

Faculty Senate Journal
May 12, 2004

Remie Constable (from the Nominations Committee) opened the meeting at 7:05.

The minutes of the April 14, 2004 meeting were approved with some changes.

Election of Officers

- **Chair** - Seth Brown was unanimously re-elected Chair of the Faculty Senate. As the re-elected Chair, Seth presided over the rest of the meeting.
- **Vice Chair** – Remie Constable was unanimously elected.
- **Treasurer** – Joni Warner was elected by secret ballot
- **Co-Secretaries** –Karen Richman and Cheryl Smith were unanimously elected.

The meeting broke for standing committee meetings.

Academic Affairs – John Robinson was unanimously elected Chair of the Academic Affairs committee. Issues to be addressed in Academic Affairs next year include:

1. Library issues - library periodical super-inflation, allocation of library funds, and communication between librarians and faculty concerning how monies are spent.
2. Special Professional Faculty pay issues.
3. Uses of the TCE's (continued from the past year).
4. The process by which university presidents are appointed and the role of the Faculty Senate in this process.

Administrative Affairs – Paula Higgins was unanimously re-elected Chair of the Administrative Affairs Committee. Issues for next year include:

1. Faculty grievance policy. Prof. Brown will attempt to confirm that the changes recommended by the Senate to the Faculty Grievance Policy were approved by the Board of Trustees.
2. Structural issues regarding the Provost Advisory Committee (PAC), particularly the ratio of faculty members to administrators on the PAC. The committee hopes to determine how Notre Dame's PAC compares to those of other universities.
3. Tenure and promotion issues.
4. Investigate the currently vacant Office of Institutional Equity.

Benefits – Nasir Ghiaseddin was unanimously re-elected Chair of the Benefits Committee. Issues for next year include:

1. Retirees' health plans.
2. Faculty savings accounts.
3. Developing a better relationship between the university and retirees so that they can be better informed of their benefits.

Student Affairs – Jay Brandenberger was unanimously re-elected Chair of the Student Affairs Committee. Issues for next year include:

1. Continuing to monitor the TCE issue.
2. Creating opportunities for student centered learning.
3. Educating students and faculty about the Honor Code.

Other Elections

Campus Life Council – Rich Williams and Ramzi Bualuan were re-elected as representatives by secret ballot.

Elections of Traffic Appeals Committee – John Stamper was unanimously elected representative, and Kevin Misiewicz was unanimously elected alternate representative.

Report of the Administrative Affairs Committee on the Faculty Grievance document.

(Paula Higgins) The Faculty Grievance document passed through Academic Council. The Administrative Affairs Committee was able to alter the policy so that disputes over access to documentation pertinent to the resolution of grievance procedures are negotiated between the Provost AND the Chair of the Faculty Grievance Committee. These decisions were previously made by the Provost alone. If no resolution between the Provost and the Chair of the Faculty Grievance Committee can be reached the President will ultimately decide on the availability of documentation, but the President must have “compelling” reasons to deny a faculty member access to any documentation. Regarding the list of grievable actions included in the new grievance document – all of the actions were kept in the document except discriminatory harassment. This was removed because a policy addressing this issue already exists.

Final Announcements

- Jay Brandenberger mentioned that the new composition of the Academic Council is working very well and members are very pleased with the increased faculty representation in the Council.
- Seth Brown is very pleased to see people stepping up for positions in the Faculty Senate. In addition to regular positions in the Faculty Senate, three senators are currently participating in Blue Ribbon committees: Seth Brown is a member of the task force on the libraries; Michael Zenk is on the task force addressing undergraduate financial aid; and Martin Tenniswood is on the task force addressing graduate student benefits and stipends.

The meeting was adjourned at 8:20.

Faculty Senate Journal
September 8, 2004
118 DeBartolo Hall

Seth Brown called the meeting to order at 7:05

Opening Prayer

Minutes from May 13, 2004 approved.

Chair's report

Father Malloy's address:

For detailed information on Father Malloy's vision for the future of Notre Dame, he recommended that faculty look to the strategic plan - "Fulfilling the Promise". He will begin implementing this plan during this school year, and Father Jenkins will continue where he leaves off.

Father Malloy discussed seven areas that have been viewed as priorities during his presidency:

1. **The Fundamental Vision** - Father Malloy has been responsible for the fundamental vision of the institution - its history, origins, and the connections between past, present, and future. The Catholic nature of Notre Dame, its hiring practices, the development of institutions and centers are connected to its fundamental identity. Malloy believes that Notre Dame's distinctiveness is its greatest strength. All aspects (fundraising, student body, the faculty) of the University are affected by the way we describe ourselves - including academics, community service and student life.
2. **Teaching and Research** - The relationship between teaching and research has been an important issue over the last 18 years. Notre Dame has always had a tradition of teaching excellence. The challenge has been to establish an infrastructure for research and scholarship. Progress has been made in this regard, particularly in the areas of reducing teaching loads - there has been an average of 15 new faculty hires per year without an increase in student enrollment. The Libraries have been a recent challenge. As the focus on research has increased, the Libraries have struggled to keep up with the demand for materials. The University has also fallen behind in computer services and instrumentation in the sciences. Efforts are being made to rectify these shortfalls.
3. **Diversity** - Diversity at Notre Dame has been a major focus. Becoming co-educational, admitting larger percentages of under-represented

minorities, targeted opportunities for hiring faculty, hiring spouses in recruitment efforts have helped the University become more diverse, which is a challenge for any university that is not in a major metropolitan area.

4. **Town/Gown relationship** – It is common for communities to be suspicious about the motivations of large academic bodies, and there may be a perception in South Bend that Notre Dame is indifferent to the surrounding community. The developments on Notre Dame Avenue and the closing of Juniper Road were made in collaboration with the Town Commissioners and local neighborhood associations to dispel the perception that Notre Dame is indifferent to the needs of the community.
5. **Becoming an international institution** – It is a goal to incorporate internationalism into the structural life of the institution. There are many opportunities for study abroad programs and many graduate students who live and study abroad. It is a goal to have every undergraduate student bilingual by graduation. Almost all scholarship on campus has an international dimension, and there is an effort to facilitate conversations across religious, ethnic and cultural boundaries.
6. **The Arts and the Campus** – When Father Malloy became President few fine arts classes were taught beyond the introductory levels. The combination of the Snite Museum and the new Performing Arts Center has moved Notre Dame ahead in the arts. The Performing Arts Center is the most recently completed building on campus, but many new buildings have gone up over the last 18 years. New buildings flow from planning processes, and also come as a result of comparing Notre Dame with other institutions. New buildings have been constructed with a uniform architectural style in mind, and this has resulted in a very beautiful and safe campus.
7. **Money** – Everything costs money. \$1.5 billion have been raised since Father Malloy became president. The University has always run on a balanced budget which has caused more rigid spending over the last few years. Hopefully the economy will continue to improve and the new capital campaign will improve the budgetary situation. Father Malloy feels that the momentum for Notre Dame is as strong and positive as it is for any university at this time. Notre Dame has been faithful to its mission and has a range of programs that can take it forward in a positive direction.

