

**UNIVERSITY OF NOTRE DAME
THE ACADEMIC COUNCIL
MEETING OF SEPTEMBER 8, 2003**

Members Present: Rev. Edward Malloy, C.S.C., Nathan Hatch, Carol Ann Mooney, Maura Ryan, Rev. Mark Poorman, C.S.C., Frank Incropera, Eileen Kolman, Joseph Marino, Patricia O'Hara, Mark Roche, Carolyn Woo, John Stamper (for Michael Lykoudis), Jennifer Younger, John Robinson, Jay Brandenberger, Seth Brown, Nasir Ghiaseddinh, Paula Higgins, Kate Schlosser, Patricia Maurice, Carol Tanner, Thomas Noble, Susan Blum, Neil Delaney, Vittorio Hosle, Joseph Buttigieg, Olivia Remie Constable, Christian Moevs, Carolyn Nordstrom, Steven Buechler, Hope Hollocher, Mihir Sen, Robert Bretz, Thomas Frecka, Teresa Phelps, Dino Marcantonio, J. Douglas Archer, Ava Preacher, Kenneth DeBoer, Willa Qian, Nicole Wykoff, Angela Colmenero

Members Absent: Mary Rose D'Angelo, Meghan McCabe, Tim Dale

Members Excused: John Affleck-Graves, Jeffrey Kantor, Panos Antsaklis, Mitchell Wayne

Observers Present: Mary Hendriksen, Capt. James Shelton, Harold Pace, Kevin Barry

Observers Absent: Dennis Moore, Daniel Saracino

Invited Guests: Gordon Wishon, Chief Information Officer, Office of Information Technology; Craig Brummell, ERP Program Manager, Office of Information Technology

The Reverend Edward Malloy, CSC, called the meeting to order at 3:05 p.m. Prof. Hatch offered a prayer.

1. Election of members to the Executive Committee. Prof. Mooney explained the procedure by which five members of the Academic Council are elected each year to the body's Executive Committee, which 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, such as the Faculty Senate. She said that any member elected to the Executive Committee must be willing to stand for election as chair of one of the Council's three standing committees.

Prof. Woo, who is chairing her college's accreditation review this academic year asked to have her name withdrawn from consideration.

Several rounds of ballots resulted in the election of five members to the Executive Committee: Profs. Neil Delaney, Frank Incropera, Teresa Godwin Phelps,

Ava Preacher, and Mark Roche. Fr. Malloy, who, as provided in the *Academic Articles*, appoints three members to the Executive Committee each year, asked Prof. Joseph Marino, Prof. Carolyn Nordstrom, and Ms. Kate Schlosser, the Academic Commissioner for Student Government, to serve on the Committee as well.

2. Remarks of Fr. Malloy. Fr. Malloy then provided an update on a key accomplishment of the previous academic year—the completion of a new, ten-year strategic plan: *Notre Dame 2010: Fulfilling the Promise*—and offered some reflections on the plan’s goals and aspirations.

Fr. Malloy said that the crafting of the ten-year strategic plan was a process that engaged the University across every level—beginning, on the academic side, with departments, institutes, and centers, and on the non-academic side with such units as student life, athletics, and finance. These units worked to develop visions of where they could and should be ten years in the future. Their reports formed the basis of larger plans by the individual colleges and other major functional areas. Those plans were submitted to the Office of the Provost, the Office of the Executive Vice-President, and the Office of Student Affairs; then, recommendations were formulated and some priorities assigned. The Coordinating Committee he chaired—consisting of six faculty members and six administrators, five of whom are also members of the teaching-and-research faculty—made further distillations and refined the priorities. Finally, Fr. Malloy, said, he himself further refined the document. In all, it was a process that took nearly two years.

Fr. Malloy said that the strategic plan will be presented to the Board of Trustees at its October 2003 meeting, where he has every expectation that it will be approved. Presentations on various aspects of the plan have been made at previous board meetings and were favorably received. Fr. Malloy noted that at 30 pages, the final plan is intended to be of a manageable size but pointed out that, in addition to his final report to the Board of Trustees, much of the material submitted by the various units and a substantial amount of background material are available on the web at www.nd.edu/~stratgic. Looking at the documents available on the website can provide a fuller sense of the various units’ plans and goals.

Fr. Malloy described *Notre Dame 2010: Fulfilling the Promise* as both inspiring and attainable. It is a plan, he said, that can carry Notre Dame forward in the next decade and enable it to realize many of the ambitions we hold for it. He pointed out that there are no dollar figures attached to the plan at this stage. The next stage in the ten-year cycle is gathering feedback from all the report’s recipients and then asking Development and the Office of University Relations, along with University officers and trustees, to identify which of the goals are realistic and which may need to be deferred. The point of that process, he said, is to avoid complacency about the goals that should be set for the next capital campaign.

