

**THE MEETING OF THE COLLEGE COUNCIL
COLLEGE OF ARTS AND LETTERS
September 29, 2010
3:30 pm
McKenna Hall Auditorium**

ATTENDANCE

Deans:

Dean: John McGreevy; *Associate Deans:* JoAnn DellaNeva, Peter Holland, Maura Ryan, Dayle Seidenspinner-Núñez; *Assistant Deans:* Paulette Curtis, Ava Preacher, Joseph Stanfiel, Vicki Toumayan

Chairpersons and Directors: Donald Crafton, Richard Cross, John Duffy, Peter McQuillan, Li Guo, Richard Jensen, Louis MacKenzie, Rory McVeigh, Robert Norton, Richard Pierce, Mark Schurr, John Sitter

Elected Faculty: Tobias Boes, Darren Davis, Noreen Deane-Moran, Joshua Diehl, Richard Donnelly, Robert Fishman, Mary Frandsen, Patrick Griffin, William Krier, Nelson Mark, Michael Pries, Alison Rice, James Sullivan, David Thomas, Kristin Valentino, Hannelore Weber, Shauna Williams

Graduate Student Representatives: Brandon Bruning

Undergraduate Student Representatives: Malcolm Phelan

Regularly Invited Guests, Observers, and Resource People: Marie Blakey (Office of the Dean), Scott Kachmarik (Office of the Dean), Kathleen Opel (Office of International Studies), Matt Zyniewicz (Office of the Dean)

Excused: Charles Barber, Theodore Cachey, Laura Carlson, Olivia Remie Constable, Kevin Dreyer, Margot Fassler, Sean Kelly, Daniel Lapsley, Liangyan Ge, Sandra Gustafson, Timothy Matovina, Thomas Noble, Siiri Scott, Julie Turner

Dean McGreevy called the meeting to order at 3:31 pm.

APPROVAL OF MINUTES

The minutes from the April 27, 2010 College Council meeting were approved without corrections.

COLLEGE BUSINESS

Library strategic planning process

Dean McGreevy introduced Susan Ohmer (Interim Director of the Hesburgh Library, Assistant Provost, Associate Professor, Department of Film, Television, and Theatre). S. Ohmer explained that the library introduced four innovations this year: (1) an expansion of a licensing agreement with *ProQuest* so that faculty can now download four free digital copies of theses and dissertations; (2) a senior thesis boot camp that supports one of the key initiatives that Dean McGreevy has outlined, the goal of expanding the number of theses completed by students in the College. The library will provide many services over fall break to assist students in their research and writing of their senior thesis, including breakfast and snacks in the library, dedicated study space on the lower level, and consultations tied to their research

work with any subject librarian that might be helpful. The Writing Center will also make tutors available to the students; (3) more computers in the tenth-floor study space for graduate students; and (4) a new graduate fellowship in Arts and Letters for someone who will work in special collections.

The library has embarked on a strategic plan this year at the request of the Provost. Based on her readings of fifteen strategic plans from different institutions about 50% of the AAU privates as well, S. Ohmer found that there are certain themes that are consistent among those plans. One theme is that libraries are facing the very real economic limitations in which universities are functioning, while at the same time universities are expanding their research programs and expectations, forcing libraries to come to terms with new technologies across the board, such as digital initiatives, digital books, institutional repositories, etc. The result is extraordinary pressure on the library systems.

Library strategic plans are done in collaboration with many different entities across campus, and S. Ohmer spoke with a number of people about how to foster such collaboration here in the planning process. The Provost and S. Ohmer have talked about the following areas of focus: (1) basic capacity of the collections, services and holdings to support teaching and research. The library certainly needs more capacity but in what areas? Do we need less in some areas? (2) How should the library balance allocation of resources for access to or acquisition of resources? (3) How are interlibrary loan statistics trending? (4) With OIT and Digital Assets Task Force, think about how to position the library to work with new technologies and with new areas such as data curation mandated by the NSF; (4) quality use and support of special collections, while resources for special collections have tripled over the past seven years, adequate funds have not been directed to the preservation budget to take care of the new collections; (5) communication and collaboration between the library and its patrons needs to be improved a great deal; (6) roles, functions and expertise of library faculty staff. When we compare our staff to other library staff at other research university library staff, it is apparent that we need more professional staff and librarians. Further, how can we automate and make more efficient certain work processes? (7) library governance structure and organization. Currently the library is divided into three divisions with fifteen departments, and we need to look at supervisory patterns and the organization of the departments; (8) think about the University's collaboration with our Association of Research Libraries (ARL) peers; (9) space, on campus, off campus, above ground, below ground what do we need and how can we more efficiently use the space that we have?

