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Welcome to this afternoon's Christmas celebration. Thank you for taking time from your busy end of the semester schedules for today's address and festive reception. You have all worked extraordinarily hard this past year, and our College has made many advances. I am sincerely grateful for your multiple and diverse contributions.

Last year I suggested that one of our most important goals should be to use our resources wisely and efficiently. One of our most precious resources is time. With that in mind this year's talk will be 20% shorter than last year's. In last year's address and on other occasions I have articulated what I see as the most important goals for the College. I would like this afternoon to address these goals further, reflecting on our recent accomplishments as well as our most pressing challenges. I will focus primarily on our first two goals--our broader mission and the question of resources--but I will touch briefly on three additional goals.

I

As I have consistently suggested, the most significant and complex goal for the College--and for Notre Dame generally--is to excel in all three aspects of our identity: as a residential liberal arts college, a dynamic research university, and a Catholic institution of international standing. Little is more important in reaching this goal than making good hiring decisions. We introduced a policy last year that any department that did not find a suitable candidate could renew its search the following year. Several searches have been continued since last year, but twenty-one new colleagues did meet our high expectations in teaching, research, service, and the ability to contribute to Notre Dame's mission.

To assist these new hires, we introduced orientation meetings along with an orientation booklet, so that our new colleagues could make a quicker transition to life at Notre Dame. Each department needs to follow up with informal strategies to help new faculty members adjust, many of whom are assuming their first teaching position. Because our standards for tenure are nationally competitive, our support structures must be as well. These should involve outstanding mentoring, including annual feedback from chairpersons or departmental promotion and tenure committees; generous help with faculty members development as researchers, including departmental colloquia and advice on publishing and grantsmanship; and assistance with their development as teachers, including, but not limited to, the excellent resources of the Kaneb Center for Teaching and Learning. Several recent departmental reviews have suggested that we need to improve mentoring at all levels, including giving associate professors regular feedback, so that they know where they stand in relationship to a potential promotion. In this spirit, the College has been placing more emphasis on faculty evaluation and faculty development. This is a resource that will help both individuals and the College.

Many of our faculty members are doing extraordinary work, which is partly reflected in research grants. These have improved dramatically. The average number of proposals submitted for grants annually between 1992 and 1997 was 48. This past year the College submitted 81 proposals, a 68% increase. The average income per year through grants from 1992 to 1997 was \$1.4 million. This past year we received \$3.8 million, which surpassed a previous high of \$2.2 million and which represents a 270% increase over our five-year average. Nonetheless some departments are still below the national average for their disciplines. A College Research Committee has been formed to help us find new ways to foster research. We should all be grateful to Associate Dean Chris Fox and Faculty Research Consultant, Ken Garcia, for their

efforts in assisting faculty members with these achievements. Their own work has recently resulted in the awarding of a major challenge grant from the National Endowment for the Humanities.

Part of being an outstanding university involves bringing to campus not only the best faculty but also the best students. Last year we worked with the Office of Admissions in helping to attract students to Notre Dame. Every admitted student who indicated an interest in Arts and Letters received a letter from my office, and departments followed with letters or phone calls of their own. Admissions had a yield of 54%, its highest in ten years, and we will continue to do all we can to help raise that percentage. The yield on early action applicants to our College was nearly 70%, so our efforts are clearly making a difference. One sobering insight last year was garnered as a result of a marketing study that involved high school students' perceptions of elite colleges. Students associated two terms with Notre Dame: sports and religion. They did not associate the term academics, as they did with each of the other elite universities in the study. We must work both substantively and strategically to change this perception. As we all know, reputation often lags behind performance, and we must endeavor to shorten this gap.

Together with the Office of Student Affairs, we are still exploring--and in many cases already moving forward with--ideas that have been proposed to help bridge academic and residential life, including offering selected classes in the dormitories, increasing faculty-student contact in the dining halls, and giving students greater responsibility for cultivating intellectual life. Interaction among students is being enhanced by a pilot program in peer tutoring directed by Stuart Greene and John Duffy of the University Writing Program. Arts and Letters was singled out last year by the Academic Council for having taken the most initiative in responding to the University's mandate for a review of advising, including the informal mentoring of students. This Fall the College Council passed a policy for departmental honors that will encourage more ambitious and enriching intellectual experiences for undergraduates, including the writing of more senior theses. Our newly created Undergraduate Studies Committee has as one of its obligations the fostering of greater extracurricular learning opportunities. The Arts and Letters Student Advisory Council was revived last year and has proposed several ideas for enhancing student-faculty interaction and improving services to students; it sponsored the recent open forum with Arts and Letters students.

