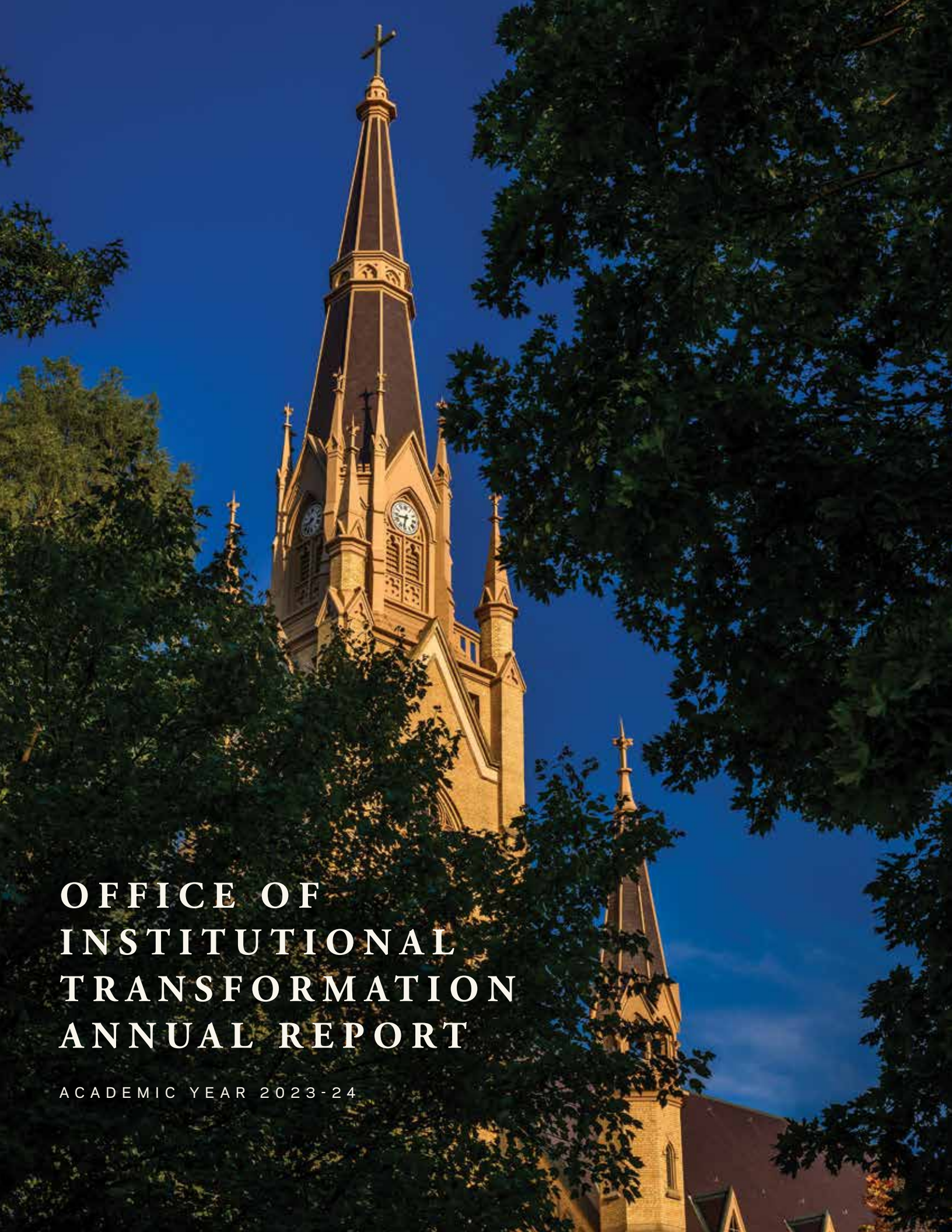




OFFICE OF INSTITUTIONAL TRANSFORMATION ANNUAL REPORT

ACADEMIC YEAR 2023-24



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Foreword

It could rightly be said that the University of Notre Dame has always been in the business of institutional transformation and that the creation of our office in Academic Year (AY) 2022–2023 was more a matter of rediscovery and reclamation than one of novel thinking and innovation. There is evidence of such commitment in the writings of the early luminaries of the Congregation of Holy Cross as well as in our University mission statement. Our Notre Dame Board of Trustees’ Task Force on Diversity, Equity, and Inclusion Report, *Diversity, Equity, and Inclusion at Notre Dame: A Strategic Framework* (2021), and the University’s *Notre Dame 2033: A Strategic Framework* (2023) build on this long-standing legacy. Furthermore, our efforts to nurture an open and welcoming ethos are consistent with the precepts of Catholic Social Tradition. They also align well with the Eucharistic focus and aspirations for diversity and inclusion advanced by the United States Conference of Catholic Bishops’ (USCCB) Committee on Cultural Diversity in the Church.¹ Thus, we are on solid theological and pastoral footing in our efforts to make Notre Dame a sanctuary of research, teaching, and learning that is a microcosm of both the Church and the larger world.