S. Ohmer reported that there are eleven persons serving on the strategic planning committee plus the chair. John McGreevy will serve on the task force, as well as Greg Sterling (Dean of the Graduate School); Tom Gresick (Professor of Economics), Nadine Clements (library representative, special collections expert for Irish Studies), as well as graduate and undergraduate students. While working with the office of institutional research, library staff are currently collecting data and establishing bench marks, and subject specialists will soon contact departments to meet with faculty to talk about their interests, concerns, and needs. The library will also send out a survey to determine interests.

S. Ohmer asked for questions.

Robert Norton (Chairperson of German and Russian Languages and Literatures) asked if S. Ohmer could update the council on the project that is renovating the first two floors of the library. S. Ohmer stated that the total budget for the renovation is about \$27 million, and the University has raised about \$7 million of that amount, with \$4 million of the \$7 million coming from donors. The money has been pledged but the University has yet to acquire in-hand 75% of the funds. Some of the major donors work in industries that have been heavily impacted by the poor economy, and the Development Office is working diligently to secure the funds. In short, there has been a slow down with the renovation.

Louis MacKenzie (Chairperson of Music) asked if plans have been developed for the second floor, particularly for the music aspects. S. Ohmer responded that since the Music and Media Committee met last spring 2010, its recommendations went to the Campus Planning Committee for Renovation. That committee endorsed the Music and Media Committee's recommendations, but no other plans have been developed. The struggle is with how much renovation do we embark on now while we wait for the major renovation process.

R. Norton asked her to explain the search process for the next director of the Hesburgh libraries. S. Ohmer explained that she has not been a part of the process, but those who are connected to the process in any way have been sworn to confidentiality. There is an advertisement in the *Chronicle for Higher Education*, the advertisement is online as well, and the search committee is accepting applications. There is an outside consultant but how the library director is found is stipulated in the academic articles. Sabina MacCormick, Peter Holland, three members of the library faculty and other comprise the search committee. Chris Maziar has the specific list.

Dean McGreevy thanked S. Ohmer for her presentation and her time.

Non-discrimination and sexual orientation

Dean McGreevy welcomed Marianne Corr (Vice President and General Counsel), Rev. Thomas Doyle, C.S.C. (Vice President of Student Affairs), and Sr. Susan Dunn (Assistant Vice President of Student Affairs). This topic emerged because of incidents last spring 2010, when a cartoon in *The Observer* led to much discussion on campus, and two or three chairpersons approached Dean McGreevy indicating that they had received letters from prospective graduate students and prospective faculty members stating that they do not wish to come to Notre Dame because of the absence of sexual orientation in its non-discrimination clause. The question is twofold: How do we make sure that Notre Dame is a safe and welcoming place for gay and lesbian students, and how do we think about the inclusion of sexual orientation in a non-discrimination clause?

Dean McGreevy asked Fr. Tom Doyle and Sr. Sue Dunn to talk about what Notre Dame is doing to make sure that gay and lesbian students feel welcome here. Fr. Doyle noted that while he is new to the position of Vice President of Student Affairs, he is not new to the issues of gay, lesbian, bisexual and questioning students. He served as the rector of Keough Hall and worked in Campus Ministry from 1995-2001; he was a part of Campus Ministry's effort to reach out to gay and lesbian students. The context, environment and the approach that the University has taken over the past nine years has evolved in ways that are productive and important.

Fr. Doyle explained that the efforts of the Core Council, the Office of Student Affairs and the entire University are twofold. The first approach is to affect culture of Notre Dame. What is it like for a gay, lesbian, bisexual, questioning students when they arrive on campus? What is the culture like for them in the process of coming out if that is what happens to them psychosexually while they are here?