As to that campaign, Fr. Malloy continued, no one can predict accurately what the fundraising climate will be in the country three, five, or ten years from now.

Obviously, it is a more challenging environment than was the case five years ago; however, the last time Notre Dame was just a year away from a capital campaign, it was a challenging environment as well. Ultimately, that campaign raising in excess of one billion dollars.

Fr. Malloy then discussed individual parts of the strategic plan. The preamble, he said, tries to capture something of the essence of Notre Dame—both its history and present configuration. Furthermore, it sets forth the relationship between Notre Dame’s aspirations as a Catholic university and as a university that intends to assume a leadership role among the great universities of the world.

The plan’s first section, titled “Fundamental and Defining Premises,” lays out under five headings the elements that will be the University’s focus for the next ten years:

(1) *A center for Catholic intellectual life:* Fr. Malloy said that the challenge here is to determine how contributions to Catholic intellectual life and the fostering of that life can be effective and meaningful across the whole University. Those tasks should not be isolated in only a few units that might seem particularly suited for them.

(2) *A heightened sense of urgency for the centrality of research and scholarly publication:* Fr. Malloy said that the natural constituency of Notre Dame has more familiarity with undergraduate life than with the University’s professional and graduate schools. Yet, many of the reports submitted by the academic units indicate that the University is poised to move ahead very straightforwardly as a center of research and scholarship. The infrastructure and the faculty are in place. His focus now, Fr. Malloy said, is to bring people to the realization that there is not a zero-sum relationship between undergraduate and graduate instruction. That was very much the message he conveyed to the advisory councils he recently met with.

(3) *A teaching institution that advocates for, and rewards, dedicated professorial involvement in the learning process:* Fr. Malloy said that this section sets forth very clearly that superior teaching is a high priority at the University.

(4) *The courage to focus more clearly, building on established strengths and eliminating discernible weaknesses:* This, Fr. Malloy said, is a goal every individual can be in favor of except, perhaps, when it applies negatively to him or her. It is an area that requires shrewd assessment at the level of colleges and schools as well as at various levels in other units of the University. No institution can do everything well. There will always be limited resources relative to what might be aspirational at the highest level. Thus, making decisions about what to promote and what to undertake with additional resources will be critical in the University’s future.

(5) *A residential community that fosters integrated learning in the tradition of leadership formation and generous service:* The last defining premise, Fr. Malloy

explained, has to do with the unique nature of Notre Dame as a residential community. This section identifies the challenge of the future as connecting the University's residential experience more clearly with the academic life of the institution.

Fr. Malloy then addressed the report's next section: "Academic Priorities." The content of the first of its subsections, "Goals and Priorities," relates back to much of what was said about the University's fundamental and defining premises. He believes that if Notre Dame can achieve the first goal— providing students with "a premier undergraduate experience integrating teaching and research better than any other university"— everything else Notre Dame does will fit smoothly into the life of the institution.

Regarding the second academic goal—"achieve an acknowledged position among American research universities"—Fr. Malloy said that the latest *U.S. News and World Report* rankings of the nation's research universities show Notre Dame tied with Vanderbilt for 19th place. While observing that the methodology and validity of the rankings has been a subject of more than one Academic Council meeting, Fr. Malloy said that to be among the nation's top-20 research universities and aspiring to an even higher rank seems very much within Notre Dame's ability to control. Many of the professional schools as well as the School of Architecture and the master's of divinity program have made great progress and have the capacity to go even further. The challenge lies in maximizing Notre Dame's potential as a research institution—not to the detriment of other aspects of the University—but because the University has the greatest opportunity to make significant progress in this regard.

The section's third academic goal and priority is to "unequivocally establish Notre Dame as the premier center of Catholic intellectual life." Some of the specific goals are: recruiting aggressively and nurturing the next generation of Catholic intellectuals, scholars, and artists; enhancing Notre Dame as a center of scholarship relating religious belief and tradition to modern learning; consolidating Notre Dame's strength as a center for normative, foundational, and applied ethics; and increasing Notre Dame's presence as a center of reflection on pressing national and international issues and in response to challenges facing the Church and its members. Fr. Malloy said that it is interesting to note that many of the conferences and symposia planned for campus, even in the current year's fall semester, are strongly connected to this particular goal. That gives much hope as to what can be accomplished in the future.