Our campus is vibrant. The spirit of goodwill and the willingness to “walk the walk” in ensuring love is the measure of success for our hopes and dreams is truly palpable. What follows in this inaugural annual report for the Office of Institutional Transformation (OIT) is a summary of some of the more exciting activities underway. We have identified several signature

accomplishments within OIT and other units aimed at helping us become the very best version of ourselves: a Catholic and truly Beloved Community.

To the many units across campus engaged in this work—some of which are highlighted in this report—we are deeply grateful for your partnership as well as for the helpful information you have provided. Our office’s vision for change is a collective one. Ours is the multi-generational, ongoing, and collective task of making the University an ever more just, open, welcoming, diverse, inclusive, and vibrant place of inquiry and learning. Thank you for shouldering this commitment together with us and for the unit-specific programs and individual actions that have made our progress thus far possible.

(The Rev. Canon) Hugh R. Page, Jr., DMin, PhD, LHD
Vice President for Institutional Transformation and Advisor to the President
Professor of Theology and Africana Studies

Eve Kelly, MSW
Executive Director for Institutional Transformation and Staff Belonging



¹See— <https://www.usccb.org/committees/cultural-diversity-church> (accessed 17 July 2024).

Office of Institutional Transformation

(OOIT)



OOIT accomplishments this year included rolling out new mission and vision statements along with a set of five goals mapped to the objectives articulated in the Trustee Task Force Report *Advancing Diversity, Equity, and Inclusion at Notre Dame: A Strategic Framework* (2021). Those goals center around helping coordinate, inform, assist, support, and assess activities of individuals and units on campus achieve the priorities articulated in the *Framework*. OOIT's emphasis has been on collaboration and synergistic facilitation of campus activities aimed at transformation and the building of Beloved Community.

Among this year's high points are the following:

Creation of a dedicated web domain—transformation.nd.edu—as a communication hub for our campus partners.

Publication of *Transformations*, OOIT's quarterly newsletter, which helps call attention to individual and collaborative efforts taking place in the diversity, equity, and inclusion (DEI) realm across units.

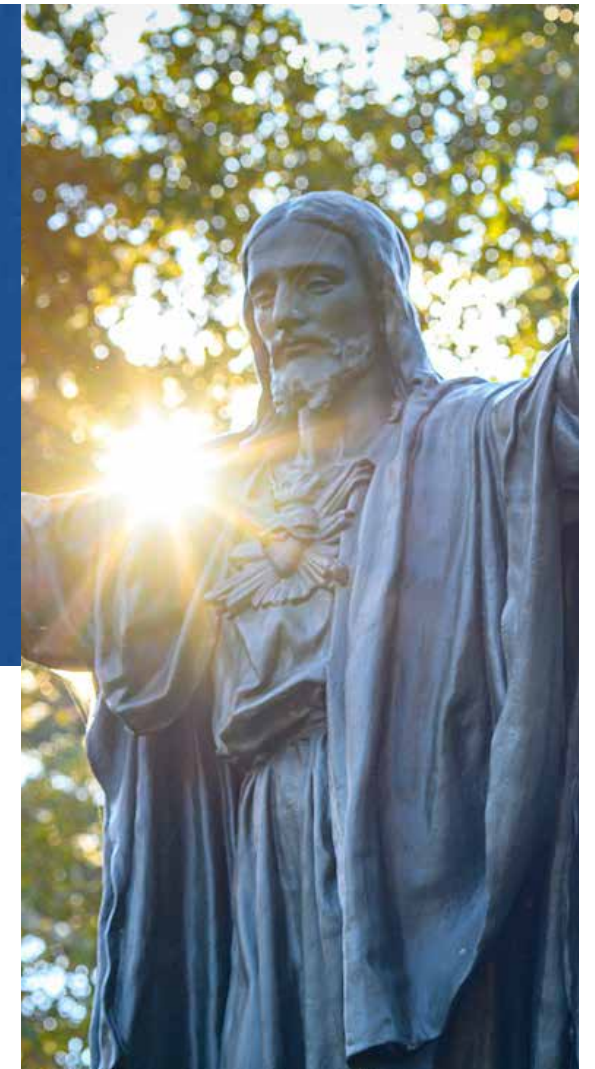
Continuing growth and vitality of our Diversity Practitioners' Group, which now includes more than 200 individuals representing almost every unit on campus.

Launching—in collaboration with the Office of the Provost and Notre Dame Human Resources—the Inclusive Leadership Colloquium Lecture Series (ILCLS) in Spring 2024 that exposed campus partners to University champions and national thought leaders working in the DEI realm.

Establishment of a DEI Speakers Bureau to leverage the expertise of University faculty and staff in addressing pertinent topics of interest on campus and beyond.

Building external relationships and advancing discussions around belonging and inclusion through participation in the Senior Diversity Officers Pre-Conference sponsored by the Association of Catholic Colleges and Universities (ACCU); the Holy Cross Institute at St. Edward's University, San Antonio, TX; and the Association of American Colleges and Universities (AAC&U) National Conference on Diversity, Equity, and Student Success.

Offering presentations and facilitating conversations on institutional transformation and related topics for faculty, staff, students, alumni, and friends of the University.