The second approach is to work on the programming, turning to the students to help in the direction of the programs. It was important to empower the students, to find leaders and draw out leaders from among the students as well as harness some of the resources of the University. The Core Council is co-chaired by a member of the Office of Student Affairs and a student. Fr. Doyle met with the students during their beginning-of-the-year retreat, and he was impressed by them. A number of them are gay or lesbian, and some of them represented the broader community who were touched by this issue. Representatives from Campus Ministry, the Counseling Center and the Office of Gender Relations are also on the Council, together with eight students who really direct the Council. The Council has three

faculty advisors as well: Maura Ryan (Theology), Peter Holland (Film, Television and Theatre), and Gail Bederman (American Studies). If the Council was a recognized club, they would be one of more than 300 clubs. As a club, they would receive a fraction of the financial and institutional support that they are currently granted. It is a Council, because it is an institutionally important issue. The Council is always trying to balance what is best given the culture at large with the ideals of the Catholic Church's teaching. Much of the programming, ideas and activities are driven from the students.

The Council addresses issues particularly related to gay, lesbian, questioning, and bisexual students, and transgendered students. Notre Dame has at least four students who are transgendered on campus, at least one of them is living in a dormitory and seems to be doing well.

Some of the programs and activities include: Every first year student attends some presentation on this issue, and the Core Council is a part of those presentations. It is also a part of Fr. Doyle's remarks to the parents during Freshmen Orientation about singling anybody out, to haze, or to harass anybody because of sexual orientation or any other number of things that would make a person unique. There are confidential working sessions, drop-in sessions that happen monthly. There is a welcome event for gay, lesbian, bisexual, transgendered and questioning students at the beginning of the academic year. This allows continuing and first-year students to be introduced to the programs and activities right away. During a weekend in November, the priests on campus are asked to preach on the inclusion of gay, lesbian, questioning, bisexual and transgendered students. At that time a card is distributed with the "Spirit of Inclusion" on it and other information about the outreach efforts of the Core Council. A small ribbon with a pin is also distributed, so that students can wear the pin as a way to identify the safe space or the person.

The Office of Student Affairs continues to try to build up the coalition of partnering groups to collaborate on programs or activities to help pool resources and to increase attendance.

Sr. Dunn also mentioned a student support group who serve as a confidential resource for students and who host a monthly coffee meeting in the Coleman Morse building. Fr. Doyle challenged that group to find people during their freshmen or sophomore years to do research or study together or engage in other activities, so that the students grow in confidence and we can leverage their experience and insights in their latter years.

Sr. Dunn mentioned the Network Allied Training sessions. Two sessions take place in the fall and in the spring semesters. The training sessions are open to anyone, including faculty, and the participants are willing to be "safe" persons for this constituency. Once the participants complete the training, they are given a "safe space" card that they can discretely display outside their respective offices to indicate that they have been through training and may be approached for conversation related to such issues.

Robert Norton (Chairperson of German and Russian Languages and Literatures) observed that when he came to campus in 1998, students who were gay, lesbian, questioning, bisexual or transgendered did not have an official place to meet on campus. He asked if that has changed since then. Fr. Doyle noted that Notre Dame to date does not have a gay student club or association. In its place the University has created the coalition of the Core Council as a proxy for such a club and to create broader and deeper support for the students. Dean McGreevy recalled that when the issue came up last spring (2010); two faculty who were new to Notre Dame asked two questions. Is sexual harassment of gay and lesbian students tolerated at Notre Dame? Do we have a sense of whether or not harassing remarks are increasing or decreasing at Notre Dame? Sr. Dunn reported that there has been a tremendous decrease in harassment on campus. There are very few incidents. There was an incidence a few years ago with

harassing T-shirts, but the students in question were challenged by their peers. And, when the unfortunate cartoon was published last spring (2010), the public outcry was great, another sign of progress.

Rory McVeigh (Chairperson of Sociology) asked if gay and lesbian students wanted to form a recognized club, would they be able to do so? Fr. Doyle said that he did not know if his offices received a submission for a recognized club last year, but the students would need to go through the same recognized procedures as any other club, in so far as submitting a constitution and by-laws for the club and could submit the required paperwork, but such requests have been declined in the past. R. McVeigh wondered why the submissions have been declined and, if anything has changed in that regard? Fr. Doyle said that he would get back to R. McVeigh on that question because, with only three months into his new position, he would rather give him the right answer. The club recognition process happens in the Spring and he has yet to serve one full year through the spring semester. He will get back to Dean McGreevy.