As most of you know Core has been the subject of two committee reports, three College Council discussions, and two unanimous resolutions. The College has endorsed the idea of general education as well as a new model of Core that is designed to attract more faculty members to this important general education course for sophomores. Currently only a small percentage of sections of Core is being taught by regular faculty. Beginning this summer the College will fund groups of five or more faculty members from at least three departments and two divisions to design new sections of Core. Topics such as poverty, justice, ecology, and classic works from diverse disciplines have been mentioned as possibilities. A course on poverty, for example, might include biblical and theological readings, philosophical works, social scientific texts, and art works. During this transition period experimental sections of Core would be offered, even as the traditional model continues. In other words, students may continue to take the traditional Core, which focuses on God, self, society, and nature, or select any one of the new versions of Core. The thrust of the proposal is to invite faculty members to stretch beyond their disciplines, but with topics that are particularly inviting to them and which may resonate with their research and development interests. Much like the concentrations that have developed in the College in recent years, this new option for Core should create clusters of faculty members working together on interdisciplinary topics that address value questions with students. Today I am delighted to announce that Steve Fredman of our Department of English, one of the College's strongest scholar-teachers as well as a consummate administrator and an innovator in teaching, will oversee these developments when he becomes Director of Core this Summer.

This Fall three colloquia were held on the Boyer Commission Report, which studied undergraduate learning at research universities and which proposed a shift from a transmission model of education to a model of education based on inquiry. Among the ideas stressed in our discussions were more opportunities for capstone experiences in the humanities, more emphasis on faculty-student research teams in the social sciences, more possibilities for students to integrate or synthesize knowledge, and greater emphasis on communication skills, especially oral expression and the ability to write for persons who are not experts in a field. Even as we address areas for improvement, we need to emphasize the large number of success stories evident at these and related meetings, so that the distinctive marks of a Notre Dame education are more fully recognized and communicated to others.

One of the highlights of the past year was Notre Dame's hosting of the annual conference of the American Society for Eighteenth-Century Studies. Associate Dean Chris Fox and Julia Douthwaite of the Department of Romance Languages and Literatures organized this conference, which was by common consensus the country's most successful eighteenth-century conference ever and certainly the largest, with more than 900 participants. One of the distinguishing features of the conference was the way in which Chris and Julia integrated our undergraduate students, who hosted our most distinguished guests and were enriched by discussions with them. Another major intellectual event involving students this past year was the Notre Dame Holocaust Project, which consisted of a series of lectures, films, and related activities. The project, which culminated in a major conference on Jewish and Christian dialogue in the light of the Holocaust, was orchestrated by Michael Signer, Abrams Professor of Jewish Studies, and Robert Wegs, Director of the Nanovic Institute for European Studies.

Another highlight of the year was our success in competitive national fellowship competitions. Katherine Beirne, a graduating senior, was one of 38 American students awarded a prestigious Marshall Scholarship by the British government for 1998. Katherine was selected from among more than 800 candidates at 200 colleges and universities. In addition, two graduates, Todd Dapremont and Jeffrey Speaks, received Mellon Fellowships in Humanistic Studies from the Woodrow Wilson National Fellowship Foundation. They were among just 97 winners selected from 750 applicants nationwide. Todd, who majored in English, is pursuing a doctorate at Stanford, and Jeffrey, who majored in the Program in Liberal Studies, has enrolled in Princeton's Ph.D. program in Philosophy. In addition, our graduates received eight Fulbright awards, five of them granted to German majors.

Inspired by our Catholic commitment to the needy and the suffering, nearly 20% of last year's Arts and Letters graduates are devoting one or two years to community service. A recently approved concentration in Catholic Social Tradition will reinforce Notre Dame's commitment to reflect on the Church's teachings on social justice and to forge stronger links between experiential and academic learning. The College Council discussion of this proposal reinforced the need for Notre Dame to find the balance between focused exploration of Catholic perspectives and dialogue with the wider world.

