ACADEMIC COUNCIL
UNIVERSITY OF NOTRE DAME
MEETING OF AUGUST 24, 2000

Members Present: Rev. Edward Malloy, C.S.C., Nathan Hatch, Rev. Timothy Scully, C.S.C., Rev. John Jenkins, C.S.C., Jeffrey Kantor, Carol Mooney, James Merz, Rev. Mark Poorman, C.S.C., Eileen Kolman, Patricia O'Hara, Mark Roche, Carolyn Woo, Jennifer Younger, Jean Porter, Susan Roberts, Thomas Blantz, Rev. Patrick Gaffney, C.S.C., Naomi Meara, Sonia Gernes, Carolyn Nordstrom, Joan Aldous, Patricia Blanchette, Teresa Ghilarducci, W. Robert Scheidt, Umesh Garg, Joseph Powers, Panos Antsaklis, Rick Mendenhall, Edward Conlon, Jay Tidmarsh, Alan Krieger, Kenneth DeBoer, Ava Preacher, Andrew Olejnik.

Members Absent: Francis Castellino, Frank Incropera, Ikaros Bigi, Dino Marcantonio.

Observers Present: Mary Hendricksen, Capt. Patrick Casey, Harold Pace, Barbara Walvoord, Omar Munoz.

Observers Absent: Dennis Brown, Dan Saracino.

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

Before undertaking its formal business, the members and observers of the Academic Council introduced themselves to each other.

1. Remarks of Fr. Malloy. Fr. Malloy reviewed some events of the summer. First, he noted the ceremony in the rotunda of the Capitol Building at which Fr. Theodore Hesburgh, C.S.C., President Emeritus of the University, was awarded the Congressional Gold Medal. Fr. Malloy said the ceremony was important not only because it honored Fr. Hesburgh, but because it brought together representatives from government, the University community, and other areas of life.

Second, Fr. Malloy spoke of the international conference he and others attended at the Tantur Ecumenical Institute in Jerusalem. The conference served a very important role in intra-Christian dialogue, as well as, derivatively, in conversation among the three monotheistic religions.

Later in the summer, Fr. Malloy and a group of University representatives attended the International Federation of Catholic Universities conference hosted by Notre Dame Australia. Fr. Malloy noted that Notre Dame helped found Notre Dame Australia and that several people from Notre Dame U.S. have served on the Board of Notre Dame Australia or in a consulting role with it. Hosting the conference was a remarkable achievement for a school that has been in existence only ten years. Fr.

Malloy found the conference a very effective gathering – serving as a reminder of the diversity of circumstances, size, support structures, and academic missions of a variety of Catholic-affiliated schools from around the world.

Over the course of the summer, the University's Generations fund-raising campaign neared its suggested but never predicted goal of one billion dollars. Fr. Malloy said he expects the billion-dollar goal to be met in the next month or two, before the campaign's December 2000 end date. There will then be an opportunity to celebrate this tremendous achievement. Fr. Malloy said he is grateful that so many people have so generously given to the campaign in order that the University might do its task well, but reminded Council members that many of the funds received or pledged are already designated for certain purposes, including the endowment.

Fr. Malloy noted the appointment this summer of Prof. Tex Dutile of the Law School as the University's new Faculty Athletic Representative to the National Collegiate Athletic Association. Prof. Dutile was also appointed the chair of the University's own Faculty Athletics Board. Fr. Malloy said that Tex, who has served at various times on the Academic Council, is ready to move vigorously and thoughtfully into his new responsibilities. Also during the summer, procedures were implemented for the Office of Academic Services for Student-Athletes to report to the Provost.

Fr. Malloy also noted that a press release in today's *Observer* (Aug. 24, 2000) announced the establishment of the advisory committee for academic and student life recommended by the report submitted to Fr. Malloy last year. The committee will be co-chaired by the Provost, Prof. Nathan Hatch, and the Vice President for Student Affairs, Fr. Mark Poorman, C.S.C. The chairs are now in the process of establishing the committee's membership. Fr. Malloy said that any discussion concerning the membership could occur at the Academic Council's retreat, set for September 6.

Finally, Fr. Malloy said, Prof. Hatch is now completing his fifth year as Provost of the University. As provided in the Academic Articles, a provost's review committee will be convened this academic year. Its members will be elected by the Academic Council during the retreat meeting.