R. McVeigh noted that departments and institutes have to explain the denial of an officially recognized gay/lesbian club to graduate students and faculty that we are trying to recruit, even though we are proactive in making sure that our students do not fall victim to harassment or violence. In fact, some recruits do not come to Notre Dame for that reason, and we might be losing prospective recruits and graduate students because they have certain understandings about how Notre Dame understands and approaches gay and lesbian students. The perception of Notre Dame on this issue needs to be addressed. Fr. Doyle noted that it is partly a function of being a Catholic institution that people will make assumptions about the institution. It sounds like it is misunderstandings rather than understandings of Notre Dame that would keep people away. We have a multifaceted, deep approach to respond to not only the issues of gay and lesbian students but also the institutional culture. Further, Fr. Doyle met with the Graduate Student Union leadership recently, and he challenged them as well to think about the non-discrimination clause issue. Fr. Doyle mentioned to them that we need to ask how we are meeting the needs of gay, lesbian, transgender, and bisexual graduate students. The GSU had not yet addressed that question. He challenged them to work with the Graduate School to find out what the needs are, because the institution stands ready to respond to those needs. And, the statement, "Spirit of Inclusion" that Notre Dame has is extraordinary. It very well explains what we are trying to build as a culture and what our aspirations are. We need to help you convince others that harassment is not acceptable here.

John Duffy (College Seminar Program) noted that declining students permission to form a recognized club sends a strong symbolic message. After the cartoon incident occurred, there was a march in protest and a meeting with Fr. Jenkins. It is difficult to talk about what the University is doing for these students to those outside the University when we are asked about the non-adoption of a non-discrimination clause; to their minds this speaks volumes about the University's values. What is the current status of adopting such a clause?

Fr. Doyle noted that the Office of Student Affairs has been trying to attend better to the needs of graduate students in many ways, and he encourages the faculty to embolden the graduate students to use the resources that are already in place. He also encourages the graduate students to work with his office to improve the resources and services to graduate student.

Marianne Corr spoke to the issue of the non-discrimination clause. Notre Dame does not discriminate, and does not discriminate on the basis of sexual orientation or any other federally mandated categories of classification that are reflected in the federally mandated non-discrimination policy. Then why not

include those couple of words in Notre Dame's non-discrimination policy that is required by law? To answer that question, M. Corr first talked about the "Spirit of Inclusion" that contains a very clear statement of welcome and value for gay and lesbian members of the community. She also wants to make sure that there is a good understanding that harassment on the basis of sexual orientation is explicitly prohibited as a matter of University policy. There is a non-harassment policy that prohibits harassment on the basis of a number of categories that includes explicitly sexual orientation. That is an internal, University policy.

Coming back to the inclusion of sexual orientation as a category in the federally mandated non-discrimination policy, M. Corr noted that the amendment of such an inclusion is a matter for the Board of Trustees, and it is not a matter for the administration. There is good consideration and evaluation of this matter all the time, and she is completely comfortable in addressing, defending, explaining, and supporting the rationale. The rationale is that there is a deep concern that including the terms sexual orientation in the non-discrimination policy could impinge on the University's ability to interpret and apply Catholic teaching. For instance, with respect to the use of the University's religious facilities for certain matters, we could be forced to allow the use of religious facilities, for instance, for the blessing of civil unions. That would contravene Catholic teaching, but we could be forced to do so by the administration of civil courts. Civil courts would then be able to intervene and direct us in how we conduct ourselves here. There are a number of Catholic universities that include sexual orientation in their non-discrimination clause. M. Corr has done a survey, and all but one of those are required by state or local law. It is not a federally mandated protected category, but there are state and local regulations that are not applicable here in Indiana or in St. Joseph County. The one exception that she found is Creighton University. She believes, but has not confirmed, that for Creighton, it is because all the other Jesuit colleges that she surveyed were required by state or local law to include that clause. There must be a Jesuit decision to be uniform in their applications.

One concrete example of this concerns Emory University which is affiliated with the Methodist denomination voluntarily included sexual orientation in its non-discrimination policy some years ago. Including that clause then gives it a force of law in a number of areas. Subsequently, it appears a well-meaning person wanted to have a civil union blessed in one of the chapels. There was a long procedural history in how it ended up, first it was refused, then it was granted; then the Board became involved, and the Methodist church became involved. The conclusion was that there had to be an analysis of the uses of religious facilities on the Emory campus. And those facilities that had a multi-purpose such as a dorm chapel that are sometimes used for hall meetings, had to be made equally available to all members of the community because the inclusion of sexual orientation in the non-discrimination policy. We, as a Catholic university, would feel very strongly that this would impinge on our free expression of religion and our ability to act faithfully to uphold and support the teachings of the Catholic church. The fact that we are not required to do so by any state, local or federal law, is an added dimension here, because if we were legally challenged, and we voluntarily included that clause in the non-discrimination policy, there is a deep concern that we would thereby waive the freedom of religion defense of being forced to make our facilities equally available in that situation which would be an impingement on our freedom of expression of religion.