Research grounded in Catholic intellectual traditions that focuses on significant issues in contemporary scholarship is being cultivated by the Erasmus Institute, and we can be grateful to Jim Turner and Bob Sullivan for their contributions to this new and enriching endeavor. Each department in the College has been encouraged to develop foci based on a combination of existing strengths and identification with the broader mission of Notre Dame. In certain areas of research, Notre Dame, because of its Catholic identity, has a distinct edge over secular universities. Sociology, which was recently reviewed, has been advised, for example, to focus on religion, family, education, and ethnicity. These departmental identities must also be conceived in such a way as to permit us to compete with secular institutions. Quality and distinctiveness are the two pillars of our strategy. One without the other will make us either irrelevant or unrecognizable.

## II

The second goal I have consistently stressed is that we obtain more resources for Arts and Letters--through wiser and more effective use of our resources, through greater allocations from the Provost, and through more ambitious efforts in development. By using our own resources more efficiently, we not only stretch our capacities, we are better positioned to make a case for more funding through annual rate and development.

These efforts must begin in the College Office. We have eliminated the position of college fellow as well as three decanal positions. In addition, the College is saving a great deal of time and money by shifting most of its correspondence from paper to e-mail. Mary Ellen Koepfle, who has recently joined our staff as Director of Finance and Operations, will bring fresh eyes to the question of how we might redirect college dollars for our highest academic priorities. The College has begun collecting data that partially track quality and efficiency, for example quality of teaching by department and credit hours per faculty member, so that in terms of resource allocation it is easier for us to address the strongest cases instead of the squeakiest wheels. A new sabbatical policy has raised standards by integrating peer review and contributed to financial planning by requiring reflection on replacement costs. By rationalizing procedures for faculty evaluation, we are inspiring greater confidence in others and are better able to recognize extraordinary contributions in teaching, research, and service.

Proper reconfiguration of faculty assignments and course offerings is helping us address the complex issue of enrollment management. Under the leadership of Associate Dean Dian Murray we reduced in one year the number of lower-enrolled classes in the College by 40% and decreased the percentage of adjunct-taught classes from 18% to 9%, but we have a long way to go still in limiting the number of classes with fewer than 8 students or more than 50 students, as we seek to offer more and more classes in the ideal range of 15-25 students.

Chairpersons have been given more opportunities to be creative in support of academic excellence. Even as we are introducing some college policies so as to ensure accountability, we are moving toward greater fiscal autonomy in the departments. One step in this direction was introduced last year. If a faculty member takes a leave of absence as a result of obtaining a grant, 50% of that grant money is returned to the department to cover the costs of replacement teaching; the remaining 50% goes to the College and is currently used to help the College balance its budget. As our budget improves, recovery money should help the College fund new initiatives. The policy gives departments greater financial security and helps with planning. It also acts as a further incentive toward seeking extramural funding. A second innovation was also introduced last year. Departments may move funds freely within the non-salary budget, moving resources from supplies to travel or from entertainment to lectures, and so forth.

A third innovation is new this year. Chairpersons may move uncommitted funds from salary to non-salary if the department is fully able to meet its teaching obligations without exhausting its salary budget, the department has a good academic rationale for making the transfer, and the department receives approval from my office. Most such transfers have come from grant recovery money and have been used to fund research endeavors, including enhancing travel or computing; special equipment purchases, especially in the arts and the social sciences; and innovative programs for undergraduates pursuing advanced research opportunities. This flexibility encourages departments to spend dollars wisely, so that they can stretch their funding for other purposes. Wise and effective use of resources, including good enrollment management, coupled with financial flexibility, increases opportunities for innovation.

Our concerns in terms of university support are primarily in three areas: faculty lines, space, and non-salary support. We are far away from our eventual goal in terms of faculty lines, but we are on track. As a result of the Provost's generous increases in annual rate along with development initiatives and internal reallocations, we added eleven new positions last year. This year we have

more than 45 searches underway, along with several university searches that are likely to result in college hires. Many of these represent new lines. We must continue to expand in size if we are to provide our students with the optimal class sizes and close attention of a residential liberal arts college.