2. Remarks of Prof. Hatch. Prof. Hatch introduced Fr. John Jenkins, C.S.C., a new associate provost. He said Fr. Jenkins' responsibilities will be similar to those of Fr. Timothy Scully's, C.S.C., now the University's Executive Vice-President, when he served as an associate provost. They will include matters related to undergraduate education, distance learning, international programs, assessment, and accreditation – a process the University will face soon.

Prof. Hatch noted that the administration made two other appointments in late spring. Prof. Scott Appleby will head the Joan B. Kroc Institute for International Peace Studies, and Charles Loving, who served as Acting Director of the Snite Museum of Art, has been confirmed as the museums's permanent director.

In the Library, three new appointments were made. Gay Dannelly came from Ohio State University to be the Associate Director for Resources and Collection Services; Daniel Marmion was named the Associate Director for Library Systems; and Theresa Casad was appointed Manager of Budget and Facilities Services. Prof. Hatch said he applauded Jennifer Younger, Director of University Libraries, for successfully filling these senior positions in the library. He believes these appointments are very important in moving the Library forward.

Prof. Hatch sketched a profile of the University's new entering class. Over 10,000 applications were received for 1,960 places, making the applicant pool the largest in history. The average SAT score of the entering class continues to rise. It was 1341 this year. The percentage of minority students is up by one point, to 17%, as well as the percentage of international students – now 3%. Almost one-quarter of the applications for this class were received electronically, an increase over last year of 18%.

Over the last four years, Prof. Hatch stated, the University has achieved a dramatic increase in financial aid. During this time, financial aid to students from the University has essentially doubled, from $5 million to over $10 million. Given the fact that most of the University's financial aid is endowment-based, the outstanding performance of the endowment has provided additional funds for students.

Prof. Hatch said that he attributes a very positive trend in admissions statistics to the University's goal of meeting its students' full financial need. A survey of entering students taken each of the past three years shows that those accepted both at Notre Dame and Georgetown have chosen Notre Dame in increasing numbers: 40%, 54%, 63%. For those accepted at Notre Dame and Duke, the trend has been 35%, 45%, 50% in Notre Dame's favor. Prof. Hatch said the numbers are even more striking when Notre Dame is compared to highly-ranked public universities. For students admitted both to Notre Dame and the University of Virginia, the trend has been 46%, 74%, 77% in Notre Dame's favor; for the University of North Carolina at Chapel Hill, it is 47%, 69%, 86%. Comparison to two other schools – the University of Pennsylvania and Stanford – is also positive. Over the past three years, students accepted both at Notre Dame and Stanford chose Notre Dame in 32%, 26%, and 50% of cases.

In regards to the Generations Campaign, Prof. Hatch said he wished to note the existence of a new program called "Endowment for Excellence," which awards individual departments gifts of at least $100,000 for the enrichment of academic life at the departmental level. In the past two years, forty-one Endowments for Excellence have been provided.

Prof. Hatch continued by noting that the University is moving forward on construction of its new Science Teaching Facility. A committee in the College of Science is undertaking a search for an architect, with the expectation that construction will begin in about two years.

Finally, Prof. Hatch said, he has appointed a committee, the Task Force on Environmental Research and Education, to examine environmental studies on campus – specifically, how departments can better coordinate and emphasize their environmental studies programs. Prof. David Lodge of the Biology Department is chairing the committee, which is composed of faculty from across campus. Also, Prof. Hatch said that he expects the University to appoint a new director of the Notre Dame Environmental Research Center within the next few weeks.

3. **Election of the Executive Committee**. Prof. Mooney explained the procedure by which the Academic Council elects five of its members to the Executive Committee. [The Executive Committee convenes before each Academic Council meeting to establish the agenda for the full Council meeting and to discuss issues that have been brought to its attention from other University entities; e.g., for example, the Faculty Senate.] The committee consists of the Provost, Chair; a Vice President and Associate Provost designated by the Provost (Prof. Carol Mooney); the Chairperson of the Faculty Senate (Prof. Jean Porter); five members elected annually by the Council; and three members appointed from the Council by the President. Prof. Mooney noted that members of the Executive Committee serve as chairs of the Council's three standing committees. Neither Fr. Malloy nor observers to the Council are eligible for election.

Professors Woo, Meara, and Tidmarsh withdrew their names from consideration for election.