OOIT's remit is at once expansive and integrative. Helping shepherd Notre Dame on its journey toward becoming a Beloved Community—and doing so by ensuring that our transformational efforts are embedded within a mission-specific matrix fully aligned with Catholic Social Teaching and shaped by an ethic of *caritas*—has been and will remain our primary north star in the years ahead.

Athletics Department



The Athletics Department's goals are to: deepen understanding of core dimensions of humanity; maximize opportunities related to athletic competitions; maintain both existing and ongoing opportunities for engagement; and encourage each of our stakeholders to join a common journey of discovery and belonging.

In alignment with Notre Dame's quest to become a Beloved Community, ND Athletics makes intentional investments to ensure opportunities for education and enrichment across various life dimensions that emanate not only from sport, but permeate through all spheres of social interaction. Building on the University's Spirit of Inclusion and priorities linked to institutional transformation, ND Athletics is an active partner in the work needed to foster, maintain and sustain a Beloved Community at the University of Notre Dame.

Academic Year 2023–2024 was a remarkable year for Athletics. Among the most successful of its ongoing initiatives has been the Together Irish framework,² which provides common language for discussing matters related to diversity, equity, inclusion, and organizational culture, along with a framework for exploring topics within this larger realm. It is easily identifiable as a best-in-class initiative insofar as it identifies primary dimensions of the human experience and creates a programmatic structure to guide an array of department-specific opportunities.

Among the most impactful of events this past year was the Tennessee State University-Notre Dame football weekend, which brought together athletic, academic, and community partners to highlight the legacy and



The Tennessee State University-Notre Dame football weekend extended beyond the playing field to include community events and academic talks (like the one pictured below).

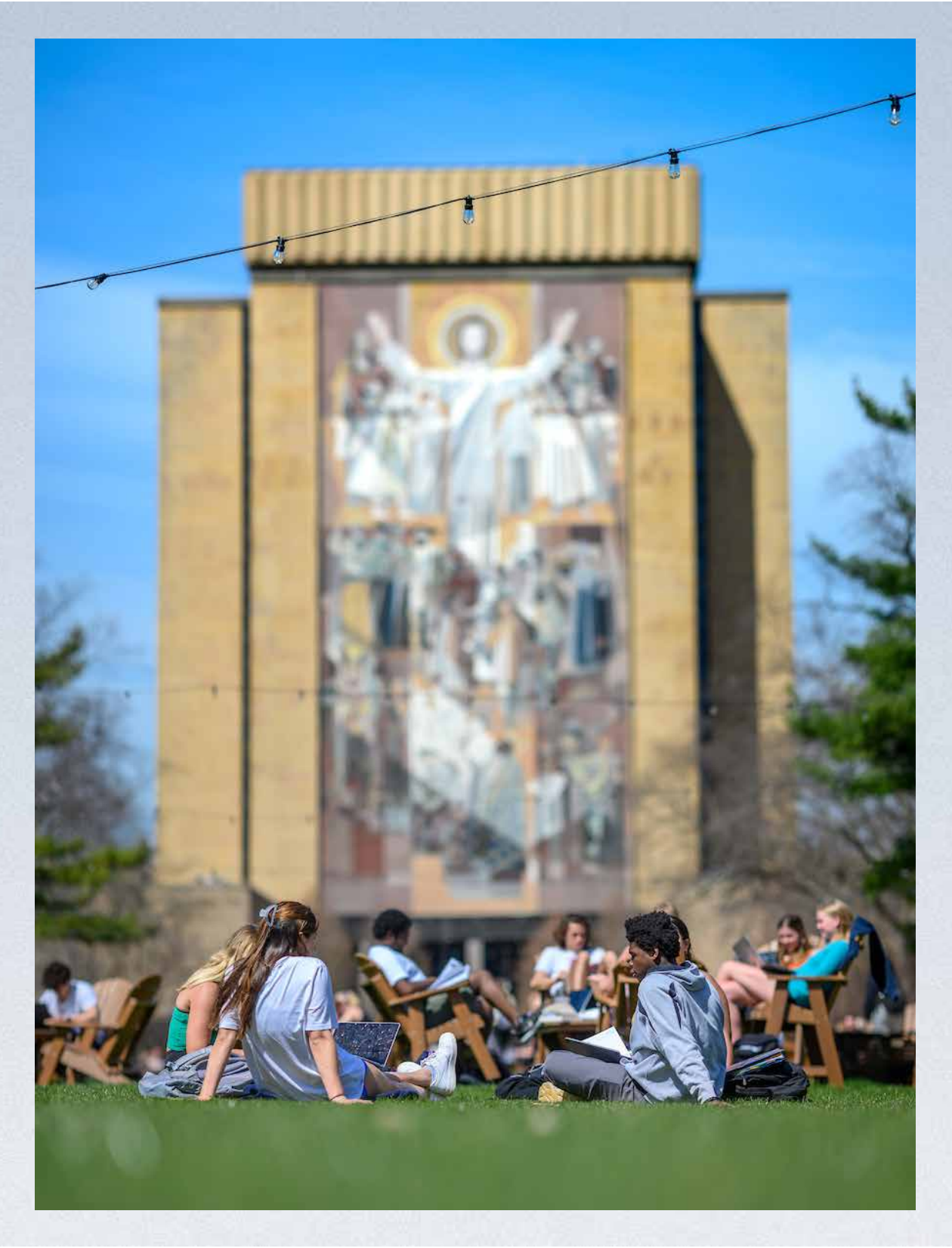
creativity of Historically Black Colleges and Universities (HBCUs) and the potential synergies that could be leveraged through partnership between Tennessee State University and the University of Notre Dame.

