depth necessary for a truly successful undertaking. Among other things, this means that the program must have the highest priority on the part of everyone involved. In this, it will somewhat parallel the other project that I announced to you recently, a complete study of the University curriculum.

The planning and analysis about which I now write you will be, of course, broader in scope since it would include every aspect of the University's life and operation, not merely the academic.

Since your cooperation will mean much to this project, I believe that you should have a good understanding of what we attempt here. In the first place, it will be primarily an internal effort. We plan to continue our association with Cresap, McCormick, and Paget. They will be able to contribute much to this program, acting in an advisory capacity. However, the actual responsibility for the project will be borne internally. To this end, I am appointing a Steering Committee, under the Chairmanship of our Executive Vice President, Father Joyce, which will have full authority and responsibility over this program and the policies which must govern it.

In order to implement this project, it will be necessary to create a new office within the University for Planning and Analysis. The man in charge of this office will be Assistant to the President for Planning and Analysis. After considerable discussion, we have offered this post to Dr. Thomas E. Stewart, presently Associate Vice President for Academic Affairs. I am happy to announce that Dr. Stewart has accepted this position and will undertake his new responsibilities immediately. I believe that Dr. Stewart brings special strength to this new task, because his experience in the academic order and his intimate knowledge of many key operations of this University and the persons involved in them, will bring a dimension to the study that was lacking for the universities which depended upon an

outside team to do the analysis and planning. Needless to say, I am very grateful to Dr. Stewart for undertaking this new and difficult task.

I will appreciate very much your interest in this project and your full cooperation with Dr. Stewart who will be in touch with you in order to discuss the program and your participation in it.

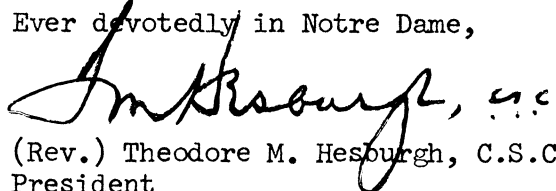
I am also happy to announce at this time that Father Ferdinand Brown, C.S.C. will replace Dr. Stewart as Associate Vice President for Academic Affairs. Father Brown, like Dr. Stewart, is a member of the faculty of the Department of Mathematics. He did his doctoral studies here at the University of Notre Dame under Dr. Menger, and later did post-doctoral research at Yale University. For the past eight years, he has been Religious Superior at the University. I believe that he, too, brings great strength to the Office of Associate Vice President for Academic Affairs and, on behalf of all here, I welcome him to this new responsibility.

May I take this opportunity of wishing all of you a pleasant Summer. I am presently leaving for Rome to attend the General Chapter of the Congregation of Holy Cross, as a delegate of the Indiana Province. From all indications, this meeting will last until August, following which I have three other meetings in a row: The Academic Council of the Ecumenical Institute for Advanced Theological Studies in Jerusalem, which will be held in Venice; followed by the Sixth General Conference of the International Federation of Catholic Universities, which will take place in Kinshasa, Congo; and, finally, the General Conference of the International Atomic Energy Agency in Vienna. During my absence, Father

Edmund P. Joyce will be Acting President, for which I am also grateful.

With all best wishes and prayers for all of you, I am

Ever devotedly in Notre Dame,

A handwritten signature in cursive script, reading "Theodore M. Hesburgh, C.S.C.", written in dark ink.

(Rev.) Theodore M. Hesburgh, C.S.C.
President