Fr. Malloy continued that the section's fourth academic goal and priority is to "renew Notre Dame as a diverse and international academic community." He is happy to see noteworthy signs of progress in terms of diversity—particularly in regard to the racial, ethnic, and international diversity of the student body and, to some extent, the faculty. Notre Dame aspires to be fully representative of the demographics of higher education in the country.

The next sections of the plan deal with the goals of specific academic units, student life, athletics, and support structures in the areas of finance, facilities, and

human resources. Fr. Malloy noted that the strategic plan does not have an extensive section on computing. Much of the institutional energy on that topic, he said, is being directed towards Project Renovare, about which Council members will hear a presentation later in today's meeting.

Fr. Malloy concluded by saying that he is excited about what is represented in the document. It is a document that can be used as a vehicle when talking to prospective faculty, students, and staff. He acknowledged that the plan is not set in stone, for certain challenges may need to be taken on as events unfold. Still, it is a document that gives a clear sense of priorities and that was crafted out of a good and inclusive process. It will also serve as a portion of the University's self-study for this year's accreditation visit by the North Central Association.

3. Remarks of Prof. Hatch. Prof. Hatch also commented on the strategic plan. He said that it has two purposes, the first of which is providing a framework for the next capital campaign. The message and goals of that campaign will be developed during this academic year, and then the University will launch the quiet phase of the campaign the following year. Even more than was true of past capital campaigns, he said, the process of setting priorities and goals for this campaign will involve colleges, centers, institutes, and departments—in a broad-based way, similar to their involvement in the crafting of the strategic plan.

Prof. Hatch said that the central point of the upcoming capital campaign is moving each of the five colleges at the University dramatically forward. That will involve determining the key priorities of each college and then packaging them in a way that invites generous responses by donors. Lou Nanni, Vice President of University Relations, and his staff are already deeply involved in work for the campaign. Development is one sector of the University in which there is continued investment, even in a time of cutbacks, because so many of the University's goals and aspirations can be met only with new money.

Prof. Hatch said that the second purpose of the strategic plan is to set certain goals that the University intends to achieve before the upcoming capital campaign. Some of those goals are: providing a premier undergraduate experience, increasing the University's research capacity, becoming the preeminent center of Catholic intellectual life, and becoming more diverse and international. This summer, he convened over 20 meetings with colleges, centers, and institutes to identify what, in the short term, could be done to meet some of these goals. At the meetings, he gave academic units feedback on their plans and asked them to think about those plans in light of the priorities established by the strategic plan. They are to return to him with ideas about can be done in the short term—the next year or two—to move those plans forward.

Prof. Hatch then identified and discussed five top priorities of the Provost's Office for the 2003-2004 academic year.

The first, he said, is to do everything possible to expedite the building of the science learning facility. Academic Council members know that given the current financial situation, the Board of Trustees has imposed certain constraints on the amount of money that must be in hand before any campus construction can occur. Prof. Hatch said he is optimistic that at its October meeting, the Board will approve moving forward with building the science learning facility. Even after approval is given, however, it will take a full 27 months before construction is complete and students and faculty can actually move into the building. That kind of construction timeframe makes it imperative that the building of this facility be given top priority this year.

Prof. Hatch said that his second priority this year is deciding how to balance access to certain academic programs and majors at the University. The locus of this discussion is the Mendoza College of Business, which has seen a dramatic increase in undergraduates over the last several years. Now, nearly one-third of Notre Dame's undergraduates have declared business their major. For a variety of reasons, both University and college administrators think this number is too large. The high number of business majors makes it difficult for the College to fulfill its mission and for the University to sustain its character. Thus, this year, Prof. Hatch said, he will be working actively with an ad hoc committee to determine the steps that should be taken to address the issue of the distribution of undergraduate majors.

One idea being floated, he said, is that if the number of business majors is reduced, room would become available in a certain set of the first basic business courses for other students at the University. Now, students in the College of Science can apply to a five-year combined science/business program in which they emerge with both a Bachelor of Science and a Master of Business Administration degree. Arts and Letters students, however, cannot currently declare either a business major or minor and thus have difficulty registering for many business courses.

Prof. Hatch acknowledged that the problem of balancing access to majors is complex, particularly because Notre Dame has long had a culture without "gates." Nevertheless, he said, it is an issue that must be tackled this academic year.