Last year the College prepared a comprehensive report on space and discussed the issue at two College Council meetings. The highest principle recognized at these meetings was quite simply the need for more space, approximately 90,000 square feet. Included in our space planning projections is room for our graduate students, the expansion of faculty, the development of new interdisciplinary initiatives, and an increase in the numbers of active emeriti colleagues. Ideally we would move to a situation where we would not have to turn away, as we do currently, faculty members from other institutions and other countries who would like to spend a sabbatical or fellowship year in close proximity to our faculty members and our centers of excellence.

The second principle articulated by the College Council was the need to create new strategies for the use of space. We need to cultivate more of a sense of departmental culture, which means placing in close proximity to one another departmental offices, faculty offices, graduate student space, and departmental conference rooms and lounges. At the same time these new designs should not destroy the interdepartmental atmosphere that has been cultivated by having faculty from diverse departments in close proximity to one another. In addition, we need to break down the barriers between departmental and faculty offices, classrooms, and informal space. Informal interaction will be enhanced if classrooms are scattered throughout the areas in which faculty members also have their offices. Fortunately, the Performing Arts Center, which will be the future home of Film, Television, and Theatre, and Washington Hall, which will be the future home of Music, will realize these principles. Eventually we may want to reconfigure space in O'Shaughnessy, Decio, and DeBartolo. Very appealing, for example, would be an expansion of Waddicks to the East of O'Shaughnessy or a reconfiguration of the lobby space of Decio into a cafe of sorts.

One result of our study is that Arts and Letters office space has risen to the top of the university's forthcoming building priorities. This development is significant, but the building itself must also be realized, and it must be realized with some dispatch, as the College has no intention of hiring junior faculty into shared offices on a campus that is rich with new buildings and renovated space, but our space, including the three floors of Flanner we acquired this Fall, will soon be exhausted. Two building scenarios have emerged as likely. The College Council endorsed the idea of a building that would complete a quad around O'Shaughnessy and Decio. Faculty interaction among departments will be enhanced as a result of the close proximity of these buildings. As much as possible of the original bucolic setting should be preserved, and the building should be aesthetically appealing. One suggestion made was to have attractive arches at the connecting points to make space permeable to pedestrians. Potential occupants of this building would be the departments of Philosophy and Theology, which are among our strongest graduate programs and which simultaneously reach out to every Notre Dame undergraduate and are thus of likely interest to donors, although other scenarios remain possible. The new building should also include some classrooms, especially seminar rooms, which are the kinds of class sizes that are most likely to cultivate student-faculty interaction after class. The second likely scenario is that as soon as the university moves forward with a new inn and conference center, the Morris Inn, because of its close proximity to the Hesburgh Center, would be taken over by the social sciences, minus Psychology, which we hope to see expand within Haggard Hall.

A final issue of concern in terms of university resources is non-salary support, which is still inadequate, but which we have begun to address and will continue to tackle in the coming years. For the first time last year the Provost allocated non-salary dollars with every new hire, so that resources per faculty member didn't drop when new lines were added. In addition, the College made internal reallocations and differential decisions, such that travel funding was raised by 12.4% and work-study assistance by 36.2%. Despite these substantial adjustments I have invited

the Provost's Office to run comparison figures with other colleges. I am certain that we are behind and welcome a comparative study. The College Workstation Program will assist our College considerably, once it is up and running effectively, for it allocates resources based on numbers of faculty and staff. Our technical support for computing, however, lags behind the other colleges and needs to be corrected soon.

This past year I asked each department to prepare materials for the Development Office, including one page describing each unit's strengths and a second page outlining a range of funding opportunities for donors. These pages, which are to be updated on a regular basis, have become a reference tool for Development and have helped the College to focus its priorities for Development. A modest discretionary account, funded primarily by Advisory Council members, has enabled us to expand some of our activities or to introduce new ones. Our support for faculty members hosting students at their homes has expanded, a student-organized conference is being supported, equipment is being purchased for faculty-student research teams, and funding for undergraduate research and for extracurricular learning opportunities has been enhanced.

### III

A third overarching goal is that we offer significant support to departments that are already internationally competitive so that they might become the best in the world and that we foster those departments that are making increasingly outstanding decisions and are on track toward greater recognition as nationally competitive teaching and research departments.