Questions and Answers

Kevin Misiewicz (Accountancy) – How can faculty support the Order of the Holy Cross?

Father Malloy – The continuation of the residential mission is important. Father Malloy and Father Jenkins live in the dorms. Liturgies in the dorms continue and programs such as the Alliance for Catholic Education and the Center for Social Concerns will continue the Holy Cross Mission. Notre Dame will continue employ members of the Order of the Holy Cross and encourage them to be a part of the University.

Richard Williams (Sociology) – Notre Dame is behind our peer institutions in terms of the percentage of faculty member at full professor rank (45% at Notre Dame versus 55% at our peer institutions). Why is this?

Father Malloy – Notre Dame has made efforts to increase the number of endowed chairs and to build up resources to hire people at the senior rank. Notre Dame does have a liberal promotion rate, but promotion is a function of the departmental and dean levels in terms of who is encouraged to go up for promotion. There is no limit on how many people can go up for full professor level. Because promotion is not a function of the president's office Father Malloy has little control over this issue.

Remie Constable (History) – What is happening with the Tariq Ramadan case? Can the faculty make a statement on this issue? And, do you see this as a long term issue for attracting graduate students and faculty?

Father Malloy – The University has been meeting with the Indiana Senators and other government officials to try to resolve this situation. He has taken on this issue with some tepidity to avoid angering officials and/or agencies that may be able to help. Currently the University is unable to determine who is responsible for revoking Ramadan's visa and why it was revoked, so it has been very difficult to know how to untangle this problem. He knew that hiring Ramadan would be controversial, and anticipated some difficulty getting him in, but Father Malloy did meet with Ramadan and he has read his book and he feels that Ramadan was a very desirable appointment. The University owes it to Ramadan to do everything possible to bring him over. It is possible that this situation is a result of the upcoming elections, and once the elections are over the situation may change.

Philippe Collon (Physics) – Recruitment in Asia is a major problem. Many students are unwilling to try to apply to schools in the United States. Enrollment of Asian students in the physics program is down 70% this year.

Father Malloy – There is also competition from other countries (New Zealand and Australia) making it harder to draw graduate students to Notre Dame.

Seth Brown (Chair, Chemistry and Biochemistry) – There is some concern that Notre Dame is moving toward a more corporate structure with a top down decision making process. Also, there is a perception that administrative salary raises have been higher than faculty raises. Could you address these issues?

Father Malloy – Notre Dame has tried to keep salaries within the top quintile of university salaries. There has been some erosion recently. The number of faculty and staff has grown substantially while the enrollment has stayed the same.

Growth of endowment income and fundraising has allowed Notre Dame to keep up somewhat. Because Notre Dame doesn't have a medical or agriculture school, there is less soft money from grants to subsidize graduate students. This issue will need to be looked at during the budget building process next year.

Malloy hopes to prevent more salary erosion if possible.

Regarding the top down structure, Malloy feels that the Deans have more discretionary prerogative and more money in their offices than ever before. His perception is that there is more distribution of responsibility at lower levels than previously.

Jay Brandenberger (Center for Social Concerns) – How do you balance Notre Dame's distinctiveness versus the trend toward emulating our peer institutions?

Father Malloy – He sees no other institutions that are our peers in all aspects. For example, some universities are our peers academically, but not in terms of their location. Boston College and Georgetown are very similar to Notre Dame, and Vanderbilt is tied with us in rankings. His perception is that more universities look to Notre Dame because of its distinctiveness than the other way around.

Break for Standing Committee meetings

Academic Affairs – Issues for the year:

1. Will look into the procedures for handling departments that are perceived to be in distress and determine whether or not the administration is going through the proper motions in regard to the Music Department.
2. Library issues with super-inflation of serials and how librarians communicate their spending to the faculty.
3. Issues relating to Special Professional Faculty salaries and other related issues.

Administrative Affairs – Issues for the year:

1. Changes to the Faculty Grievance Policy have passed through the Board of Trustees and is currently in effect.

2. They will look into the dissolution of the graduate program in Music and determine whether or not the administration is going through the proper channels – this will overlap with work in Administrative Affairs.

Benefits – Issues for the year

1. Changes to health plans.
2. Retiree health plans.
3. Retiree parking.
4. Faculty Savings accounts.
5. Leave of absence issues – look into the policy and how it is applied.

Student Affairs – Issues for the year:

1. Continue to look into the TCE issue.
2. Investigate the impact of increasing numbers of seniors moving off campus.
3. Investigate means of fostering student/faculty interactions in non-traditional ways.
4. Investigate student centered learning.
5. Address Honor Code issues.

Old Business

Election of Faculty Senate representative to the Student Senate: Philippe Colon was elected unanimously.

New Business

A motion to create an *ad hoc* committee to draft a letter from the Faculty Senate regarding the revocation of Tariq Ramadan's work/residency visa was passed with one dissenting vote. The *ad hoc* committee will be comprised of Cheri Smith (chair), John Robinson, Remie Constable, and Philippe Colon. The letter will be brought to the next Faculty Senate Meeting.

Paula Higgins asked why the Faculty Senate Journal was no longer published in the Notre Dame Report. It was determined that this tradition fell by the wayside, but Seth Brown will investigate this issue.

The meeting adjourned at 9:05 p.m.

Respectfully Submitted,
Cheri Smith

**Faculty Senate Journal
October 6, 2004
119 O'Shaughnessy Hall**

Seth Brown called the meeting to order at 7:05

Opening Prayer

Minutes from September 8, 2004 approved with one correction.

Chair's Report

Human Resources Update:

Denise Murphy from Human Resources gave a presentation on the changes to benefits for this year. Changes are minimal and were outlined in a handout presented to the Faculty Senate. She did note that there was a 26% increase on claims with the NAA PPO Plan last year. This has increased costs to the university.

Open enrollment for this year will be from October 20 through November 12. Human Resources encourages all eligible employees to use the online enrollment option. There will be a Benefits Open House on October 27 from 9 a.m. to 4 p.m. in the LaFortune Ballroom.

Ad-hoc Committee's Proposed Statement of the Notre Dame Faculty Senate on the Revocation of Tariq Ramadan's Visa

Cheri Smith presented a resolution regarding the revocation of Tariq Ramadan's visa to the Faculty Senate. The resolution was created by John Robinson, Remie Constable, Philippe Colon, and Cheri Smith.

A motion was made that the Faculty Senate should issue a statement regarding the situation with Tariq Ramadan. Discussion focused primarily on where the document would be sent. It was determined that

of Notre Dame offered Tariq Ramadan a tenured position as the Luce Professor of Religion, Conflict, and Peacebuilding. A recent *New York Times* article described Ramadan as "not just a professor but a high profile intellectual who has produced 20 books [and] hundreds of articles... In much of his work, Mr. Ramadan tries to define a blended identity for Muslims in the West, arguing that one can be both fully Muslim and fully Western." (*NYT*, Oct 6, 2004). In January, 2004, our colleague Scott Appleby, the Director of the Kroc Institute for International Peace Studies, announced that Tariq Ramadan had accepted the position. Professor Ramadan was to begin teaching in August of 2004. Shortly before the beginning of the fall semester Ramadan was informed that his visa had been revoked for unspecified security reasons.