The third priority of his office this year, Prof. Hatch said, is hiring even more distinguished faculty. With the last ten-year strategic plan, the emphasis was on new hiring in terms of quantity. Thus, Notre Dame's faculty has grown more proportionately than that of any other private university in the top 20. That, in turn, has allowed it to reduce its faculty-student ratio more than any other university in its peer group. Yet, at the same time Notre Dame has the lowest score in the "academic reputation" category, of any private university in the top 20, and one of the lowest number of members in the four national academies [the National Academy of Sciences, the American Academy of Arts and Sciences, the National Academy of Engineering, and the National Academy of Education]. While every hire does not need to be a senior hire, attracting more distinguished faculty to Notre Dame will be a high priority of his office this year. Prof. Hatch said he was greatly encouraged at this August's new-faculty retreat by the

number of very distinguished scholars who have joined the University this academic year. He thinks the University has more capacity than ever to attract high-caliber scholars to Notre Dame.

In addition, Prof. Hatch continued, it will be a priority of his office to continue to be more intentional and direct about issues of diversity. The University has made some strides in its hiring in this regard, both in terms of members of underrepresented groups and women. With respect to gender diversity, he said, now, 42% of the University's assistant professors are women—a number that is well above the average for private universities in the top-20. Yet, looking at the associate professor and full professor ranks, Notre Dame is significantly below the average. Ten percent of Notre Dame's full professors are women—as compared to an average of 16% in private universities in the top-20. For associate professors, 24% are women as compared to an average of 33% among private universities in the top-20.

Finally, Prof. Hatch said, a major priority of the Office of the Provost is to strengthen the academic engagement of first-year students, who are arriving at Notre Dame increasingly talented and increasingly well educated. An initiative now underway is to pilot a set of first-year seminars next year that would be offered by the University's major research institutes and centers. The seminars to be offered will be in engineering and the sciences as well as the humanities and social sciences. The point is to try to engage students who are interested in and committed to research early in their years at Notre Dame.

Prof. Roche asked when the new University seminars would be offered and how many are contemplated.

Prof. Hatch replied that the new seminars are intended for “Notre Dame Scholars”—about 400 students. The plan is to have 10 seminars each semester, so 20 a year. It may not be possible to have all 20 seminars up and running next year, but the goal is to have at least a set of them available by next fall. Prof. Maura Ryan is heading up this initiative.

Prof. Roche asked if the proposed new seminars would replace or supplement the existing first-year-seminar program.

Prof. Hatch said that the proposed seminars will be offered in addition to the present first-year seminars. Prof. Kolman has argued, and he agrees, that whatever seminars are offered must fulfill University requirements. The program will not work unless that is the case.

Prof. Hosle said he agrees that it is important to give students the opportunity to engage in research early in their undergraduate careers. Yet, Notre Dame's capacity to change a student's educational goals is somewhat limited. If the University is to

achieve its own goal of becoming a preeminent research university, it must try to attract more students who are interested in graduate education. Currently, the number of Notre Dame graduates who go on to earn a Ph.D. is quite low compared to other research universities. The problem may very well lie in the population with which the University starts. How do other universities manage to bring in a far higher number of students who go on to Ph.D. programs? Are these schools selecting their students in a different way than Notre Dame? If it is the aim of the University to increase the number of students who go on to earn a Ph.D., then certain aspects of the selection process need to be changed.

Prof. Hatch agreed that Notre Dame is significantly below its peers in the number of students who go on to graduate school. He said that he can assure Prof. Hosle, though, that Notre Dame is not turning away academically gifted students. Superior academic ability is the first criterion in admission of students. Nevertheless, careful examination of Notre Dame's admissions policies and recruitment efforts is always necessary.

Prof. Moevs commented that at other top schools there are some self-selection mechanisms at work. It is very difficult to use an Ivy League undergraduate education as a vocational degree. At Harvard and Yale, for example, no students are majoring in business. The business programs at those schools are only at the graduate level. Perhaps Notre Dame's admissions office needs to focus less on applicants' high school records and more at what students are interested in and their motivations for attending college.

Prof. Buechler said that the effect of particular undergraduate experiences on students' future plans should not be underestimated. In the late 1980s, almost no Notre Dame mathematics majors went on to graduate school. One faculty member, Frank Connolly, tried to rectify this by offering undergraduate students opportunities for research. The results have been impressive. Every year, the Department of Mathematics now sends eight or ten of its majors to top graduate programs.

Prof. Nordstrom expressed her belief that at the beginning of the 21st century the very nature of the academy is changing. Perhaps it is not the case in mathematics, but in the social sciences, a debate is raging on the appropriateness of producing a large number of Ph.D.s. There are very few jobs and when jobs do exist, salaries are very low. Given this debate, perhaps Notre Dame can be on the forefront of redesigning "The Academy." Last year, for example, she gave the students in a class—most were seniors—the option to try to publish in either a popular or professional journal. She was amazed that of the 98 percent who took on that challenge, a quarter of them were successful. Having the names of those undergraduates attached to publications will result in favorable publicity for Notre Dame and, perhaps, will begin to expand the notion of the academy. She wonders what other ideas people might have for putting Notre Dame in the forefront of redesigning the entire concept of education.