Philosophy is one of our strongest departments, and four senior hires will contribute to the reputation Notre Dame enjoys as one of the world's best universities for the study of philosophy. Vittorio Hosle, Kristin Shrader-Frechette, and Catherine and Michael Zuckert will all contribute to that department's reputation, although only one of these new colleagues will be housed in Philosophy itself. Hosle will occupy the Paul Kimball Chair of Arts and Letters and will enrich thereby a variety of departments, including his tenure home, the Department of German and Russian Languages and Literatures. Hosle is a broad and prolific scholar as well as an electrifying discussant who will help push Notre Dame to the highest intellectual levels. Shrader-Frechette, an internationally known environmental ethicist and philosopher of science, has already reached out creatively to other units not only in the College but also in the University. Catherine and Michael Zuckert, whose tenure homes are Government, are among the strongest political philosophers in the country, with Catherine working primarily on ancient philosophy and Michael on the philosophy of the founding fathers of our country. All four of these figures will enhance the College broadly, and this is important, for philosophy has traditionally been attuned to the unity of knowledge and the presuppositions of the individual sciences. If it should relinquish this mission and become simply another subsystem of inquiry, we will have little reason to privilege it to the extent that we do. Philosophy at Notre Dame has excelled partly because it has been able to find the appropriate balance between quality and distinctiveness, and it must seek to continue to find this balance in an atmosphere of supportive collegiality. As Pope John Paul II suggests in his latest encyclical, trusting dialogue and indeed ideally friendship, not isolation or suspicion, provide the best context for sound philosophical inquiry.

As part of our effort to bolster Philosophy further, we have created two new positions for philosophy graduate students who complete their studies out of cycle and are between their dissertation and their first tenure-track position. We are giving them faculty status and asking them to teach two courses per semester to our undergraduates. This opportunity gives them additional training and increases the number of philosophy classes offered by faculty. In addition, the Provost has offered to fund on an experimental basis an annual conference that will highlight over time the pluralistic strengths of the department.

Theology, also one of our most outstanding departments, has hired two of the world's leading New Testament scholars, John Meier, a Catholic priest from the Catholic University of America,

who has received several book prizes for his studies of the historical Jesus, and David Aune, whose extraordinary expertise lies in the philosophical and classical origins of early Christianity. Several additional senior and junior searches are underway in Theology. In addition, Theology has received a new position for a post-doctoral teaching fellow, who will be hired for a three-year period on the basis of teaching expertise. In addition, as with Philosophy, the Provost would like to respond to new initiatives coming from within the department that will allow us to continue to enhance this strong and central department. Theology is crucial to our mission as a great Catholic university, and we want to see it continue to rise in international standing and in service to our students. At the same time we value the new initiatives within this department that infuse other areas, and we recognize that the Catholic and spiritual mission of Notre Dame transcends this one department.

Three other programs that enjoy stellar reputations at Notre Dame are medieval studies, Irish studies, and Latin American studies, the first two of which will receive considerable support from ISLA's NEH challenge grant. This Fall Patrick Geary, a distinguished medieval historian and former Director of Medieval Studies at UCLA, took over the directorship of our medieval studies program. Before arriving, he had already brought to Notre Dame an \$80,000 grant from the Mellon Foundation to cultivate discussion of medieval studies in the contemporary world. In addition, we have hired away from Cambridge University in England the world's leading Chaucer expert, Jill Mann, and the world's leading expert on Anglo-Saxon, Michael Lapidge. Both had been endowed chair holders at Cambridge. These hires will bolster our standing as one of the strongest medieval studies programs in the world.

The prominence of Irish studies at Notre Dame has been strengthened by our new exchange program in Dublin and the opening of the Keough-Notre Dame Center at historic Newman House on St. Stephen's Green. Kevin Whelan, a prominent Irish political geographer and historian, will oversee the Center under the direction of Seamus Deane, Keough Professor of Irish studies. The Center will be the home of a Summer Seminar in Irish Studies that will include among its faculty Nobel Laureate Seamus Heaney. These innovations, along with new hires and a series of distinguished visitors, have helped Notre Dame increase its standing as one of the most outstanding centers of Irish studies in the world.