During the course of the meeting, the Council elected five of its members to the Executive Committee: Professors Patricia O'Hara, Richard Mendenhall, Joseph Powers, Ava Preacher, and Mark Roche. Fr. Malloy named Prof. Edward Conlon, Prof. Umesh Garg, and Susan Roberts, Academic Commissioner from Student Government, to fill the three appointed positions.

4. **Presentation by Lee Svete from Career Services.** Prof. Hatch introduced Lee Svete, the Director of the University's Career Center.

Mr. Svete explained that the Career Center was formerly called Career and Placement Services. The name was changed in July 1999 to convey the idea that the office is a center for all of a student's career activities, not only an entity that "places" students in entry-level positions during their senior year. The Career Center's goal is to teach students the necessary tools to succeed for a lifetime, including extensive self-analysis and assessment of interests, skills, and values. An accompanying change in the philosophy of the Center is that the staff now identifies and views students and parents as "customers and consumers"; Notre Dame faculty and staff as "campus leaders and colleagues"; and employers and recruiters as "clients."

Mr. Svete stated that academics, leadership, community, spirit, and faith are the keys to the Center's success. He sees Notre Dame's alumni as the Center's "power base" and the key to the Center's expansion. In recent visits across the country, from

Paramount Pictures in Los Angeles to the offices of Merrill Lynch in New York City, alumni have met him with open doors and warm welcomes. He is now working with William Sexton, Notre Dame's Vice President for University Relations, on ways the Career Center can tap into the alumni network.

Mr. Svete said that the Center has been off to a promising start this current academic year. It hosted a cook-out outside Flanner Hall on August 23, 2000, as a kick-off to this year's events for seniors. Nearly 1,200 seniors attended the first of two sessions of "Senior Kick-off."

In terms of its facility, Mr. Svete believes that Notre Dame's Career Center is the best in the nation. On the first floor, Dr. Russell Kitchner, Associate Director of the Center, oversees the new Graduate Career Services Office. That floor also contains the Business Center for Recruiters, 24 "wired" interview rooms, and the Career Resource Center, which houses a 12-station computer lab for students. The Career Resource Center also contains nearly 2,000 volumes of career books and periodicals. In addition to its regular staff, 18 to 20 student assistants provide peer advising, a program that has met with enormous success.

Mr. Svete continued that, in addition to Dr. Kitchner, the Center's staff includes Paul Reynolds, Associate Director, who works with College of Business students; Olivia Williams, Assistant Director, who works with many of the University's students of color; and Rose Kopec, Assistant Director, who heads services for Science and Engineering students. In addition, Anita Rees is the career counselor for Arts and Letters; Tina Alexander is in charge of the Employer Relations Program, which now includes 1,000 organizations, a number that has doubled in one year; Robin Sullivan handles student internships; and Allison Hagan is the new Career Resource Coordinator.

Mr. Svete then identified what he perceives to be the strengths of Notre Dame's Career Center. There is no question, he said, that for students interested in careers in Accounting, Finance, Electrical and Computer Engineering, Consulting and Management Information Systems, or Computer Applications, the Center attracts some of the finest organizations in the world. Many Fortune 500 companies come to campus, interview, and hire Notre Dame students in great numbers. Last year, with a total of 12,000 on-campus interviews, the average Engineering and Business student had 17-18 interviews. And, with the current strong economy, salaries are up 7 to 10% in those fields.

For students in all of the University's colleges, Mr. Svete said, the strength and reputation of Notre Dame's academic programs are the keys to the Career Center's success in attracting top employers to campus. It is the Center's job to capitalize on the University's academic reputation.

Another strength of the Career Center is its power base of Notre Dame alumni. Alumni live throughout the world and work in business, government, the arts, education,

and social services. They are eager to help younger Notre Dame students – and not only by contributing to University fund-raising campaigns. The Center's initiation of an alumni mentoring program will be an opportunity for the University to move forward in securing alumni assistance in the job market.

Mr. Svete then identified some "areas of development" for the Career Center. First, while the business and engineering programs are well established, he would like to focus on some careers that have been missing from the Center's recruiting program both on and off campus -- advertising and public relations; the arts, museums, and entertainment; communications; careers in environmental fields; fashion, design, and merchandising; government and public policy; management and marketing; pre-law; and pre-medicine, science, and research.