In recognition of its noteworthy endeavors, the Athletics Department was the recipient of the 2024 NCAA-MOAA National Collegiate Athletic Association-Minority Opportunities Athletic Association Diversity and Inclusion Award.³



²On Together Irish, see — <https://fightingirish.com/togetherirish/> (accessed 17 July 2024).

³On the award see — <https://fightingirish.com/notre-dame-earns-2024-ncaa-moaa-diversity-and-inclusion-award/> (accessed 18 July 2024).



Enrollment Division

The mission of the Enrollment Division is focused on opening doors to a Notre Dame education, empowering students to pursue, discover, and share knowledge, truth, and faith as a powerful means for good. It grows out of a vision to enrich the Notre Dame community to celebrate the dignity of all members, demonstrate excellence, reflect the vibrancy of the global Catholic Church, and preserve and strengthen Notre Dame’s bold mission. New and enhanced activities in Academic Year 2023-2024 were oriented toward recruitment, yield efforts, financial aid, and strategic positioning for future development.

Recruitment

- Hosted Cristo Rey Network (CRN) Summit** on College Success in July 2023 that brought more than 140 CRN college counseling and alumni advising professionals, counselors from peer institutions, and CRN executives to collaborate on educational opportunities for academically prepared low-income youth across America.
- Hosted a public lecture and private conversation** with Principal Chief Richard Sneed, Eastern Band of Cherokee Indians, to discuss how to intentionally create an inclusive and loving community, particularly for Native students.
- Identified 60 high schools** that predominantly serve multicultural, low-income, or first-generation Catholic students and expanded recruitment efforts and engagement.



- Implemented the Lilly Endowment Inc. grant** to help expand Notre Dame pre-college programs for lower-income and first-generation Indiana high school students.
- Welcomed TRIO** to the Enrollment team, underscoring an intentional focus and priority on investing in the underserved youth of our local community.
- Participated in STORY** (Small Town Outreach, Recruitment and Yield) and STARS (Small Town and Rural Student) recruitment trips and received an invitation to the STARS College Network, which is focused on the recruitment of rural students and creating pathways for diverse groups of students.
- Hosted more than 50 local community leaders** focused on educational opportunities for youth in the broader South Bend-Elkhart region.
- Hosted more than 30 South Bend Community Schools** administrators to discuss academic preparation of local youth.
- Hosted more than 250 local high school students and their parents** for a leadership conference on college preparation and leadership.



Participated in the 2023 Zahm Retreat (Kylemore Abbey, Ireland) to explore ways in which Notre Dame can support an ever-growing diverse, inclusive, and loving community on its campus.

Launched Notre Dame Pre-College Online Program to increase access to pre-college courses, hopefully inspiring youth to pursue higher education.

Expanded partnership with QuestBridge, a national nonprofit that connects high-achieving students from low-income backgrounds with leading institutions of higher education.

Hosted counselors who work predominantly with multicultural schools across Indiana, Illinois, and Michigan, in collaboration with the Tennessee State University-Notre Dame football weekend.

Hosted more than 100 local high school students for the GearUp College Summit.

Hosted Midwest College Visit Day

Yield Efforts

Provided funding for transportation and hotel accommodations to low-income, first-generation, and multicultural families for The Rally, Admitted Student Days.

Accelerated the timing of the Financial Aid Offers to coincide

with the delivery of Regular Decision Admissions Decision Letters. As a result, families had complete information so that they could quickly and confidently make enrollment decisions.

Enhanced the selection of merit scholarship recipients, expediting when admitted students learned of their merit scholarships and ultimately increasing the yield of these talented and mission-oriented young people.

Launched targeted We Are ND communications to multicultural students, emphasizing an inclusive, loving, and trusting ND community where all students belong.

Enhanced collaboration with the Transformational Leaders Program, Institute for Latino Studies, Multicultural Student Programs and Services, Business Honors Program, ND Global, etc., to yield students from all pathways.

Financial Aid

Piloted varying forms and messages for outreach to strategic populations of prospective students, resulting in more consumable affordability messaging and increase in applications.

Created preferential aid packaging for target high schools.

Conducted focused outreach to first-generation aid applicants.



Students attend Activities Night to learn how to get involved on campus.

Strategic Future Efforts

Hosted the College Horizons pre-college program in July 2024 for more than 250 Native students and counselors in order to increase college access to Native American students.

Launch of Cristo Rey Network ND Student Cohort, which will gather CRN students on campus two to three times per year.

Launch of three affordability strategies (no loan packaging, international need blind, concurrent financial aid offers), which will help enroll and support lower-income, first-generation, middle-income students, and international students.

Expansion of TRIO community programs into local high schools, including Elkhart County and Southwestern Michigan.