The Faculty Senate hereby expresses its deep concern at the manner in which Professor Ramadan's visa was revoked and its profound unease at the silence that surrounds its revocation. Not only did the revocation come at a most inconvenient time for Professor Ramadan and for Notre Dame, but the secrecy that accompanied it threatens the basic principles of this university and a free and open society. For that reason, the Faculty Senate of Notre Dame supports President Malloy in his efforts to resolve this matter. The Faculty Senate also looks forward to the day when we will be able to welcome Professor Ramadan and his family into our community.

Committee Reports

Benefits

The committee is investigating retiree benefits. They are going to attempt to gather information from Human Resources to get in touch with retirees and assist them get organized.

Academic Affairs and Administrative Affairs - Joint meeting

The committees are looking into the policy on termination and/or reconfiguration of academic programs in the Academic Articles.

Student Affairs

The committee is investigating student off-campus living in response to several reports in the *South Bend Tribune* regarding excessive partying and noise violations in student off-campus housing. It was also recommended that the committee look into MEGA Life and Health Insurance Company. Injuries that occur while participating in 31 of the 36 club sports on campus are not covered by this insurance plan. The Benefits committee will look into this situation as well.

Old Business

Seth Brown has made arrangements to have the *Faculty Senate Journal* published in the Notre Dame Report again. The September, 2004 minutes will be included in a future issue.

New Business

Mike Zenk reported on the Financial Aid Task Force. The task force has been looking at various financial aid packages and their costs. They have also compared financial aid packages at peer institutions. A group will be meeting once a year from now on to see if changes in financial aid packages have an impact on the population of incoming classes.

The meeting adjourned at 9:25 p.m.

Respectfully submitted, Cheri Smith

Faculty Senate Journal
November, 2004

John Robinson read the opening prayer, the 23rd Psalm.

October minutes approved

Chair's report

Dennis Jacobs, Vice President and Associate Provost at Notre Dame, addressed the Faculty Senate about evaluating teaching.

"I will focus on the evaluation process that accompanies promotion and tenure decisions but also pay some attention to formative evaluations that our junior professors receive hopefully on an annual basis to be outstanding scholars in the field and effective teachers. If we value teaching at Notre Dame we need to find improved ways to evaluate teaching." Students challenged us with the proposal to make TCE's public. This body took it up with a final resolution in April. The Academic council hasn't decided yet. By themselves, TCE's only capture a piece of teaching, but an incomplete one. From PAC's perspective, while looking at files for review for promotion and tenure, it seems quite diverse how departments evaluate teaching. Numerical data are often overanalyzed. Sometimes the perspective of looking over time and the use of language are used to excuse why they don't meet the norm. Usually there are spotty faculty visits into the classroom.

This document points out ideas for looking at how we can look in a more expansive way at evaluating teaching. It goes back to 1999 in the Academic Council. Though it was passed, it didn't change the process, so it had no impact. The AAUP document from 1975 has a spirit that is quite progressive in talking about a comprehensive approach to evaluating teaching. It was presented to deans and chairs in a faculty retreat and also to PAC to start a conversation, but not as a proposal. It tries to set up a common set of questions (see p2-c). The evaluations need to be uniform, reliable, and realistic.

We noticed that files are deficient in evaluating the design of the course, from the design of the syllabus to the exams and then the papers. This should be a peer review process. Is the design current, rigorous, representative of the state of the field, and consistent with rest of

curriculum? Then the next question is implementation-how it is put into effect, to create an environment to stimulate and encourage learning? It usually happens through a peer member visiting a classroom. Next is student learning, which is deficient in files that come up to PAC. This part is the most difficult to gather data on. Yet, it is the most important in evaluating teaching. Do students perceive that they are being well taught? How do they rate interactions with instructor, time spent on the course, whether they are evaluated fairly, etc.

In order to make it work, think about the CAP coming together to gather evidence for a case from a faculty member, students, and peers in a department. The kinds of evidence should vary widely as do cultures of departments. TCE's do a good job of getting at perceptions. We need to hear from the student voice.

Regarding the problem of over-interpretation (see page 6), any time we report a mean, we have to keep in mind that there is error in estimating that mean. For example, take a TCE report and instead of reporting standard deviation, within a 90% confidence limit there is a range. It would be dangerous to compare it to the mean for the department. It incorporates the standard deviation in the data but also takes into account the class size."

A professor commented, "That confuses me because you're not taking a sample but rather a census. You're applying the tools of statistical sampling to take a census. If I wanted to calculate what the mean is in the room, in what sense would we need a confidence limit? If the number of students in the class of 25 were 100 would you get the same mean? What is confidence limit?"

Vice President Jacobs responded, "If I were to sample different populations, the means would vary. If I taught 10 sections, would I get the same mean? How confident would I be in any mean representing all of those means?"

On the question of evaluating student work--It is one thing to write a great exam, but if one never looks at how students perform on those exams, you don't get a complete picture of what kind of work or creative energy they apply.

If you had a particular course very heavily focused on the writing of student essays, it would be helpful to look at some of those essays. If you looked at an A, B, C paper, would you get a picture of what it means to earn an A, B, or C."

Another professor questioned: "One would ask the student to submit their paper to CAP?"

Vice President Jacobs replied, "I would certainly remove the student's name. If it was not a public document, that wouldn't require the student's permission. Those who view the work hold it in confidence.

Dana Fritz of University of Nebraska shows how she evaluates and grades art work submitted by students. It gives a sense of creative energies and what the instructor is trying to encourage in her students.

Another example sets the bar very high. It is a physics class of 400 at University Colorado Boulder studying forced concept inventory. On the first day, the professor gave out a 20 question test. At end of course, he gave out the same instrument. The measure in this course was .62. It is compared to average gains across the country.

A review committee can give CAP what the results are of effective teaching. For this to be realistic, it has to be adaptable to department settings in a reasonable amount of time. Not all courses, but two courses, perhaps."

A professor asked, "Is that adequate? How do you select two courses?"

Another professor suggested using the model of external letters: the candidate proposes names and CAP puts forward names.

Vice President Jacobs answered, "Yes, the professor could select one course and CAP could select another that complements the choice of the candidate. The faculty member would gather the evidence representing the vision they have for the course. Faculty have to be gathering and archiving how to capture the essential learning moments in the course. CAP will have to take an active role in reviewing the course.

In the end, this represents a more comprehensive and reliable view than the current practice. A critical phase is the mentoring. What happens in the formative years leading up to this? The process would have to be adopted well into the future so that faculty are prepared for this kind of evaluation."

Another professor said, "If you select these two courses,

the TCE's are still used. My concern is that a malicious CAP could select a course that would undermine the person or..."

Vice President Jacobs responded, "It is a valid point. We do need to trust our colleagues in this process just as we do in cases of malicious letters (in promotion and tenure cases). There is still the opportunity to manipulate the system."

Another professor queried, "Why couldn't the faculty members select the courses if there were guidelines for the selection? We have all had courses that didn't go well, sometimes for inexplicable reasons."