M. Corr urged the Council to read the "Spirit of Inclusion" which very explicitly states that we value gay and lesbian members of this community, as we value all members of this community. She also urged them to report any incidents of discrimination on the basis of sexual orientation. It is not who we are or what we do. Inserting those couple of words in the federally mandated policy has consequences for us as a Catholic university that would not be tolerable in light of our need, want and desire to adhere faithfully to the teachings of the Catholic Church.

R. Norton mentioned that the German and Russian Languages and Literatures department is now engaging a nation-wide search, and it would be difficult for a non-lawyer to convey what M. Corr just articulated. It would appear that a mere legal technicality is preventing the University from adding this language in the non-discrimination clause, because that is how it would appear to non-lawyers. M. Corr stated that it would be less thoughtful to include two words in the policy, than to have taken the care to develop the “Spirit of Inclusion” statement. But that is not what is read. There are groups that focus on what is included and what is not included in the boilerplate, federally mandated policy. We have thought about including the words, and, in the end, there are good reasons not to include the two words.

Donald Crafton (Chairperson of Film, Television, and Theatre) said that practically speaking, when departments are recruiting they run up to the problem of insurance and benefits for domestic partners/gay partners. That seems to be something that can be remedied. M. Corr observed that with the new healthcare reform bill, there is a constant look at the benefits that we have, and that has been especially heightened by the healthcare reform bill requirements and different costs. The question comes down to the cost of all domestic partners, not simply gay partners. It then becomes a question of equity; we could not confine it to one group. Dean McGreevy stated that one significant public relations struggle is that prospective faculty recognize the reality that sexual orientation is not in the non-discrimination policy at Notre Dame, but do not know about Notre Dame’s internal efforts on these issues. In terms of benefits, the administration has talked about this, but he does not think it is at the voting stage.

There are consequences and there are potential consequences. One of the potential consequences, stated J. Duffy, is that if we include the two words, we might find ourselves in court. Should not we begin with what ought the University do, what is the right thing to do— Is this worth pursuing?—rather than begin with the potential consequences? M. Corr replied that “should we do this?” is not the right question. The question is: Do we discriminate? The answer is no; we do not discriminate. The question then becomes do we do what feels comfortable to some people and add two words to one clause or do we look at who we are and what we do? In terms of consequences, as stewards and trustees we must weigh the consequences to the University. There is a risk analysis. Notre Dame will be challenged; Notre Dame is iconic. We must weigh the risk and say that it is a pretty high risk.

Assistant Dean Ava Preacher (Undergraduate Dean’s Office) asked how do we address an instance of discrimination that was clear under the “Spirit of Inclusion”, what are the consequences of someone who does discriminate? What do we do if there is an incident? M. Corr stated that there are mechanisms and processes to handle incidents, for example, through Human Resources, through the faculty, or a hotline to report the incident. A. Preacher followed up and asked if you have a blatant instance of discrimination, is the person who discriminated liable to be fired? The question becomes what is the force that someone has if not force of the law. M. Corr said that when we have allegations of discrimination on the basis of gender, for instance, there is a process of investigation, and then a referral for disciplinary action depending on whether it is a faculty or staff, through the faculty or staff disciplinary process. There are sanctions up to and including dismissal.

Associate Dean Peter Holland (Dean’s Office) said that it is not enough not to discriminate. This is the first step, not the last step. Creating a context in which non-discrimination is understood and accepted by all who participate in the institution is the end that we seek. The reason why you do not receive complaints of discrimination on the basis of sexual orientation is because the University is viewed as one that will dismiss complaints. “The Spirit of Inclusion” does not have the force that a non-discrimination

clause would. People do not believe the complaints will be acted on. We have too many examples with our contacts with gays, lesbians, who are students, faculty and staff.

Dean McGreevy thanked Fr. Doyle, Sr. Dunn, and M. Corr.