Prof. Roche asked Prof. Hatch to address more specifically what the colleges should be thinking about as they enter into conversations about their priorities in preparation for the next capital campaign.

Prof. Hatch responded that development is currently working on external studies of Notre Dame's constituents to determine what dollar amount would be a reasonable target for the University's next campaign and what kinds of interests potential donors have displayed. The studies underway are using both major survey tools and in-depth interviews. Concurrently, development is making plans to engage senior academic leaders on campus in conversations about their priorities and how those priorities should be packaged. Part of the question is which ideas will be so compelling to donors that they will invite significant contributions. Creativity will be the key to this venture. Prof. Hatch said that the University knows it can raise money for chairs and scholarships. The question is how it can raise money for other priorities.

Prof. Hatch said that the most successful campaign in the history of higher education was completed just recently by the University of Southern California, which raised \$2.6 billion. That campaign received a number of gifts of \$50 million and \$100 million by donors who were not even USC graduates. The president of USC, Steven Sample, has said that the key to success in his institution's fundraising campaign was that certain ideas were so good that they *compelled* donors to give. Thus, in preparation for Notre Dame's campaign, there must be much creativity in determining who the University's constituents are and how best to present ideas to them.

Fr. Malloy noted that in the University's two previous capital campaigns, the model was the traditional pyramid, in which the highest *percentage* of gifts is given by donors who give the smallest *amount* dollar wise. In actuality, those capital campaigns brought in fewer gifts at what might be called an "extraordinary" level and many more gifts at the "medium" level. Part of USC's success in bringing in four gifts of \$100 million is driven by factors unique to California and its television, music, and movie industries. Much of USC's money came from those sources. Thus, Notre Dame is strategizing relative to its own constituents how, like USC, it might be able to be the beneficiary of some very large gifts—which, of course, accelerates achieving whatever monetary goal is set for the campaign as a whole. At the same time, the University is strategizing how to build on the tremendous strength it displayed in previous campaigns in its broad base of mid-level donors a base that is stronger at Notre Dame than for many of its peers.

Prof. Woo said she is concerned about how the University is managing interaction between units—for example, the interaction between technology and academics, between facilities and academics, or between athletics and academics. Recently, she and others were interviewed by consultants who were completing a pricing analysis of Notre Dame's tuition. The conversations that occurred at that meeting were deeply troubling to her. It raised serious questions about how to best bring together the different units in conversations so that they are not working

separately for what may very well be the same goal.

Prof. Hatch said he agreed that the topic raised by Prof. Woo is a serious one, yet there is not a simple solution. The key, however, is sustaining a viable conversation between the leaders of various units about priorities.

Prof. Woo said she would advocate that the planning group for the capital campaign think about some process that would allow some of these different units to have a meaningful conversation about convergences between them.

4. Presentation on the Office of Information Technology's Project Renovare.

Prof. Hatch introduced Gordon Wishon, Associate Vice President, Chief Information Officer, and Associate Provost of the University. He explained that Mr. Wishon came to Notre Dame in 2001 from the Georgia Institute of Technology and is well known in the field of university computing systems. While Mr. Wishon was head of Georgia Tech's office of information technology, he coordinated the computing systems for the Atlanta Olympics. Also during his tenure there, he oversaw the rebuilding of Georgia Tech's computing systems. That is always a painful process, Prof. Hatch said, and when Mr. Wishon came to Notre Dame, he had no expectation that he would need to oversee the same process here so soon. As it turns out, that is precisely the challenge that lies before him now.

Prof. Hatch noted that Mr. Wishon is known throughout the nation as an expert on issues of computer security. He co-chairs the Educause/Internet 2 Security Task Force, a higher ed industry group working on that subject. Because of Mr. Wishon's expertise in this matter and the safeguards he has implemented, Notre Dame was hit less hard than other universities in the late-summer outbreak of computer viruses that swept the nation.

Prof. Hatch also introduced Craig Brummell, a 1990 Notre Dame graduate who joined the University in 2002 to head up the computing replacement project.