Second, Mr. Svete said, the Career Center is striving to engage more students in its programs through outreach and networking. He noted that, in the 1998-99 academic year, the Career Center engaged 19% of the total Notre Dame student population. During that same academic year, over half of all seniors – 56% – participated in interviews or programs at the Center, an increase of 65% since 1995-96.

Mr. Svete continued that a third area of development for the Career Center is expanding the geographical base of hiring for Notre Dame students. The Career Center has numerous contacts and activities in place for those students who choose to work in Chicago or New York. However, he would like to establish stronger connections with employers in other cities, including Los Angeles, Denver, Atlanta, Dallas, Boston, and Seattle.

Mr. Svete said that expanding the geographical hiring base is related to a fourth area of development he has already discussed – establishing a formal alumni career mentoring program.

Finally, as to strengthening its programs, Mr. Svete said that moving out of the Hesburgh Library and into Flanner Hall has greatly increased overall campus awareness of the Career Center's programs. When the office was known as Career and Placement Services, its foundation was strong employer relations in the business world. The new philosophy of the Center includes working and networking with the University's academic departments. During the past year it has collaborated with many University departments and programs, including the First Year of Studies; the A.C.E. program; the Center for Social Concerns; the Development Office; the Departments of English, Government, and Psychology; and the Intercultural Affairs Center. In addition, with Fr. Poorman's help, Career Center personnel attended several residence hall events.

Mr. Svete continued that the Career Center has a formal Strategic Initiatives Plan for the years 2000-2003. Foremost among the initiatives is increasing and enhancing student services. The Center has extended hours for students to 7:00 p.m. daily.

From 1:30 to 4 p.m. daily, a student can walk into the Career Center without an appointment and see a counselor within five or ten minutes. More than 700 students took advantage of this program last year. In addition, the Center has established programs in residence halls and at the Kaneb Teaching and Learning Center. Through these efforts, Mr. Svete said that there has been a 71% increase in the number of student counseling appointments in 1999-2000 compared to the number in 1995-96.

By college, the 71% increase in student counseling appointments breaks down as follows:

College	1995-1996	1999-2000	% increase
Arts and Letters	569	841	48%
Business	311	597	92%
Engineering	216	248	15%
Science	103	183	78%
Alum/Other	47	179	281%
On Call	330	646	96%
TOTAL	**1576**	**2694**	**71%**

By class, the 71% increase in individual counseling appointments breaks down as follows:

Class	1995-1996	1999-2000	% increase
Senior	801	1249	56%
Junior	390	551	41%
Sophomore	107	344	221%
Freshman	21	161	667%
Graduate	157	210	34%
Alum/other	100	179	79%
Total	**1576**	**2694**	**71%**

A second strategic initiative of the Career Center is increasing the office's focus on internship programs for students. Previously, Career and Placement Services operated primarily on a senior placement model. While helping seniors secure employment or enroll in graduate school certainly takes priority at the Center, Mr. Svete said, the staff felt there was an element missing from its undergraduate program that might be remedied by increasing the emphasis on internships. The advantages of internships are many. Initiating contact with sophomores and juniors early in their career planning process allows the Career Center to help students discover and examine various careers, improve their resumes, and learn how their academic training relates to the world of work   Last year, the first year with an emphasis on internships, the Center placed students in nearly 500 internships. With 18,300 internships currently on-line and a Summer Internship Job Fair planned for January 24, 2001, Mr. Svete said he hopes that number will dramatically increase this coming summer. Also, at Fr.

Poorman's urging, there are plans to open an Internship Center in the year 2001.

The Career Center's third strategic initiative is to become more aggressive in employer development and recruiting. As Mr. Svete mentioned earlier, the key to employer development is utilizing Notre Dame's untapped alumni network. Developing this network will be one of his highest priorities this year. To sample the strength of the alumni network, the Center did a mailing to women graduates of the College of Arts and Letters and received 700 responses – all of which were entered on the Center's *Go Irish* Website. Mr. Svete said he hopes alumni will aid in career advising, informational interviewing, resume critiquing, leads on internships, and job opportunities.

In addition to greater use of alumni, the Center plans to add to the 17 job fairs it held last year by developing new job fairs in such cities as Los Angeles, Atlanta, and Washington, D.C. Mr. Svete said he believes the Center's job fairs offer a good return on its investment. For example, the Arts and Letters Job Fair held in March 2000 cost $8,700 and generated 32 student job offers, which is a return of $3.8 million in tuition dollars for this investment.