New Vice President and Chief Information Officer, Ronald D. Kraemer 1:10:090

Dean McGreevy welcomed Ronald D. Kraemer, the University's new Vice President and Chief Information Officer. He leads all aspects of the Office of Information Technology (OIT) that includes a staff of 200 people. R. Kraemer comes to Notre Dame after serving in a similar role at the University of Wisconsin. R. Kraemer mentioned that he arrived at Notre Dame with thirty years of experience, including work in very technical fields. About ten years ago it dawned on him at one point that the work is not about OIT. The work is about how to use OIT to enhance scholarship, teaching and learning. What is the role of OIT for the work of faculty and staff, and what does the OIT need to do to enhance that role?

D. Crafton observed that the relationship between OIT and faculty is very top-down. For instance, faculty are limited to software to run on their own computer, to certain software. More consultation with faculty and their needs is necessary, rather than a one-size-fits-all mentality and mode of operation. R. Kraemer said that we need to ask: What do you need to get your work done? More and more at various colleges across campus, there is a standard image for computers, and then to extend that image to meet the particular needs of the individual faculty member. We do have more of a "cookie-cutter" image now of one size fits all, but faculty should make their needs known, and we can weigh those needs in terms of the economics and what we really can accomplish.

Josh Diehl (Department of Psychology) offered that his computers are required to do more than serve as laptops or for presentations; the computers in his field become a core piece of the research in the labs and the experiments that he runs. His issue has to deal with the speed of acquiring computers. In his first year here, it took four to five months to get his computer functional and working in the labs. What is the obstacle to acquiring computers more quickly? R. Kraemer is working on this issue, and it is actually getting better. It should not take more than one week to acquire a computer and have it up and running. J. Diehl mentioned that he sent to Associate Dean Myers an outline of the different errors and scenarios that occurred when he was trying to have his computer set up.

Gretchen Reydams-Schils (Chairperson for Program of Liberal Studies) said that the turn-around time to get a computer has been a recurring issue since 2004, and there is a need for structural change. R. Kraemer will get metrics on this, and will measure some orders over the past six-months to see what the turn-around time has been.

Tobias Boes asked what the trend is now for the University, given that the phones and computers are now doing similar functions. R. Kraemer observed that devices now are primarily consumption devices, but now people are using them as input devices. Over the course of the next year we will see more functionality that we see in laptops in these devices. He sees two issues: The first is that as long as people want multiple devices—desktop, laptop, or some other devices—there is a real economic problem. Once a mobile device can replace the other devices, then we don't have the added problem of economics. The second issue has to do with networks and cellular companies. As long as these devices are tied to the specific cellular providers, then we have an uneven playing field of what we can do with devices. If we are going to work in a wireless world, can the network be there to satisfy that?

Marie Blakey (Director of Communication) works with faculty and departments to create websites, and there are often barriers in understanding to OIT, ALCO, and *AgencyND* can and cannot do. The lines are blurred between marketing, communications, technology, etc. The websites today are not simply marketing pieces; that have to include for example database functionality where faculty from other institutions can upload a paper; or we may see a need for database archival technology mixed with software devices tied to the web. R. Kraemer has started a Digital Asset Strategy Group to start looking into this. This is a long-term problem to solve. We must start to map out who is running what programs. M. Blakey said that moving all the websites under the Arts and Letters umbrella to the University's content management system, *Conductor*, as a common platform but with no service or spotty service, means that there are too many phone calls to her office to help find service. R. Kraemer will pursue an answer on this.

Richard Pierce (Chairperson of Africana Studies) has a computer he works on for his chairperson activities, and a college workstation computer. When his chairperson computer needs to be updated, he is not allowed to do it. He has to call ALCO to update it, but he is trusted to update his college workstation machine. R. Kraemer said that there is not a technical reason for that but probably a policy reason, and we need to see what the College policy is.

A. Preacher mentioned that the Office of Undergraduate does not have the capability to handle electronic student files, while the Office of Admissions is going to an electronic filing system. Admissions will send the electronic files to First Year of Studies, but will in turn be sent out as paper files. How can OIT help to change this? R. Kraemer said that his office and other offices are working with the *ONBASE* system, but that product has not made it out to the various Colleges. His office will first work with the Office of Admissions and then the product will work its way through the system.

Dean McGreevy thanked R. Kraemer for agreeing to meet with the College Council and adjourned the meeting.

ADJOURNMENT

The meeting adjourned at 5:02 pm.

Respectfully submitted,

Matthew C. Zyniewicz
Executive Assistant to the Dean