Vice President Jacobs answered, "That is a good point for discussion. Classes should be representative-decided by CAP. We could legislate those constraints, but there has to be flexibility."

A professor continued, "Regarding external letters, the candidate can say, I do not want these two people to review me. One could do the same for course selection."

Another professor noted that TCE's fluctuate and then asked, "Are you suggesting looking at the history of the course or picking out one or two years from that five-year period?"

Vice President Jacobs responded that the guideline is the last 3 years.

Chairman Brown stated, "I'm concerned about how realistic this is. You don't know when you're teaching the course if this is the one that will be evaluated. I don't see how you would be able to get ready, saving student work, etc. You have to do this ahead of the time. It is an enormous amount of work, not just for two courses, but for every course."

Vice President Jacobs said, "Another piece is what is the department doing along the way to help cultivate junior faculty? Members should receive annual reviews in writing. It may be a sub-group or an individual. A member visits the classroom and comments in writing. We need to work better at an annual review process that includes more evaluation. If you think ahead, faculty can think of ways to document student learning and archive it."

Next a professor asked, "On the matter of teaching, service, and scholarship, what is the percentage given to each?"

Vice President Jacobs answered, "There is none and shouldn't be one. On the level of scholarship, one must be contributing to the discipline. There is a threshold and if you're below that threshold you're a non-starter. If you're below that threshold your case is not going to move forward.

Although the peer review system has flaws, it works well.

We could have a more valid evaluation of teaching. Departments may say if you're not above the average level, it is a non-starter. If we are aspiring to be better, we have to hire people who are better than ourselves."

Another professor commented, "It seems reasonable. The problem is people do specify, 40, 40, 20%. One concern I have with this is, I wonder if it might not encourage people to fall into a rut, if they thought that their courses were being constantly evaluated they might be discouraged from offering courses that would be challenging for new students and for themselves. Someone who teaches the same course over and over is in a better position. Intellectually, I am leery of this. Part of the excitement is that the teaching is engaged in the learning process."

Vice President Jacobs responded, "In the area of innovation, they would score very high points in 1 and 4. I don't know if a conservative strategy would be helpful."

A professor remarked, "It is assumed that peer evaluations are superior to student evaluations, but there are questions whether the peer evaluations are reliable. I want to emphasize that there is a need for meeting beforehand."

Vice President Jacobs said, "Peer evaluations are very variable and biased. There needs to be greater conversation among evaluators. They need to be informed about course goals."

A professor added, regarding professors visiting the class, "I think if you put a stranger in a small class, students might clam up. It changes the dynamics of the class."

Vice President Jacobs replied, "You're right. The observation may perturb the students. But it plays only one

role."

Next a professor pointed out, "I don't see any measure of innovation in TCE's. Why not?"

Vice President Jacobs commented, "A very important question is who is in the best position to evaluate what is innovative in the field of philosophy? Students, the candidate, or faculty peers in the department?

Ask another question. Is this faculty member attentive to student needs? For each, you need to ask who is the best to evaluate each piece."

A professor questioned, "I wonder how unique is the Romance Language Department? Perhaps only one person on the departmental CAP speaks Spanish."

Another professor remarked, "On one hand I applaud what you're doing but on the other hand I have never seen anyone turned down on basis of teaching, and always on basis of research."

Vice President Jacobs replied, "That is not true. There are a number of cases, no specifics, where faculty have had strong research records but were denied on basis of teaching. Unless we have reliable methods then there is no basis to this. If you didn't believe that the justice system were reliable, then we have no business putting people to death."

A professor said, "I have several colleagues coming up for tenure in the near future. How will this affect them?"

Vice President Jacobs stated, "This will take at least 4 years for faculty to begin developing this portfolio, mentoring faculty, etc."

A professor commented related to TCE's. "Should we publish the tce results? It is a terribly flawed metric that we use. When and how are we going to improve the tce document so it is a reliable measure? The confidence limits are inappropriate for quartile-derived data. When are we going to publish information about the courses that the students addressed?"

The senate committees met next and Vice President Jacobs

continued his discussion in a combined meeting of the Academic and Student Affairs committees.

Committee Reports

Academic and Student Affairs

Professors Robinson and Brandenberger reported that they pursued in more detail the public conversation with Dennis Jacobs. He'd like the committees to get back to him in about 3 months with our thoughts on the document he circulated to us. He then answered a professor's earlier question about what the dome thinks about responsiveness for students' demands for better information about courses. He left 30 copies. Merger of basic information about a course made available in the dart process. Surveying students about things students find informative. Not question 17 type questions. He has been in touch with the faculty at University of Kansas, who produced a tce that was good in design but not execution. He thinks that we can easily find ways to solve that once they are finished with renovare. The biggest challenge is faculty buy-in.

Administrative Affairs

Professor Higgins reported, "We are continuing our exploration of issues related to administration-created and dissolution initiatives related to masters programs. We need more concrete information on programs, we have information on art, music, romance languages that might be in danger of having something imposed on them. Please e-mail Professor Higgins with details. We don't know if these problems are in other schools beyond Arts and Letters."

Benefits

Professor Nasir Ghiaseddin reported, "We are going to meet with Denise Murphy to talk about retirees' health plan. We also are going to investigate health insurance coverage for men and women to see if there are any inequities and what can be done."

Old Business

Chairman Brown reported about further developments regarding Professor Ramadan. Father Malloy thanked us for our support. Ramadan didn't respond yet. No more developments in the case to report.

Motion to adjourn.

Faculty Senate Journal
February 9, 2005
119 O'Shaughnessy Hall

Seth Brown called the meeting to order at 7:05

Opening Prayer

Minutes from December 6, 2004 approved.

Chair's Report

Provost Nathan Hatch's address to the Faculty Senate

Provost Hatch thanked the Faculty Senate for the invitation to his 9th and final visit to the Faculty Senate. Hatch has been elected the President of Wake Forest and will be leaving campus this summer. He has been with the University for 30 year and he feels that the University is much better now that it was in 1975. Notre Dame's strengths lie in its ability to find a balance between its focus on tradition and modernity, quality and humanity, alumni and a commitment to diversity. It has also developed creative tensions so one aspect of the university does not overwhelm the other. Its dedication to undergraduate education does not outweigh its focus on research; its Catholic character does not overshadow differing perspectives; its frequent comparison of itself to other top 20 private universities has not caused it to lose its unique culture and identity.