Despite changes in higher education generated by an ever-changing legal and demographic landscape, this has been a very good year in the realm of admissions. Students and their families continue to be enthusiastic about all that a Notre Dame education promises and delivers, as can be seen from the following unsolicited remarks:

Student (multicultural and from a low-income background): I am thrilled to say that I committed to Notre Dame! Though, I truly must say thank you for making Notre Dame possible for me and my family [through a financial aid package]. Our gratitude can never be put fully into words; but perhaps we can reveal it by our actions in using what we have been given to the fullest extent. I can't wait to study at the best Catholic school in the world! It is an honor and a privilege. Thank you for helping to make that possible.

Class of 2028 grandparent: My granddaughter is a recipient of the QB (QuestBridge) scholarship. I am writing to just say thank you. When I think of the wonderful opportunity that the promise of higher education will give to my granddaughter, "my eyes won't let me hide because they always start to cry." You are getting the best! With joy, pride, and thanksgiving THANK YOU.

Division of Student Affairs



Each year, Rev. Gerry Olinger, C.S.C., vice president for student affairs, identifies a theme to highlight a particular aspect of the division's responsibilities that then serves as an opportunity for students to reflect on the ways they are called to contribute to the University's Catholic, Holy Cross mission. The division's guiding theme for the 2023-24 academic year was "engaging with difference."

In his August 2023 letter to students, Fr. Olinger wrote, "I encourage us to prayerfully examine what [engaging with difference] means, and how we are called to enter into this kind of engagement personally and as a community. Whether we encounter difference in a residence hall, student club or activity, a conversation on the quad, or in the classroom, I hope we can find in this encounter an opportunity to let the same Spirit that guided the first followers of Christ to lead us into deeper communion with the ultimate source and destination of all unity."⁴

⁴See the email to students here — <https://studentaffairs.nd.edu/news/engaging-with-one-another-engaging-with-difference/>.

\$14,500

awarded to six student clubs for hosting events and providing professional development opportunities

Opening of the Center for Diversity, Equity, and Inclusion

The Center for Diversity, Equity, and Inclusion opened its doors on the second floor of the LaFortune Student Center in August 2023 to coincide with the start of the academic year.

A few weeks before the Center's grand opening, a student from the recognized student club Shades of Ebony previewed the space and shared, "I have never smiled this much walking through a Notre Dame building."

Days before the center's formal grand opening in September, a student from Diversity Council, one of two student organizations housed inside the center that explores issues of diversity and inclusion to promote awareness, understanding, and acceptance of all people, was seen returning to the center by a staff member who immediately commented, "You're back!" The student replied, "It's home."

Adding a similar sentiment, a first-generation student involved with the Office of Student Enrichment wrote via email: "It literally has been one of the most fun events I ever attended... My friends and I felt so appreciated and loved by this event! Thanks for putting this together! It was incredible!!!"

⁵This email can be accessed here — <https://studentaffairs.nd.edu/news/building-a-more-inclusive-campus/>.

To aid in the center's grand opening and assist with ongoing operational and communications needs, the center added an assistant director of operations and communications position, which is held by Ana Reyes Lam who previously served as the inaugural communications specialist in the Student Activities Office. In her role, Lam helped to launch the PwC Programming and Professional Development Grants, which support recognized student groups and promote diversity, equity, and inclusion efforts at Notre Dame. In the first year, \$14,500 was awarded to six student clubs to both host events and provide professional development opportunities to club members.

University press release (2021):

<https://news.nd.edu/news/notre-dame-to-establish-new-diversity-and-inclusion-center/>

Grand opening article (Observer, 2023):

<https://www.ndsmcobserver.com/article/2023/10/new-dei-center-brings-increased-traffic-to-second-floor-of-lafortune>

PwC Programming and Professional Development Grants:

<https://deicenter.nd.edu/pwc-grants/>

Establishment of Diversity and Engagement Unit within the Division of Student Affairs

In January 2024, Fr. Olinger announced plans to establish a sixth unit for Diversity and Engagement within Student Affairs to both meet the needs of a growing underrepresented student population and complement the work of the division's existing five units: Campus Ministry, Career and Professional Development, Residential Life, Student Development, and Student Health and Wellness.⁵

Creation of Executive Director for Diversity and Engagement Position within the Division of Student Affairs

In January 2024, Fr. Olinger also announced the recruitment of an inaugural executive director for diversity and engagement to nurture belonging and inclusion among all students while further engaging underrepresented voices throughout our campus community.

In April, Doug Thompson, then-vice president for equity and inclusion at Gustavus Adolphus College, was appointed as the inaugural executive director of diversity and engagement. He started in this role on July 1, 2024.⁶

Fundraising for Pressing Needs

In this past year (as of April 2024), the Division of Student Affairs saw \$10,100,000 in significant benefaction for stated priorities related to diversity, equity, and inclusion.