Mr. Wishon thanked Fr. Malloy and Prof. Hatch for the opportunity to provide the Council with an update on Project Renovare, as the University's computing replacement project has been designated. It was just two short years ago, he said, that he addressed the Academic Council and described some of the challenges he saw on the horizon with regard to computing infrastructure and support for teaching and research at the University. [See *Notre Dame Report*, Vol. 19, p. 413 (October 16, 2001)] It was only a few weeks after that presentation that he was informed by Notre Dame's principal technology supplier that it would be dropping support for the platform on which the University had chosen to host virtually all of its administrative systems. Thus, since that time, particularly over the course of the last 18 months, he and his staff have been working to develop a strategy to replace those systems.

Mr. Wishon said that last February, the Office of Information Technology (OIT) sent out a letter under Prof. Hatch's and Father Scully's signature to the faculty describing some of Project Renovare's objectives. Since that time, OIT has been quite successful in gearing up organizationally for the project and in marshaling the assets and support needed from the University to begin its planning and implementation.

Mr. Wishon then introduced Renovare's project manager, Craig Brummell. Mr. Wishon said that Mr. Brummell has developed an outstanding track record on similar projects with both Arthur Andersen and General Electric. It is a substantial challenge, he pointed out, for any university to undertake a comprehensive computing replacement program. It is a project requiring enormous energy, will, and resources. But, Mr. Wishon said, the preparation the university has done over the past 18 months puts Notre Dame in as good a position to be successful at this project as any university he has ever seen. Notre Dame has the right people, the right resources, the right support, and the right leadership to complete the challenge successfully.

Mr. Brummell began his overview of Project Renovare by noting its goal of replacing administrative systems across campus by January 1, 2007. Project Renovare will make key contributions to the overall mission of the University. Now, the University's central administrative computing systems are antiquated. They are not able to provide flexibility to support users' demand for improved processes and policies or their future information needs.

Mr. Brummell said that the project designated "core systems" to be replaced, including the financial systems, the Student-Faculty Information System, the Human Resources and Payroll systems, and the Development system. In addition, some ancillary systems—including eProcurement, health services, security dispatch, and Student and Exchange Visitor Information Systems—will be replaced. All of these applications are folded within Project Renovare. In replacing the core systems, Mr. Brummell said, project teams are spending time analyzing the processes that these systems now use. Thus, he hopes to improve not only the systems, but if possible, the related processes. In both endeavors, the University will establish the best practices in technology and thereby better position faculty, staff, and students to succeed in their studies and work.

Mr. Brummell said that the months from June 2002 to March 2003 were spent evaluating possible vendors, negotiating with several of them, and ultimately, selecting the University's software partner—SCT. The selection process included assessment of performance on over 900 functional, technical, and general requirements by the final three vendor candidates: PeopleSoft, SCT, and SunGard. Over 40 representatives of Notre Dame's faculty and staff participated in that assessment. Then, eight site visits were made to educational institutions that use either SCT or PeopleSoft. Twelve other colleges and universities were consulted as to their experiences with one of these systems.

Mr. Brummell said that since SCT's selection in late March 2003 as Notre Dame's vendor partner, Project Renovare has moved forward in earnest. The implementation of the replacement systems, he explained, is designed to occur in stages, because it is impossible to implement a total computing systems restructuring all at once. The finance project is currently underway, with a target date for completion of July 1, 2004. Replacement of the student-faculty system began in August 2003 and is moving forward with its first round of design sessions. It is scheduled for completion in August 2005. The redesign of the Human Resources and Payroll systems will begin in December 2004 and should be completed one year later. In addition, OIT is well into the process of implementing the restructuring of Development's systems. That office is preparing for a major capital campaign, and the expectation is that Development's systems will be completely live by July 2004. Mr. Brummell said that implementation of the various ancillary systems will be interspersed throughout those of the core systems over the next three to four years.

Mr. Brummell noted that one of the complexities of the computing replacement project is the multiple layer it involved. Beginning with the user community (students, faculty, administrators, staff, prospective students, alumni, friends and family, and affiliates), there is an array of applications and shared applications that the infrastructure must support, as well as data storage functions.

He continued by stating that Project Renovare will impact every one of the University's students, faculty, and staff—whether they are receiving a paycheck, or using a particular portal to register for classes, or using the web to submit grades. For these users, there are three primary benefits to the replacement project:

- (1) Improved access to information;
- (2) Streamlined and automated business processes;
- (3) Increased integration between systems.

Mr. Brummell identified other expected benefits of the project such as web-based grading capabilities; improved course management options for the faculty; streamlined faculty and staff recruiting, hiring, and status form processes; added self-service capabilities for payroll and benefits administration; and improved tracking and analysis of donor and potential donor information.