The Center's fourth initiative relates to technology – specifically, the new *Go Irish* Website, which was endorsed by the student government last year. *Go Irish* is an acronym for Internet Recruiting, Interviewing, & Scheduling Hotlink. The Website gives employers and students access 24 hours a day, seven days a week. It has allowed the scheduling of 12,000 interviews – all without ever touching paper. Since its inception in August 1999, *Go Irish* has received 3.1 million hits from students, employers, parents, and alumni. Mr. Svete noted that students use *Go Irish* quite heavily. There are more hits during the hours from midnight to 2:00 a.m. than during any other time of the day.

Mr. Svete explained that with *Go Irish* students submit their resumes electronically; employers review the resumes; select the candidates they wish to interview; and e-mail the students back to set up interviews. Currently, there are 5,303 students registered with the Career Center via the on-line service. This number should be contrasted with the 1,900 students registered with the Center in 1999. The *Go Irish* site is drawing in a high percentage of freshmen and sophomores. In 1999, there were 200 sophomores registered with the Center. Now, there are 600. Once registered, the Career Center can e-mail students with internship and career opportunities based upon the profile they present.

Mr. Svete continued by stating that the *Go Irish* Website has led to record increases in the number of organizations registered to recruit at Notre Dame. In August 1999, 686 organizations were registered on-line. Now there are 1,379. Likewise, the number of internship opportunities has increased – from 112 to 680. Mr. Svete noted that a prime asset of *Go Irish* is that it will enable the Career Center to diversify job and internship opportunities for students. The Website gives students access to government, health and nonprofit organizations, and advertising and biotechnology

firms – many of which do not have the resources to conduct live, on-campus interviews. Furthermore, *Go Irish* provides the Career Center with the capability to hold workshops and employer information sessions on-line. To date, 147 workshops and seminars have been scheduled for on-campus presentations and publicized on *careercenter.nd.edu.*

Mr. Svete concluded his presentation by stating that as promising as technology is in facilitating career opportunities for students, he and the staff at the Career Center know they must always strive to balance "touch" and technology. The Center's staff wants to offer Notre Dame students the individual attention they deserve and need, but provide them with various internet tools to access a wide range of potential employers. *Go Irish* will allow the Career Center to be a communication link, not a placement island.

Prof. Porter said that she appreciates many of the Career Center's programs and services, but believes that a problem exists with its dossier service for Ph.D. students. There have been instances of letters not being put into files, files not being updated, files being sent late, and even the failure to send files at all. When a graduate student is applying for a position, none of the Career Center's many services will help the candidate if files are not forwarded to the potential employer. Prof. Porter asked Mr. Svete what his office was doing to remedy the problems with its dossier service.

Mr. Svete said he shared Prof. Porter's frustrations with the Center's current dossier service. The problem, he said, is that it is a paper-based system that is unable to run smoothly with a staff of one or two people. As of June 2000, the number of active dossier participants at the Center was 201, with approximately 2,565 dossiers distributed during the 1999-2000 academic year – a task involving more than 57,000 copies. The dossier program lost more than $20,000 during that year.

Mr. Svete indicated that by the Spring of 2001, the Career Center will replace its paper-based dossier system with a paperless on-line service named *Interfolio.com.* With this service, graduate students will be able to put their credentials on-line for approximately $2 per file. (The Center will charge $8 per request if a graduate student chooses to continue to use the old paper-based system.) The costs associated with *Interfolio.com* should be contrasted with last year's expenses of three temporary assistants paid $13/hour, for 172 hours each, which was not adequate to complete the job of updating dossiers and forwarding them to potential employers.

Mr. Svete noted that last year the Philosophy Department said that it wished to resume the task of doing the credentials for its graduate students. The Center worked with Prof. Weithman to develop a system for doing so. However, Mr. Svete said, he recently learned that the department has decided that the Career Center should retain responsibility for the dossier service.

Prof. Porter asked how, under the *Interfolio* system, the Center would handle a request to send a letter to four companies. Mr. Svete replied that a staff member would scan the letters and maintain strict confidentiality during this on-line process.

There being no further questions, Mr. Svete thanked the members of the Academic Council for providing him an opportunity to explain the current and proposed programs of the Career Center. Mr. Svete said that he would be happy to answer questions or discuss individual needs either by phone or e-mail.