The Kellogg Institute continues to foster extraordinary research on issues of development, democracy, social justice, and religion, primarily in Latin America, and it continues to assist the College in bringing new hires to Notre Dame. Under the leadership of Scott Mainwaring, the Kellogg Institute is also redirecting some of its energies and funding toward the research projects of Notre Dame's advanced undergraduates.

Several other programs and departments are poised for excellence. Psychology continues to give evidence of its being one of the best run and selfless departments in the College, with strong mentoring, excellent graduate recruitment and placement, exemplary grant activity, and an energetic sense of faculty governance. Four searches this year should bolster that department. History has one of the highest rankings of larger departments in teaching, both at the graduate and undergraduate level, and its scholars are increasingly recognized as among the leaders in their fields. Andrzej Walicki, to give just one example, received the coveted International Balzan Foundation Award this Fall. The department plays a central role in multiple institutes on campus, including the Nanovic Institute for European Studies, which was dedicated this Fall. History is searching for three scholars this year and has additional searches on the horizon. Government has been bolstered by four new hires, two in political philosophy and two in comparative government, and it has received high marks from students for its advising initiatives. It has three searches underway or on the horizon. Former Senator Bill Bradley enriched more than Government when he joined us this semester as the inaugural Schellpfeffer Visiting Professor of Public Affairs. In addition, Notre Dame's Semester in Washington Program has created new opportunities for students in Government and related fields. Among Government's strong faculty is Don Kommers, the first person to receive an honorary doctorate from the law faculty of the

prestigious University of Heidelberg in more than ten years. English will be enhanced by the hiring of Mann and Lapidge and is among those units that have benefited from, and contributed to, the emergence of Irish studies on our campus. It has two searches under way this year, and two additional searches on the horizon.

The strongest departments and programs at this university have high standards for hiring, tenure, and promotion; effective and inspiring teaching at all levels; nationally ranked scholars with outstanding publications and strong records of extramural funding; the ability to attract and mentor excellent students and to place them competitively; substantive and innovative programs of study; excellent leadership, including chairpersons with vision and the courage to make difficult decisions as well as a range of supporting leaders; a sense of intellectual community and a selfless spirit, whereby the whole of the department is greater than the sum of its parts; wise and effective use of all its resources; significant contributions to the overarching mission of the College and the University; and an ability to compete internationally that is partly reinforced by an identity appropriate for Notre Dame. To the extent that the units above may lack one or the other of these qualities, they could, with additional measures, enhance their standing. Over time if they cannot continue along a promising trajectory, resources may be redirected. Many other departments are exhibiting some of these characteristics and are working toward greater eminence at Notre Dame and nationally. To the extent that they approximate the ideals we seek, they too will receive additional resources. Every unit will have opportunities to demonstrate that it is both exhibiting strengths and addressing problems. The end result will be that over time we can all improve together.

#### IV

Another goal is that Notre Dame attend to the most pressing issues of the coming centuries. An obvious area of concern is ethics, as we face new challenges from cultural and economic changes and from rapid advances in science and technology. I have been asked by the Provost to convene a group of deans to think through how we might obtain more synergy in our various efforts in ethics across colleges. Notre Dame's contributions in ethics are significant, though not yet as strong as they should be, and they are certainly not sufficiently collaborative or adequately marketed. Our work in ethics should have its primary mooring in an intersection of Philosophy and Theology. By my count there are twenty current or incoming faculty members with expertise in philosophical or theological ethics. Important work can be done in applied ethics only to the extent that it is thoroughly informed by substantive work in these core areas. Nonetheless, our efforts must be genuinely interdisciplinary, and we must reach out to other colleges, which we have not sufficiently done in the past. A major effort in ethics should enable our two strongest departments to enhance their academic reputations in a field central to both disciplines and singularly appropriate to Notre Dame, and it should give other programs a unique niche nationally. Consider, for example, our newly created concentration in Journalism, Ethics, and Democracy. Within our College alone at least twenty additional faculty members work on ethics in such areas as economics, government, liberal studies, literature, and psychology.