Mr. Brummell then explained the principles that have guided management of Project Renovare. These principles were set by a steering committee co-chaired by Prof. Hatch and whose members represent all sectors and offices of the University. They principles are:

- (1) "Vanilla" implementation—implement systems as configured, no customizations;
- (2) Standardize and improve processes across all entities unless justified by the University's mission or cost;

(3) Evaluate and minimize “shadow systems.”

The first guiding principle, Mr. Brummell said, is aiming for what is called a “vanilla” implementation. This will be a change for Notre Dame, where many users have experienced customization of their current systems. The steering committee made a choice to refocus the University’s systems to a “vanilla” system, whereby certain processes will have to be changed rather than customizing the software. The reason for the change is that customization inherently limits an institution’s ability to grow, to make changes, and to be flexible in what it does. It also increases the cost of the system quite significantly in terms of maintenance, support, and the ability to take system upgrades.

Regarding the second principle the steering committee adopted—process standardization and improvements—Mr. Brummell said that the focus here is to try to standardize where possible across colleges and the University but to decentralize where the University’s mission or cost effectiveness so justify. Mr. Brummell noted that because of the size and complexity of Project Renovare, he and his staff are focused on an “80/20 rule” with regard to process improvements. That is, it may not be possible to implement all functionality or achieve all the capabilities users enjoy today by the first round of implementation. Some functionality may need to be deferred and phased in over time.

Finally, Mr. Brummell said, the third principle guiding them in the project has been evaluation and minimization of “shadow systems,” which are independent systems storing data outside the institution’s shared database. At the University, these are the Excel databases, Access databases, Filemaker Pro and manual tracking mechanisms. By minimizing the shadow systems, a single source for all institutional data can be used for consistent reporting and tracking.

Mr. Brummell said that OIT has pulled a number of individuals from their current jobs to work full time as “functional project leaders” in the core systems replacement project. These are the people who will represent the University in the design process. He also has assigned appropriate technical people to work full time on Project Renovare as well. In addition, there will be a “change management” team whose members will work with the other teams and members of the University community to manage the change to the new computing system with regard to both culture and process changes.

Mr. Brummell closed his presentation by explaining the structure of the management team for the Student/Faculty Project. Harold Pace, University Registrar, will chair the steering committee, which is in the process of being formed and will include deans and representatives of the faculty, student body, and academic departments. Under the steering committee is the Student/Faculty team, which has four subprojects under it—admissions; financial aid; registrar and degree audit; and student accounts. The members of these four teams provide month-to-month and

week-to-week execution of the project. They are important for making decisions, gathering input, and then working to build commitment and “buy in” for the project. There are similar project teams for Finance, Development, Human Resources and Payroll, and the ancillary systems.

Throughout the process, Mr. Brummell emphasized, OIT has done its utmost to involve members of the various colleges and the faculty. Several Renovare project leaders and Harold Pace have met with the deans of the professional schools—the Mendoza College of Business, the Law School, and the Graduate School. Now, those same people are planning meetings with other deans to begin to identify various point people for the project—those who can help make decisions, provide input, filter information, and work with the Renovare project teams.

Finally, Mr. Brummell addressed what he said was a frequent question for him as project manager: How much is the University investing in implementation of the new computing system? Typically, he said, costs for a project as significant as Project Renovare are measured over a course of five years. The current projected five-year dollar amount for Project Renovare is \$46 million. There is an additional recurring component of 4.3 million dollars that represents an ongoing addition to the operating budget. For those familiar with other institutions and their implementations, Mr. Brummell noted, both Ohio State University and the University of Michigan spent substantially greater amounts on their replacement systems. He attributes Notre Dame’s lower dollar figure to extensive work at the “due diligence” phase, hard negotiations, and such high levels of care and dedication on the part of current full-time campus employees that the University was able to use them as resources for the system redesign rather than hiring outside consultants.

Prof. Incropera said he is concerned by recent decisions at the University concerning vendors. In two instances—the changes in the overnight-delivery service and general computer acquisitions—it seems that the decisions were driven by a desire to go with the lowest-cost provider rather than the most effective or highest-quality provider. He asked Mr. Brummell whether the choice of SCT as the University’s vendor was driven by cost more than any other factor and whether there was some risk involved in choosing SCT. At the moment, Prof. Incropera observed, the software industry seems particularly volatile. For example, Oracle has wanted to acquire PeopleSoft, which is much larger than SCT. He wondered if there is a possibility that, down the road, SCT might not exist—making future upgrades to the University’s systems impossible.