5. Presentation by Harold Pace, University Registrar. Dr. Harold Pace, University Registrar, addressed the Council concerning new services for faculty which have been developed by his office. First, he announced that beginning August 24, 2000, faculty would have access to on-line class lists with photos of the students enrolled in the class. This new service fits well with the character of the University, Dr. Pace said, because it allows faculty members to learn students' names early in the semester.

Faculty access the new service, "Online Class Roster," through *IrishLink.* When accessed, the first page provides much of the basic information about students which is currently provided on paper. The next page allows faculty members to access photos of students enrolled in their classes, with a name beside each photo. Clicking on the name of a particular student gives the faculty member a more personal look at that student – such information as his or her campus residence, hometown, major, e-mail address, and, as was previously suggested by Prof. Aldous, whether the student has participated in one of the University's international or other special programs.

Dr. Pace said the Online Class Roster is the first Web service of its kind that the University has offered to faculty. He expected that many faculty members would want to access it in the next few days which, as with any Web service, could slow it down a bit. He asked faculty to be patient and to experiment with the service.

Dr. Pace explained that an on-line class list with photos was not offered previously because the browser technology allowing a quality print-out became available only this past year. He knew faculty would want to print the photos and take them to the podium so that they could compare photos and faces in class. The new browser technology is incorporated into the *IrishLink* system and faculty may print any page of the Online Class Roster.

Dr. Pace said another feature of the new service allows faculty to download students' e-mail addresses into a spread sheet. Previously, some faculty members have collected e-mail addresses using File Transfer Protocol (FTP). Now, they can accomplish this task very easily with the Online Class Roster. Also, faculty can use the service to e-mail the entire class or one individual. For example, if a faculty member is concerned about a student's absence from class, he or she can go to the on-line list, click on the e-mail, and send the student a message.

Prof. Hatch asked if the new service had been rolled out to the entire University. Dr. Pace responded that, to lessen the load on the system, access to the service would occur in two stages. That afternoon, parts of the faculty would receive an e-mail announcing its existence. The next day all other faculty would receive notice. Any faculty member signed on to *IrishLink* would be able to access the service.

Fr. Gaffney, C.S.C. said he had successfully accessed *IrishLink* and used the service that day.

Dr. Pace noted that, unfortunately, faculty had not been able to access *IrishLink* in the past. Some years ago, *IrishLink* was developed as a student product, and the students have used it very heavily. Students are able to access address information, their grades, and their rank in class. *IrishLink* is much in demand during registration because it provides a "live" look at which classes are open. If a seat becomes available in a desired class, through *IrishLink,* the students can see that available seat and use DART to register for it. Now, like students, faculty need only use their AFS identification and password to access *IrishLink*. The Online Class Roster is the first of the on-line services developed for faculty. For example, plans for on-line grading are now in development.

Prof. Ghilarducci pointed out that issues of students' privacy arise with the Class-Look pages. She asked Dr. Pace what steps the Registrar's Office has taken to safeguard privacy.

Dr. Pace responded that, while the Class-Look pages were in development, his office discussed the service with William Kirk, Assistant Vice President for Residence Life. Dr. Pace is aware that some universities routinely distribute all the information Notre Dame's service contains – including photos and e-mail addresses – to an entire class. While Notre Dame could do the same, the University has some concerns about students' privacy and is not making a wholesale distribution of the lists.

Dr. Pace continued that he knows there would be the inclination, particularly in a small class, for professors to make a copy of the *IrishLink* Class-Look pages and distribute them to students – just as, in the past few years, some faculty members have collected the e-mail addresses of students enrolled in a particular class and distributed them to all class members. However, before the Class-Look pages are copied and distributed, Dr. Pace asked that faculty members receive students' permission to do so. Some students have on file their wish to keep their e-mail and/or residence addresses private. Faculty members distributing a class list without the permission of all members of the class would circumvent some students' requests for privacy.

Prof. Woo asked what the precise procedure is for accessing the on-line list. Dr. Pace explained that the Notre Dame Home Page contains a box under "Resources for Current Students" named "*IrishLink.*" With one click on *IrishLink,* a request for an AFS

identification number and password appears. Once they are entered, the Faculty Services page appears on the screen. Then, the faculty member simply clicks on the line named "Online Class Roster."