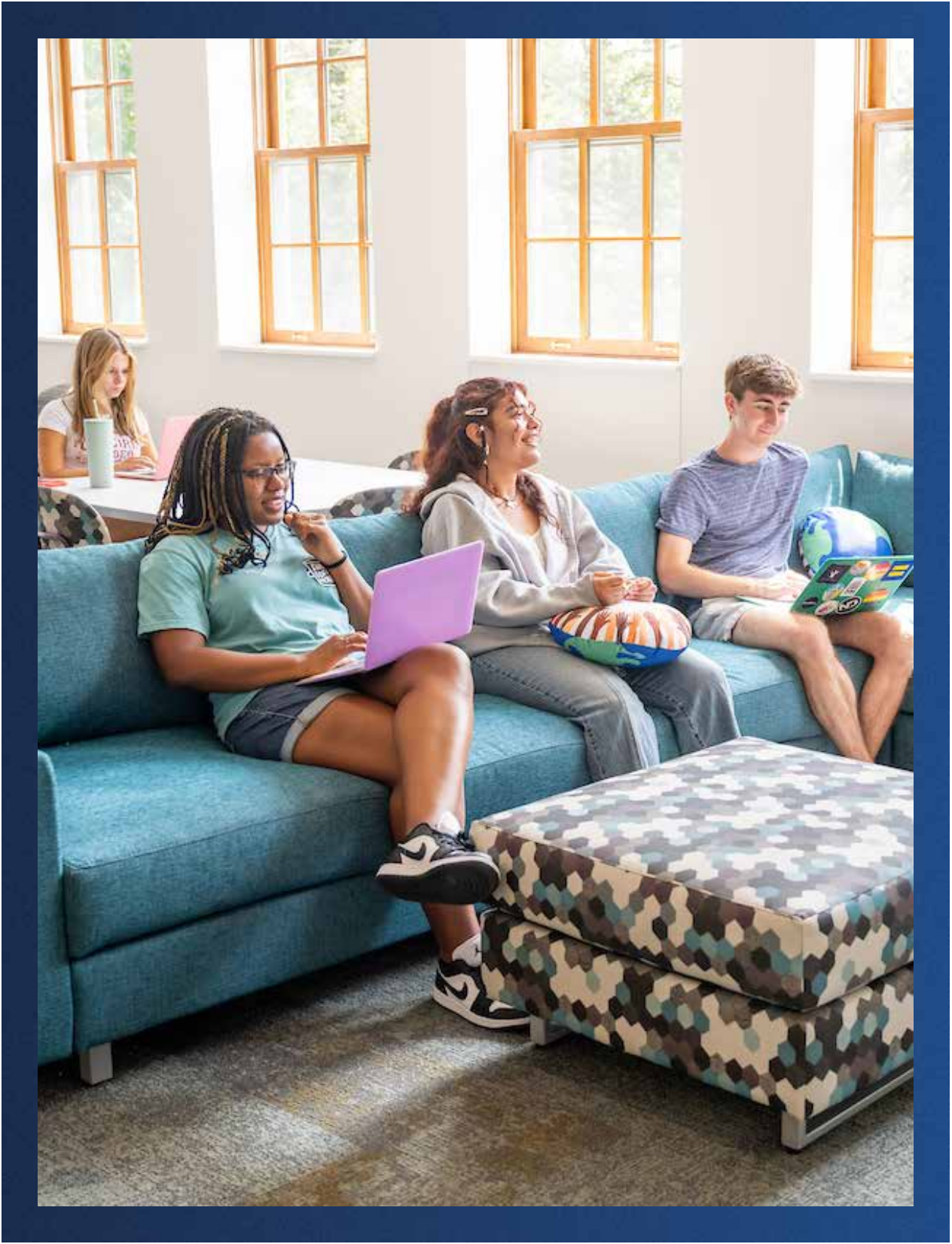
\$10,100,000

in significant benefaction for DEI-related priorities



In August 2023, Rev. John I. Jenkins, C.S.C., then-president of the University of Notre Dame, speaks at the grand opening of the Center for Diversity, Equity, and Inclusion.

⁶See the press release on Doug Thompson’s appointment here — <https://news.nd.edu/news/doug-thompson-appointed-inaugural-executive-director-of-diversity-and-engagement/>.



Notre Dame Human Resources

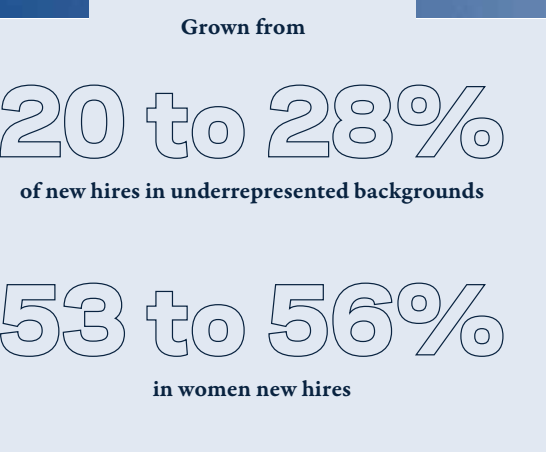


Animated by Notre Dame’s Catholic mission, we value the true humanity in each person who chooses to contribute their gifts in service to this storied institution. We believe that our diversity in background, experiences, and skills is our strength. And while our ultimate goal is to attract and retain a staff community reflective of our local community, our nation, and the global Church, we recognize this bold endeavor will require long-term sustained focus, continual process improvement and innovation, and reflective and critical assessment of progress made thus far.