Hatch reviewed his six goals for the University:

- 1) **Development of Centers of Excellence.** Many new centers of excellence have arisen over the years while longstanding ones still thrive. New areas include Irish Studies, Latino Studies, statistical social sciences, nanotechnology, the Kroc, etc. Excellence in philosophy and theology still continues.
- 2) **Revitalization of Undergraduate Education.** The University has maintained an investment in undergraduate education with the creation of the Kaneb Center, and the appointment of Dennis Jacobs as Vice President and Associate Provost. Eileen Kolman has been an excellent leader for the First Year Studies program and a strong advocate for undergraduate education. Notre Dame cannot rest on its laurels, but must continue to invest in undergraduate education.
- 3) **Recruitment of Faculty and Students.** Hatch has made it a high priority to go the extra mile to recruit excellent students and faculty. The 1980's brought a significant increase in financial aid available to undergraduates at Notre Dame, and this change greatly improved the quality and diversity of the undergraduate population. Hatch believes that the University should focus on recruitment of graduate students as well.
- 4) **Development of cutting edge Science and Engineering Programs.** Notre Dame has been very competitive in its capitalization efforts for the sciences. New buildings for the sciences have been erected. The lack of a medical school puts Notre Dame at a disadvantage, and will continue to be a challenge for the University.
- 5) **Maintaining a Center for Catholic Intellectual Life.** Notre Dame continues to attract scholars because of its religious identity and Catholic tradition.
- 6) **Creating a Center for Intellectual Engagement for Faculty and Students.** The University is an environment for academic achievement, and programs such as the new faculty retreat and the retreat for Deans and Chairs have been efforts to help faculty think seriously about their tasks. The restructuring of the Faculty Senate and the Academic Council has helped to reinforce this effort.

Previously submitted Questions for Provost Hatch from the Faculty Senate

- 1) **The Academic Articles say that the Academic Council has among its principal functions the approval of "major changes ... in the program of study offered by ... departments." Do you think that the Academic Articles need to be amended so that the procedure that should be followed when the discontinuation of a degree-granting program is under consideration is set out? If so, what do you think the procedure should be?**

Hatch believes that the Academic Council should be involved to an extent, but that sometimes the discontinuation of a program is in the best interest of all parties involved. It is reasonable to require some consultation with the Academic Council, but he does not wish it to become a venue for the airing of personal grievances and the internal strife of a program. Hatch offers no recommendation on how to handle this, but he believes that a middle ground should be found.

- 2) Article I, Section 2, of the Academic Articles says that the Board of Trustees elect the president of the University “after consultation with the faculty.” Do you think that the Academic Articles need to be amended to spell out just what “consultation with the faculty” requires of the trustees? If so, do you think it would be wise to identify the Faculty Senate as one faculty groups with whom the Trustees must consult before electing a new president? More generally, what do you see as opportunities for the Faculty Senate to become more central in the decision-making processes of the university?**

At Notre Dame the Board of Trustees does reserve for itself the responsibility of naming the president. Hatch believes, however, that the best searches do involve faculty – at least two or three on a search committee, plus something like the Provost Advisory Committee. He places a high premium on confidentiality in situations with large search committees. Faculty involvement is very useful, but Hatch doesn’t believe it is necessary to have this written into the Academic Articles. Faculty and the Board of Trustees must develop a mutual sense of trust and accountability. Hatch believes that the Faculty Senate and the restructured Academic Council provide excellent avenues to take up serious issues of this nature.

- 3) Notre Dames’ Statement of Principles for Intercollegiate Athletics says that “Notre Dame adheres to the principle of presidential control over intercollegiate athletics.” As one of the individuals involved in the decision to fire Coach Willingham, do you think that his firing was consonant with this principle? Do you worry that the firing of Coach Willingham was a case of excessive involvement by some members of the Board of Trustees in the administration of the University? Can you think of some way of dealing with situations of this sort that would allow for wider consultation before the final decision is made?**

Presidential control over athletics is important. The decision to fire Coach Willingham came at a time of transition, which made it more difficult. The Board of Trustees and Fr. Jenkins are discussing the idea of faculty input on the firing of high profile coaches. Decisions regarding coaches at this level are made at lightning speed and usually require complicated confidentiality/personnel matters, but it is a good idea to have faculty involvement.

- 4) For the past few years, there has been little money available for salary increases. Now, however, it seems as though the University is feeling more comfortable; for example, \$10 million have been committed to closing Juniper Road and another \$6 million for rerouting Edison. Does this mean we can look forward to more generous salary increases again? More generally, what are the University priorities for increased financial support as our financial position improves? What is the prospect for funding for the Hesburgh Library, which has suffered under a quadruple assault of budget cuts, loss of Colloquy funds, devaluation of the dollar, and steep inflation rates for materials, especially serials?**

John Affleck-Graves has offered to come to the Faculty Senate to discuss the overall budget, which may help address questions about the budget. Currently the University is on solid financial footing. Investments are strong and demand for programs is high. Finances for the University are strong, but not flush. The last 15 years brought rapid growth for the University, but the next decade will bring less growth. Tuition is currently at the market maximum, and endowment income is not what it was in the 1990’s, plus the cost of everything has gone up significantly. Salary increases represent an ongoing expense whereas the changes with Juniper Road and new building projects represent one-time expenses. The University has wanted to close Juniper Road for a very long time now, and money has been borrowed to make this happen. Faculty salaries are a priority, and currently Notre Dame salaries

are in the 11th percentile nationally. Currently three is a 2.5% pool for merit increases plus a 5% pool for exceptional merit for next year. The libraries have received an additional \$500,000, plus a \$100,000 increase in endowments. The libraries will also be a focus during the upcoming capital campaign. The University is providing increases for graduate support, and there are endowments to raise the level of Presidential fellowships.

5) What plans does the University have for initiatives in undergraduate teaching? Have these assumed a lower priority, behind developing graduate education and research? What are currently Notre Dame's greatest strengths in teaching? What are its greatest weaknesses?

The University has done several things recently to focus on undergraduate teaching including the creation of the Kaneb Center and weighing teaching more heavily in promotion and tenure. Appointing Dennis Jacobs as Vice President and Associate Provost will be very beneficial, and Eileen Kolman, who has been a consistent advocate for undergraduate education, will be replaced as soon as possible. Notre Dame's greatest strength in terms of undergraduate education is the commitment of its faculty to quality teaching. Its greatest weakness may be the current number of required courses. A broad liberal arts education is wonderful, but faculty must strive to keep the quality of these classes interesting and challenging.

6) What will happen with the three task forces you put together this year (library, student financial aid, and graduate student stipends)? How will the groups' momentum be sustained through the change in the provost's office?

Provost Hatch has complete confidence in the three new assistant provosts. For student financial aid the University will strive to make sure that aid is complete, blind, a reaffirmation of the University's commitment to diversity, and that it shifts some of the debt burden to higher income students. In recent years the number of students being supported has increased 10%. 45% of our undergraduate students are now supported with financial aid. The danger is that this level of support will continue to increase and eventually become overwhelming. The draft of the report on graduate education makes several recommendations, and health insurance issues will definitely need to be addressed. The libraries will be a significant factor in the upcoming campaign.

7) Is Notre Dame at risk for becoming secularized like other Christian universities (such as Wake Forest)? If so, is this a problem, and what can be done to avoid it? If not, what aspects of Notre Dame are central to retaining religion as a central part of its identity?

There is a risk of secularization, but Notre Dame has creatively taken on the challenge of being distinct. Provost Hatch is hopeful about the future of the University and its efforts to be competitive but distinct. Thus far the University has refused to become secular by default and despite pressures to conform.

Other questions for Provost Hatch from the floor.

1) Have there been any plans for the \$40 million from Mr. Jordan?

No commitments have been made at this time. The money will come in over time, and no designations have been made yet.

2) How important is it that the President of the University be a Holy Cross priest?