Dr. Pace further explained that, currently, faculty members can access only their own class lists. A second stage of the service will allow teaching assistants, secretaries, and other proxies designated by the faculty member to access the on-line list as well. This will, of course, be useful for large classes with sections and TAs. For now, however, only the person listed with the Registrar's Office as the class instructor may access the Class-Look pages.

Fr. Malloy said that, as he understands the new service, faculty members may also access class lists from courses they have taught in the past. Dr. Pace said that can be accomplished by clicking on the line "Show classes from previous terms." He believes this feature will be useful to faculty members when they are asked to write recommendations for students enrolled in classes several years previously. Seeing a photo of the student will most likely jog more accurate memories than a name alone, leading to a better letter of recommendation. Dr. Pace said that faculty members can access class lists from 1982 and forward, but photos of students are available only from 1996 forward. He reminded the faculty that any classifications or e-mail addresses on the class lists from previous years will be those attached to the student when enrolled in the particular class. They are not current, active addresses.

Dr. Pace continued that, because not all faculty members' computer software is identical, it is difficult to standardize such a service as the Class-Look pages. Thus, his office is offering tips to help with accessing and printing. For instance, when printing the list, a particular computer's font may differ from that which the Registrar's Office has selected. That could mean there would be fewer photos on a page or that some photos could be spliced. Using the tips listed on the Web page will help smooth out these potential difficulties.

Dr. Pace noted that the service operates "real" time. Thus, if a student adds a class, the faculty member will see the newly enrolled student the next time the Class-Look pages are accessed. The same is true of students who drop a class. They will instantaneously "disappear" from the class list.

Prof. Meara asked if the on-line class list service can be accessed from home computers. Dr. Pace replied that it is available from any computer in the world with access to the Web. Access through a dial-in will be a bit slower because the computer will be downloading graphics, but it is available.

Mr. Olejnik said, as a student, he is excited about the new service. He believes any development directed towards improving student/faculty relations is definitely favorable. However, there are issues of security that concern him. How much personal information will the on-line service release? If the information provided now includes

whether a student has studied abroad, what else might be added? He does not think the Registrar's Office should operate under a theory that the more information it provides to faculty, the better. For instance, will students' identification numbers be visible on the site?

Dr. Pace answered that faculty have always had paper lists of students' identification numbers. However, because students' I.D. numbers are identical with their social security numbers, their publication in any form troubles him. The Registrar's Office is in the process of replacing social security number I.D.s with what it is calling "permanent I.D. numbers." That should ease concerns about posting grades according to I.D.s and other such public uses of the numbers.

Regarding the larger issue of possible infringement of students' privacy, Dr. Pace said he is aware that even though the information published in the on-line service was available to faculty members in the past, it is now collected in a much more versatile form. Thus, his office will be speaking to faculty about privacy issues. As mentioned earlier, the Class-Look pages should not be downloaded and distributed to an entire class without every student's permission. Also, the Registrar's Office will continue its policy of not releasing to faculty members information about students' grades in previous courses or their grade point averages. Faculty sometimes request this information because it appears that a particular student does not have the background he should for a class or is not doing as well as he should. However, because such information may "taint" the student's grade – if the faculty member discovers that the student is an "A" student, he may be graded differently than if he is a "C" student – the policy of the Registrar's Office is not to supply the information.

Dr. Pace assured Council members that the Registrar's Office will be very careful about releasing students' personal information. Most likely, the office will release only information that is considered "directory information." Furthermore, he will always consult with the Student Affairs Office before adding any more personal information to the Online Class Roster or to any other service.

Dr. Pace then explained a second new service being provided by his office – Compass, a degree audit and advising tool. This, too, is a Web-based system. While it is not yet available to students, the service has been piloted with some department heads and deans. The Compass program lists all the requirements for a major and, beside each, how the student has met them. The white spaces on the computer screen are indications that the student has not taken a required course, or that the department has not applied one of the student's courses to the chosen major's requirements.

Dr. Pace said the new Compass program is a very good tool, probably the best degree audit and advising tool in the nation. The University's software company, SRN, has worked closely with the Registrar's Office to develop it. Several universities use similar, but more generic, programs which are much more complicated. His office and SRN's software engineers worked with such Notre Dame faculty as Prof. Preacher and

the other assistant and associate deans to make Compass as simple and as visual as possible. Advisors can access the Compass service from their desktop computers and see exactly where a student stands vis-a-vis the completion of his or her major's requirements. This should lead to a productive advising session with that student.