A second area of global concern involves the challenges of developing countries. Here our expertise in Latin America is significant, and we must continue to exhibit preeminence in this area, as we did by hiring Fran Hagopian away from Tufts and from Brown, where she was offered an endowed chair in Latin American studies, and by elevating the position of Jorge Bustamante, who will increase his commitment to Notre Dame and so help us form a stronger profile on issues of international migration. But we must expand the net still further, and we are attempting to do so. We are currently looking at finalist candidates who have expertise in Africa and India.

A third area of concern for coming generations is the ecological crisis, which in many ways intersects questions of ethics and development. We are just now beginning to make a mark in this interdisciplinary field. With the hiring of Hoesle and Shrader-Frechette we have quickly gained international recognition in environmental ethics, which supplements existing strengths in several

other areas, including Psychology, but in some areas we have no expertise. The College cannot claim to be a leader in environmental studies with no representation from either Economics or Government.

## V

A final goal is that we become more competitive in areas that have been neglected at Notre Dame or which have not received their share of resources. Notre Dame was initially slow in advancing with regard to affirmative action toward women and minorities, but it has been advancing and is fully committed, both in theory and practice. The majority of our new hires this year are either women or minorities. Three of our new female hires were chair holders at their previous institutions. We have improved our efforts in tracking affirmative action numbers and in sharing effective strategies for recruiting minorities. For the past two years my office has made competitive funding available in order to bring to campus potential minority target-of-opportunity hires. But we must become more creative still in seeking out commanding minority scholars who would find it attractive to join the world's greatest Catholic university. With the traditional links between Latinos and Catholicism and with a large number of Latinos among our students, we are moving forward with a Latino Studies Center, and the search for a director is currently underway.

On several occasions I have made it clear that the previous lack of support for the arts at Notre Dame is inappropriate for a Catholic institution--with its emphasis on sacramental vision, its recognition of the importance of collective identity, its grasp of the wider spheres in which moral and spiritual questions are addressed, and its elevation of the mysterious and ineffable. Fortunately, the arts are on the rise at Notre Dame. Thanks to the leadership of Father Malloy, the DeBartolo Center for the Performing Arts was approved by the officers this Fall. Beyond serving as the attractive southern gateway to Notre Dame, the Center will symbolize the University's commitment to the intrinsic value of the arts and their role in the edification of our students, faculty, and friends. Already this year we have been enlivened by the Boehnen Fund for Excellence in the Arts, which awarded grants for creative and scholarly projects, the development of new courses, the enhancement of student-faculty interaction, and events that are enriching the artistic life of the College, including the appearance of visiting artists.

In my Christmas address last year I mentioned that not all of our language and literature departments have reached the level of our other programs at Notre Dame. Last year we hired into the Department of Classics Martin Bloomer, an outstanding young Latinist from Stanford University, who will assist us in our efforts to enhance that program. We also hired Robert Norton, another young scholar who came to us from Vassar College and who spent last year on a Guggenheim Fellowship, working on his third book for Cornell University Press. He will lead our Department of German and Russian Languages and Literatures in the coming years. Under the direction of Ted Cachey, the Devers Program in Dante Studies has emerged as a leader not only in Dante studies but also in the use of authentic materials and technology in the foreign language classroom. Julia Douthwaite has recently orchestrated an innovative conference devoted to French culture studies.

On the whole, however, we need to place more resources in our language and culture programs, and we need to be more creative. This year assistant professor searches are underway in Arabic, German, Italian, Japanese, Russian, and Spanish. Last year we sent brochures to incoming students, which encourage the study of foreign languages and highlight study-abroad programs and departmental strengths. This Fall we announced a new fund for the language and literature departments and invited competitive proposals for grants that would bolster diverse efforts in language pedagogy. Early next semester I intend to call a meeting of all language and literature faculty to address the question, what makes a great foreign language and literature department or foreign studies department. In this way we can articulate the norms toward which we need to strive as well as share insights along that path.

On this note, which points to one of many pieces of unfinished business, I will close. But not without thanking you for your many contributions to these various college goals, most prominently the one to which in such a setting as this, I cannot give sufficient attention--the individual contributions you make on a daily basis in teaching, research, and service. Please join me as we enjoy a brief respite from these important activities and as we celebrate the Incarnation, which gives us hope that our ideals can yet be realized. Thank you.