Provost Hatch believes that it is very important because it sustains loyalty to the University, it helps to resist the secularization of the University, and it preserves ties to the history of the University.

3) Academic Councils tend to grow without any real direction. Both Brown University and Rice University have reduced the size of their Academic Councils to make them more nimble and focused. Would you consider this option?

Provost Hatch has been heartened by the recent reorganization of the Academic Council and is open to the idea of a new model, but this would be something for the new Provost to investigate.

Committee Reports

Administrative Affairs – Paula Higgins, Chair of the Academic Affairs committee, has stepped down from the Faculty Senate. A new chair has not yet been found, but Professor Ramsey is willing to be chair until someone else can step up. Professor Ramsey was unanimously elected as Chair of the Administrative Affairs committee. The committee is going to investigate ways of making the Faculty Senate more relevant by finding other committees for Senate involvement – for instance the Faculty Board of Athletics. They will be investigating how other universities' Faculty Senate are involved on their campuses.

Academic Affairs – Professor Robinson reported that the committee is continuing to consider the discontinuation of programs on campus. A similar group in Academic Council will be discussing this issue in the next Academic Council meeting. The hope is to make procedures for the adversarial discontinuation of programs more clearly spelled out in the Academic Articles. Professor Robinson plans to bring a proposal from the Academic Council to the next Faculty Senate meeting for consideration.

Benefits – Professor Ghiaseddin reported that the Benefits Committee is continuing discussions with John Affleck-Graves and Human Resources over summer contributions to retirement accounts for nine month appointees.

Student Affairs – Professor Brandenberger requested volunteers for the TCE task force. Please contact Jay Brandenberger if you are willing. The Office for Students with Disabilities has made a proposal to the Academic Council on how to make accommodations to faculty for handling students with disabilities during exam time. More education on this issue is necessary. Hopefully this issue can be brought to the Faculty Senate in the future.

Old Business

Professor Brown announced that representatives from the three University task forces (library, student financial aid, and graduate student stipends) will report to the Faculty Senate. Professor Brown will also recommend that John Affleck-Graves present budget information in an open forum for all faculty to attend.

New Business

The issue of the amount of influence the Board of Trustees have in the day to day governance of the University was raised. How do we deal with the influence of donors and the Board of Trustees? Administrative Affairs committee will look into this issue. It ties into the idea of finding ways for the Faculty Senate to be more involved in different areas of the University. For instance – perhaps there could be a member of the Faculty Senate on the Faculty Board of Athletics.

Professor Brandenberger asked if the Senate had any recommendations for the search committee for the new Provost. There are only a limited number of faculty members eligible to serve on the search committee. Professor Williams expressed a desire to have an open process so there is more room for faculty input and also hopes that a national search will be conducted. Professor Constable suggested that the Faculty Senate could request to meet with the search committee for the new provost. Professor Brown will invite the search committee to come to a Faculty Senate meeting.

The meeting adjourned at 9:10 p.m.

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March 1, 2005
119 O'Shaughnessy Hall

Seth Brown called the meeting to order at 7:05

Opening Prayer

Minutes from February 9, 2004 approved.

Chair's Report

The Provost Search Committee visited the Faculty Senate to discuss the search for the new Provost. The Search Committee consists of Father John Jenkins, Panos Antsaklis (Electrical Engineering), Sunny Boyd (Biological Sciences), Neil Delaney (Philosophy), Brad Gregory (History), Teresa Phelps (Law School), and Jeremy Staley (Academic Delegate, Student Government). All members of the Search Committee except Sunny Boyd were able to attend the Faculty Senate meeting.

Seth Brown introduced the members of the Search Committee and encouraged the members of the Faculty Senate to discuss the general characteristics faculty members hope for in the new provost. Discussion of specific candidates was discouraged.

Father Jenkins stated that the Search Committee had its first meeting on Monday, February 21, 2005. They discussed general qualities they will be looking for, but have not yet begun discussing specific candidates. Fr. Jenkins has received some recommendations for specific individuals but he stressed that a public venue would not be appropriate for discussion of individual candidates. The Search Committee was primarily requesting recommendations on the characteristics that faculty members are looking for in the new provost.

Richard Williams encouraged the Search Committee to take into consideration evaluations by deans, colleges, departments, and colleagues if recommendations for internal candidates are considered.

Collin Jessop expressed his hope that the new provost will appreciate the needs of researchers and the research environment at Notre Dame. An external candidate would preferably be from another large research university so that s/he would be familiar with the research environment.

Seth Brown requested some general comments from the Search Committee.

Fr. Jenkins said that the hiring date for the provost was extended from July 1 to the fall so that the committee would have more time to look at external candidates.

William Ramsey reminded the Search Committee of a recent survey administered to the faculty. He encouraged the Committee to keep the results (particularly the non-quantitative portions of the results) in mind when considering candidates.

John Robinson expressed the need for the new provost to be able to articulate the role of private universities such as Notre Dame during these times of economic hardship. The provost should be good at administrating and also good at pushing the mission of the University.

Philippe Collon stressed the need for the new provost to be able to evaluate and understand the difficulties of research.

Julia Marvin asked the Search Committee to clarify the role of the provost at Notre Dame.

Fr. Jenkins said that there is no exact definition of the role of the provost, but that generally this person is above the colleges and administers to both the teaching and research aspects of the University. Externally the provost represents the University. Internally s/he is in charge of the academic budget and is responsible for setting priorities for the University. There is some overlap between the roles of the provost and the president.

Jay Brandenberger wanted to know the extent to which Provost Hatch's stated goals and his mission in excellence were the University's goals. He encouraged the Search Committee to have candidates express their own missions or goals to be certain that they match those of the University.

A Senator mentioned that after Wake Forest hired Nathan Hatch as president a North Carolina newspaper questioned his ability to improve the economic growth of the community. To what extent is community growth the responsibility of the provost?

Fr. Jenkins responded that he did not believe this to be a primary activity of the provost. The provost's primary role is to oversee academic enterprises.

Seth Brown stated that the provost should be able to communicate well with a very diverse community. S/he must be able to appreciate the problems and issues of different areas and communicate with faculty directly and clearly. Direct and clear communication tends to soften the blow of not getting what is wanted.

Richard Williams expressed his hope that the new provost will respect the entire faculty – not just the superstars. He noted that low salary increases and low numbers of full faculty tend to add to a sense that there is little respect for many faculty members.

Seth Brown said that it is important that the new provost maintain core or historical strengths while looking to build new areas of strength. The new provost should be able to straddle these tensions.

Julia Marvin noted that she tends to see the University in narrow slices, but doesn't have a sense of the overall picture. She tends to be taken by surprise by new developments, and hopes for a more concrete idea of the University's plans for the immediate future. It would be helpful if the new provost could communicate changes and developments in the context of the broader vision of the University.

Neil Delaney (Search Committee) noted that the top three positions in the University were filled by internal candidates. If an external candidate is hired it will be important that this person be aware of the Catholic vision and Catholic character of the University.

A Senator noted that if someone from outside the University is hired, his or her academic background will be of great interest to faculty. Mostly likely there will be a perception on campus that hiring someone from the sciences will send a different message than hiring someone whose background is in the humanities.