Dr. Pace said the idea behind the development of Compass was that, particularly in large departments, faculty members are sometimes reluctant to advise students. There is much to know about the specific requirements of various degrees, making some faculty uneasy assuming authority for telling students the precise requirements for graduation. With Compass, faculty advisors can be experts on degree requirements. Further, with the service, conversations with students about actual degree requirements can be simplified and shortened, with more time spent on mentoring students and developing an advisory relationship.

Dr. Pace acknowledged that during the development of Compass, there had been concerns raised that it might replace one-on-one advising on campus. Prof. Preacher was one faculty member who voiced this concern. Dr. Pace said the Registrar's Office will take steps to ensure that personal advisory relationships continue. The Compass technology will be put in students' hands, but with the expectation that it will facilitate more conversation between advisors and students, rather than less.

Prof. Woo asked Dr. Pace a question concerning the sample Compass page he provided. What is the significance of a student's courses appearing on the screen with a green background? Dr. Pace said this indicates that a department or college has not applied one of the student's completed courses to a degree requirement. He then pointed out that the Compass program necessitates upkeep throughout the year. Every time the degree requirements change in a college, that information must be supplied to the Registrar's Office so that Compass can be updated. Much of the responsibility for updating the Registrar's Office concerning degree requirements falls on the academic departments.

Prof. Woo commented that one source for degree requirements should exist in which students can place absolute confidence. Curriculum can be very fluid, which is appropriate. But if this system is to work, academic departments need some coaching, or better, well-designed steps or even policy so that they feed the system updated information. There should be a natural and transparent way that information on degree requirements is supplied to the Registrar's Office.

Dr. Pace replied that Prof. Woo was absolutely correct. Systems must be in place to allow updating to occur regularly and correctly.

Dr. Pace then addressed the subject of managing the University's class schedule. By sampling some representative departments, he has confirmed that over the past few years an increasing number of faculty members are requesting 75-minute

blocks of time, twice a week, for their classes. Unfortunately, he said, this trend presents an array of difficulties. First, students find it more difficult to create schedules when so many classes are compressed into two days a week between the hours of 10 a.m. and 2 p.m. (This is particularly true when only four days of the week are being used.) Second, classroom space is a limited resource at the University. He simply cannot accommodate the number of requests received for the most desired time slots. Thus, Dr. Pace said, he urges faculty to use the entire class day and the entire class week.

On the other hand, Dr. Pace acknowledged that different departments have different needs. The Math Department holds 100% of its classes on Monday, Wednesday, and Friday. So much information is presented in a typical Calculus class, for example, that 50 minutes is the appropriate length of such classes. In contrast, the History Department might argue that 75 minutes provides its instructors with a better format for presenting information. Thus, it is difficult for either the Registrar or the Provost to mandate that every department must hold half its classes on a Tuesday/ Thursday schedule and half on a Monday/Wednesday/ Friday schedule. Nevertheless, there are limited resources in terms of time slots and classroom space at the University.

Dr. Pace suggested that the Undergraduate Affairs Committee of the Academic Council take up the class scheduling problem. Perhaps it can determine if there is a fair structure that will make it more likely that departments will use the full class week and the full class day. Dr. Pace said, ideally, he does not want the Registrar's Office to be in the position of policing use of scarce time slots. He also stated that other topics in the province of the Undergraduate Affairs Committee that are of concern to him as the University's Registrar are grade inflation and requirements for graduating with honors.

Dr. Pace concluded his presentation by commenting on the subject of technology classrooms at Notre Dame. There are 162 classrooms managed by the Registrar's Office. Of these, 54 (one-third) are equipped with computer projection. His office receives a significant number of requests from faculty who prefer those rooms. Currently, it is difficult to accommodate the demand for them. Prof. Kantor, in the Provost's Office, is targeting classrooms the University can convert to technology-equipped classrooms, with the goal that all classrooms at the University will operate at the same technological level. However, technology-equipped classrooms have their own difficulties. A major difficulty is security. Classrooms must be locked when they are equipped with state-of-the-art technology, thereby eliminating their use as a group or individual study room. Thus, Dr. Pace said, he would like to find a middle ground on this matter.

Fr. Malloy thanked Mr. Svete and Dr. Pace for their presentations. There being no further business, he adjourned the meeting of the Academic Council at 4:45 p.m.

Respectfully submitted,

Carol Ann Mooney
Secretary