In an effort to further align Notre Dame Human Resources’ (NDHR) diversity, equity, and belonging initiatives, several roles were expanded or newly created to allow for increased collaboration across the University. The role of executive director for institutional transformation and staff belonging will allow greater connectivity between the Office of Institutional Transformation (OOIT) and NDHR, strengthen staff-focused inclusion and belonging initiatives; enhance scope and effectiveness of existing OOIT strategic initiatives; and foster increased synergy among University stakeholders engaged in “front-line” work aimed at nurturing a Beloved Community on campus. The director for equal access and belonging, a newly expanded role responsible for enhancing our impact in this space, will be assisted by the equal access and belonging program



1968 Olympic bronze medalist John Carlos (seated) greets a staff member at an NDHR-sponsored Unity Summit.



director. This newly created position will be responsible for supporting the work of the employee resource groups (ERGs) and partnerships within NDHR and across campus

to enhance our work building a culture of radical hospitality, access, and belonging.

Recruitment and hiring processes and methods have led to positive outcomes in attracting women and underrepresented minorities to Notre Dame. From 2014 to 2023, the University has steadily increased the proportion of new hires from underrepresented backgrounds for exempt individual contributor (EIC) and manager (M) positions from 20 to 28 percent. The percentage of women new hires of EIC and M positions also increased during this period from 53 to 56 percent. During this timeframe there was a six percent increase of underrepresented minorities and four percent



increase in women in the overall composition of EIC and M roles. While there has been growth in the areas of recruitment and retention of women and staff from historically underrepresented backgrounds, the data suggest continued efforts are required to achieve our aspirational goal.

While increasing representation at all levels will continue to be a strategic priority for NDHR, the recruitment and hiring must be held in tandem with retention strategies and initiatives. We continue to invest in enhancements to our programs and services to better align with Notre Dame’s vision of the Beloved Community—a community where there are no outsiders because everyone belongs. The University’s 10 ERGs are a prime example of such programs. ERGs are networks for University faculty and staff who share

common interests, backgrounds or experiences, continue to foster community and provide educational, cultural, and professional development opportunities. Current group rosters show that approximately 2,000 faculty and staff are members of one or more employee resource groups, and year-over-year that number continues to increase. In 2023, our NDHR-sponsored ERGs hosted more than 75 events open to all members of the Notre Dame community, including cultural heritage celebrations, community service events, social hours, and interactive workshops to connect faculty and staff to wellbeing resources and benefits.

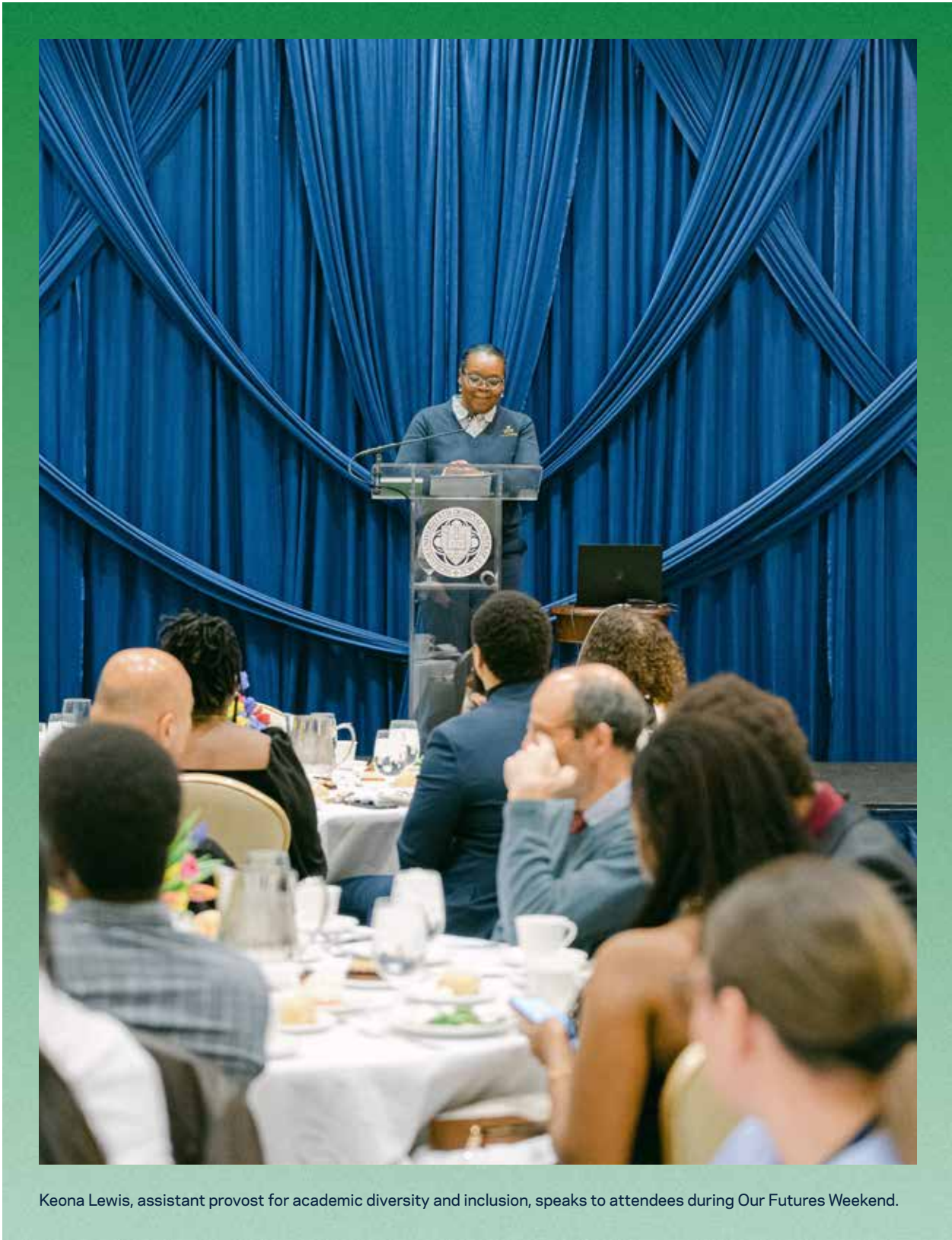
Additionally, recognition and awards programs contribute to retention efforts, and NDHR has recently reimaged many of our key recognition programs. In the past, a staff