Mr. Brummell responded that, as he described earlier, a significant amount of time was spent evaluating over 900 functional requirements and assigning points based on the capabilities of the SCT, PeopleSoft, and the SunGard systems—in the end, the three core systems that were compared. Out of those more than 900 functional requirements, SCT came out on top. SCT did not meet all requirements, but it met the majority of them and received the highest score out of the three vendors. True, he said,

PeopleSoft was very close behind SCT, and the evaluation team determined that, given that closeness, either system would be acceptable. In the end, however, the decision was made to go with SCT.

Mr. Brummell noted that while the more than 900 functional requirements were being evaluated, a separate team was looking at cost totally apart from the functional and technical considerations. That team determined that SCT was not the lowest-cost provider. It was in the middle, with PeopleSoft the highest and SunGard the lowest. Then, a comparison was made that plotted functionality to cost on a matrix. It was that calculation, in which SCT came up in the appropriate quadrant, which ultimately drove the evaluation team's decision. Mr. Brummell noted that a qualitative analysis was made as well—from site visits, telephone calls, and demonstrations—in which teams determined that SCT would be the right partner for the University. He fully recognizes that SCT will not cure all problems or meet all of the University's needs. Certainly, there will be issues along the way. Nevertheless, the Steering Committee did believe that SCT would provide the best fit for the University.

Mr. Wishon commented that it would be foolish to try to predict the state of the software industry ten years hence. Looking only at recent history, it is evident that there is high volatility in the software market and in the computer industry as a whole. He pointed out, though, that SCT is the leading provider of administrative system software to institutions of higher education. Moreover, when considering what is happening with Oracle and PeopleSoft, he is far more comfortable sitting here today talking about SCT as the University's software partner than he would be talking about either of those companies. Prior to SCT's selection, several teams did an extensive amount of research as part of what he feels was a very objective process. As Mr. Brummell has noted, that process was augmented substantially by site visits to other universities that were using one of the two vendors who emerged as competitors in the selection process. Again, he is confident that it was a good decision-making process and that the best vendor was selected.

Certainly, Mr. Wishon continued, during this and other selection processes, decision-makers were very sensitive to the issue of overall cost. Because cost effectiveness can often be achieved through economies of scale, the University selected Gateway as the principal provider of desktop platforms at the University. Still, OIT and Procurement Services developed a process by which departments and units could acquire systems other than the standard Gateway platform. As was done in that case, OIT will continue to pursue contracts that provide flexibility within the contract and a willingness to provide alternatives for researchers and faculty with needs that cannot be met by the standard product.

Prof. Woo asked whether there will be a process to collect user feedback on the success of a contract, such as the University's contract with Gateway, before its reevaluation. She said that within the Mendoza College of Business, the experience of users of Gateway products has not been impressive.

Mr. Wishon said that an invitation for user feedback will most certainly be a part of all contract reevaluation and renewal processes. He would point out, though, that a very substantial effort was made to acquire feedback prior to the awarding of the contract to Gateway. OIT will work again with Procurement Services, who led that acquisition, to improve the process and any similar acquisitions in the future.

Prof. Incropera asked Mr. Wishon to comment on instructional computing and high-performance computing at the University. He realizes that they are not part of Project Renovare, but he is interested in what may be occurring in parallel to that project to ensure that Notre Dame remains on the leading edge in both of these areas, particularly that of high-performance computing.

Mr. Wishon agreed that high-performance computing is an area of very great concern. When he was invited to join Notre Dame, the focus was totally on supporting teaching and research at the University. As he has said, it was only when Hewlett Packard surprised OIT in October of 2001 by the announcement that it would no longer support the University's administrative computing systems that he needed to shift the emphasis at OIT, at least for a short period of time, to rebuilding the administrative systems. Yet, without going into a great deal of detail about the OIT strategic planning process, his office is working very closely with all of the colleges and departments to understand their needs with respect to support for teaching and research. Also, the new, *ad hoc* University Committee on Academic Technologies is focused specifically on the needs of teaching and research at the University and is currently actively reviewing OIT's strategic plan to ensure consistency with the needs of the colleges, departments, institutes, and centers. In addition, along with Prof. Kantor, he will be co-chairing another *ad hoc* committee on computing infrastructure. Committee members will be developing a strategy to better support the research computing needs and advanced networking needs of the University. He would not presume to suggest what those infrastructure needs will be without first gathering requirements and input from the faculty and research communities.

Fr. Malloy thanked Mr. Wishon and Mr. Brummell for their presentation and discussion of Project Renovare.

Fr. Malloy adjourned the meeting at 4:35 p.m.

Respectfully submitted,

Carol Ann Mooney