Panos Antsaklis (Search Committee) said that for the Search Committee the individual will matter more than his or her academic background, but they will keep in mind the faculty perception that hiring someone from the humanities will send a different message than hiring someone from the sciences.

Philippe Collon encouraged the search committee to look at external candidates despite the importance of maintaining the Catholic character and vision of the University.

Jay Brandenberger encouraged the Search Committee to put extra energy into looking at possible female candidates. The current demographics at the University are not particularly diverse.

Panos Antsaklis (Search Committee) asked the Faculty Senate members where they see the University going.

Seth Brown replied that he is excited by the blend of research and teaching at the University. He sees the tensions between teaching and research as a good thing and hopes that the new provost will be able to creatively harness these tensions and move forward with them.

Philippe Colon states that Notre Dame is one of the few research universities where undergraduates have the opportunity to participate in top-notch research. It is a small enough place that the faculty can have an open door policy with undergraduates and they can work together with undergraduates to perform research. This is definitely a good aspect of Notre Dame.

John Robinson said that Notre Dame has been transformed from a very hierarchical structure to a less hierarchical one over the last several years. Technology has allowed the faculty to become slightly more fragmented, and there is a certain amount of estrangement that has come with technological advances. The new provost should be adept at empowering faculty and also should be able to elicit academic involvement. S/he should be able to tap into faculty resources, foster community spirit, and resist the trend of fragmentation. The most recent strategic planning process is an example of a good effort to bring the University together. More of this is needed.

Richard Williams had questions about the process of hiring the new provost. Will the names of candidates and deliberations be kept secret? Who else, other than the Search Committee, will know about specific candidates?

Fr. Jenkins said that only the Search Committee and the Board of Trustees will know who the specific candidates are before hiring.

Brad Gregory (Search Committee) noted that the Search Committee is aware of other stories where breaches of confidentiality have led to disaster.

Fr. Jenkins pointed out that Provost Hatch would never have considered his new position at Wake Forest without the promise of complete confidentiality while exploring the opportunity. It is very important that the Search Committee be able to assure candidates of complete confidentiality during the process.

Seth Brown said that he trusted the Search Committee to take into consideration the recommendations given to them by the Faculty Senate.

Teresa Phelps (Search Committee) assured the Senate that all candidates will be carefully vetted by the Search Committee. The Search Committee will earnestly take the Senate's concerns into consideration during this process.

Neil Delaney stated that the members of the Faculty Senate most likely know many of the possible internal candidates. He encouraged senators to share their views of these candidates with the Search Committee.

Fr. Jenkins assured members of the Faculty Senate that any comments made on internal candidates will be kept strictly confidential.

The Senate broke for committee meetings at 8:00.

Committee Reports

Administrative Affairs – all members but William Ramsey were absent at the meeting. The committee is planning to determine ways in which the Faculty Senate can be more involved in the administration of the University. One possible venue would be the reestablishment of the Budgetary Advisory Committee.

Student Affairs – The Student Affairs Committee is still seeking volunteers to participate in the TCE initiative. Al Miller has agreed to participate, but another faculty member is required to co-chair the group with a student. William Ramsey recommended that this group work with the Kaneb Center on this issue. The Student Affairs Committee also discussed the Academic Council's work with the Academic Honor Code. The Student Affairs Committee of the Academic Council has created a streamlined method of dealing with honor code violations in response to the belief that violations are currently being underreported. Minor infractions could be punishable by a failing grade and notification at the associate provost's office. Currently honor code violations must go before the honor committee and can result in expulsion.

Benefits – The Chair of the Benefits Committee, Nasir Ghiaseddin, was unable to attend the meeting, but filed the following report prior to the meeting: At the Benefits Committee, we are pursuing the issue of contribution to the retirement fund (TIAA/CREF) by the University on payments received by the faculty during the months of summer. Currently the University contributes 10% to the faculty retirement fund only on the base salary. Some universities continue their contribution during the summer on the payments received by the employee from grants, summer teaching, etc. About two weeks ago I met with the executive vice president, John Affleck-Graves, and discussed the matter with him in great length. At this point he wants to know if the University were to implement such a project (extending the retirement contribution to include the summer pay) what the financial impact will be. Currently, I am working with the H/R to get the raw numbers. The next step is to analyze the numbers and then meet with John and negotiate some resolution to this matter. If a resolution is achieved, we will, of course, bring the matter to the Senate. I am cautiously optimistic that we may be able to work out a deal.

Academic Affairs – The Committee has proposed the following changes (*in italics*) to Article IV, Section 3, Subsection (a), paragraph 3 of the Academic Articles:

The principle functions of the council are to determine general academic policies and regulations of the University; to consider the recommendations of the Graduate Council; to approve major changes in the requirements for admission to and graduation from the colleges and school and in the program of study offered by colleges, school, and departments; to authorize the establishment, modification, or discontinuance of any academic organization *or degree-granting program* of the University; and to provide for review, amendment, and final interpretation of the academic articles, without prejudice to article V. The decisions of the council are by majority vote and are subject to the approval of the President.

The motion to amend the Academic Articles as proposed was carried unanimously.

Old Business

Updates on University Task Forces

Graduate Student Stipends – The Faculty Senate representative to this group was not present at the meeting. No update was provided.

Student Financial Aid – Mike Zenk said that a letter has been sent to the Provost requesting that care be taken in how changes are made in the financial aid process. Minor changes in financial aid can have major effects on the student population. Tuition has been raised, but not at the recommendation of the task force. Mike Zenk will send the letter to the Senate.

Libraries Task Force – This group is still in operation. The members have determined that budget problems affect different disciplines in different ways. In the humanities the problems lie mainly in the purchasing of monographic materials. There is a need to buy books in areas where we teach, and there is a need for retrospective purchasing. It has been suggested that a one time capital expense would be very useful for retrospective purchasing in the humanities. For the sciences, social sciences, and engineering the focus is on access to information more than ownership of materials. Desktop access to core resources is essential. There is a need for new revenue streams to support desktop access to materials. Distinguishing core resources from extraneous materials is made more difficult by commercial journal packages. There is strong support from the task force for discipline based decision making, and a hope that the library can be more fully integrated into the academic life of the University.

Update on budget update from John Affleck-Graves – Seth Brown is still working on arranging a campus-wide budget forum. He is trying to schedule an afternoon time in late March or early April.

New Business

Philippe Colon expressed the need for the Faculty Senate to look into the amount of administrative power held by the Board of Trustees. William Ramsey said that the Administrative Affairs Committee will look into this issue. Jay Brandenberger suggested that this issue be added to the April agenda.

Kevin Misiewicz commented on the amount of recent changes in the campus environment – for instance the closing of Juniper Road, the construction of new buildings, etc. There seems to be little opportunity for faculty input on these changes. Jay Brandenberger suggested that John Affleck-Graves may be able to address these issues. William Ramsey suggested that the reestablishment of the Budget Advisory Committee may be another opportunity for faculty input on issues such as these.

The meeting was adjourned at 9:30 p.m.

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Chairman Seth Brown introduced himself and asked everyone else to introduce themselves. For the Opening Prayer Chairman Brown suggested that since it has been an eventful month, and in the light of the themes of death and rebirth of the Easter season, and the death of the Pope, we take a moment to reflect.

After acknowledging that Professor Rich Williams was present at the March meeting, no other corrections were offered and minutes were approved.

Chair's Report (see attached).

The chair stated that this is the last meeting of 2004-2005 faculty senate. The next meeting is for 2005-2006 faculty senate. He began with thanks to all of us and especially those who are leaving the senate to resume our normal lives. For those continuing, you are encouraged to stand for election: chair, vice chair, finance, and 2 co-secretaries. See Joni Warner or Ramzi Balauan if you want to run. It is important to have a good executive committee. You can also serve by acting as a chair of a standing committee.

The Chair reminded us that Associate Provost John Affleck-Graves and the Chair will be presenting a report on the budget. He encouraged all to attend. The meeting was very informative the last time it was held. It provided an opportunity for the faculty to understand the perspective of the people who make the budget and it was likewise useful to them to get feedback on our concerns about the budget.

Treasurer's Report

The Chair introduced the report in Joni Warner's absence.

A brief discussion continued explaining the allocation of funds for telephone and refreshments.

Resolutions regarding letters of appreciation to the departing president and provost were acknowledged.

Chairman Brown stated that the resolutions were taken up by the executive committee and Professor Constable drafted the separate resolutions.

A discussion of the text of the letter ensued. Several members indicated that the letter was vague.

Professor Brandenberger explained that in the executive committee there was a feeling that the more specifics we added the more we would have difficulty agreeing upon.

Professor William suggested that the letter might mention aspects of Monk's moral leadership that he admired most, including renovation of and support for the Robinson Community Learning Center, the South Bend Homeless Shelter, which has been recognized nationally, and the Day Care Center for Notre Dame families. He also praised the President's efforts to control drinking on campus. At Notre Dame and nationwide he has taken leadership.

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Professor Profit concurred and added that our letter should therefore offer a more personal and emphatic statement.

Professor Giamo drew attention to Monk's vision of the university leading the transition to a national research university. Monk represented the university well in the media over the Tyrone Willingham firing. It was a good example of his honest assessment and his moral stance on that issue.

Chairman Brown stated that he could mention specifically praiseworthy accomplishments in his cover letter.

The text of the letter was amended.

Dear Monk,

The Faculty Senate, as a representative body of all the faculty at Notre Dame, would like to thank you for your dedicated service to the University over the past eighteen years in your position as President. We deeply appreciate the energy and commitment that you have contributed to enhance our collective work and to further the mission of the University. We are particularly grateful to you for the moral leadership that you have displayed with regard to many difficult issues that have confronted both the University and the South Bend community.

A motion to approve it passed unanimously.

Friendly amendments also modified the wording of the letter to Provost Hatch.

The motion to approve the revised resolution carried unanimously.

Dear Nathan,

The Faculty Senate, as a representative body of all the faculty at Notre Dame, would like to thank you for your dedicated service to the University over the past nine years in your position as Provost. We deeply appreciate your commitment to furthering the University's mission as an institution that values both research and teaching. We wish you all the best as you take on the position as president of Wake Forest University.

Committee Reports

Student Affairs Committee

Professor Brandenberger reported that they have been dealing with the honor code changes that have been proposed to the executive committee of the academic council. It is moving on without many changes. They are also addressing the curriculum rationale that departments did especially in relation to the mandates from each department for why a course might count for university requirements. The committee to reformulate the tce's has been constituted with 3 members of the faculty senate, 3 other faculty members, and 7 students. Today's meeting was a brainstorming session about what is feasible and how we can achieve it. Forming the committee is a significant accomplishment after 2 years of meetings.

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Professor Williams also reported that a separate new committee will examine course information to better inform students when they make their course selections has been constituted.

Benefits Committee

Professor Ghiaseddin announced that the committee is still working on the issue of the contribution to the retirement plan of summer salary. They are waiting for information from payroll to find out how much it will cost so we can negotiate with the university to find out what can be done. We are cautiously optimistic about it.

Also this is the first year that the flexible spending accounts for both health care and child care are being handled by North American Administrators. Professor Ghiaseddin has heard that faculty and staff have had problems dealing with them, especially in rejecting claims while asserting that the IRS will not allow them. He asked anyone who has a specific issue about being treated unfairly by North American to e-mail him with a report.

Administrative Affairs

Professor Ramsey stated that the committee spent time in their meeting brainstorming about agenda items for the coming academic year. They include how to get faculty more involved in university affairs, for example, there has been no faculty involvement in budget. They talked about inviting John Affleck-Graves to meet with their subcommittee. They also intend to look more into some quirky by-laws, such as where academic council has more faculty involvement now because senate members are involved but they don't have status. They also discussed dealing with odd grievance issues, that aren't obviously covered under the auspices of any one committee.

Academic Affairs

Professor Robinson reported that the faculty senate and the academic council are on the same footing with regard to an amendment to article 4 of the academic articles and that the change will be approved at the next meeting of the council. It will add to the council's functions that it must approve major modification, establishment, and termination of degree-granting programs in an academic unit, so that whatever happened to the music department will soon require academic council approval before it goes through.

He also announced the creation of the committee, related to that previously mentioned by Professor Williams, that includes Dennis Jacobs, 3 members from this body, academic council, and pac. It will address how teaching should be assessed for promotion and tenure and it will be important that different styles of teaching in the university be recognized. It is one member short of the required number. The work of that committee will not start until summer or next academic year.

Professor Williams asked what constitutes an academic unit in light of the Dean of Arts and Letters' decision to abolish the laboratory for social research.

Professor Robinson responded that Associate Provost Maziar is hoping to impose clarity so that the articles are rationalized. He also noted that the matter came before the executive committee of the academic council. They determined that the matter did not involve the council and is a matter for the college of liberal arts to resolve. If you think that is not the case, when the new

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senate is established you can take up that question and questions of that sort for clarification in the articles for some kind of procedure.

Chairman Brown commented that in our system of national government the judiciary interprets the laws but we don't have such a system at Notre Dame. There is no ultimate reader of the academic articles. This modification is in any case less ambiguous because it is a degree program.

Old Business

Prof Trozzolo inquired about the status of our request to issue minutes in Notre Dame Reports, since they are yet to appear.

Chairman Brown responded that he will check with Ms. Rose Mitchell to see if she has submitted the minutes to the Notre Dame Report and will look in to it.

Professor Deane-Moran asked if back minutes will also be published.

Chairman Brown replied that he will try to get the past 6 months submitted.

New Business

Several members expressed concern about the new Renovare system and the common experience of phoning the registrar's office and hearing a message that no one is available to answer the phone because they are busy with Renovare. Professor Constable summarized the sentiment that the interface with the faculty seems very poor. Some professors have been told to go for training sessions immediately and there isn't evidence of a process of thinking through how to introduce this to the broader university community.

Chairman Brown stated that if it would be helpful, he could arrange to have such a person meet with the senate to talk about Renovare.

He closed the meeting by thanking all senators for their contributions this academic year.