picnic was held each summer to celebrate all staff members on campus. However, this on-campus event required many staff members to work, many of whom were from historically marginalized communities.. In 2023, NDHR organized a Staff Appreciation Night at the South Bend Cubs baseball game, allowing staff members and their families to enjoy a South Bend Cubs game off campus, virtually eliminating the need for staff members to work at an event meant to show



appreciation. NDHR also introduced the first ever dining hall pass program. As a token of appreciation for their work, staff members receive two free passes for lunch at the dining halls. These dining hall passes allow for relationship-building within and across teams.



Keona Lewis, assistant provost for academic diversity and inclusion, speaks to attendees during Our Futures Weekend.

Office of the Provost

Academic Year 2023-2024 was a remarkably productive period for the Office of the Provost. Specific activities in the areas of recruitment and retention are described below. Also noted are opportunities for future engagement.

RECRUITMENT ACTIVITIES

Launch of the Maintaining Linkages Initiative

The Maintaining Linkages Initiative seeks to cultivate meaningful connections between Notre Dame faculty and alumni from groups traditionally underrepresented in the academy who have completed, are pursuing, or are nearing the completion of doctoral degrees and who have received or may be seeking academic appointments at colleges or universities. At present, alumni who participated in the Building Bridges and Multicultural Student Programs and Services (MSPS) Scholars Programs as students who meet these criteria are invited to participate. Through a series of events including colloquia, lectures, and networking opportunities, the Maintaining Linkages Initiative builds community around the shared experience of life in the academy. Together as colleagues, Notre Dame faculty engage with the work our alumni scholars are leading and scholars participate in the University’s ongoing academic endeavors.



Our Futures Weekend research presentation.

To celebrate the launch of the Maintaining Linkages Initiative, the Office of the Provost invited participants to attend a special tailgate with faculty and academic leaders before the Tennessee State University-Notre Dame football game on September 2, 2023. Participants were also invited to attend the inaugural Our Futures Weekend, as described below.

Our Futures Weekend (February 22–25, 2024)

Hosted jointly by the Office of the Provost, Notre Dame Research, and the Graduate School, in partnership with the colleges and schools, the inaugural Our Futures Weekend program was designed as an opportunity to recruit and build authentic relationships with excellent faculty and graduate student candidates from groups historically underrepresented in the academy. Through a program of networking events, research presentations, and focused sessions on topics including the University’s new Strategic

Framework, applying for grants and fellowships, and how to amplify impact of one’s research agenda, prospective students and faculty left better acquainted with—and able to envision themselves an integral part of—the distinctive mission, educational experience, and research and scholarship activities of the University of Notre Dame. Host funding for participants’ travel and accommodations expenses maximized participation and accessibility. The pilot cohort included 180 applicants and 56 participants who engaged with faculty, staff, and students from all of Notre Dame’s colleges and schools. Participant feedback affirms the program’s success, and planning has begun for next year’s cohort.

Support for Faculty Search and Hiring Processes

Keona Lewis, assistant provost for academic diversity and inclusion, played an active role in supporting college and school faculty search and hiring processes. She was invited to consult with deans, faculty bodies, and search committees regarding best practices. Units frequently consulted with her in the drafting stage of position description development to ensure that language was inclusive and reflective of institutional values. Dr. Lewis also administered the diversity search process for tenured and tenure-track faculty searches, which focuses on sufficient representation of underrepresented minorities and women within the full applicant pool and the short list from which final candidates are chosen.



Our Futures Weekend research presentation.

FUTURE OPPORTUNITIES
Moving forward, initiatives of the Academic Diversity and Inclusion unit will include:

- Developing and launching training modules related to faculty search and hiring practices, inclusive recruitment strategies, and implicit bias training;
- Continuing to build the Maintaining Linkages Initiative;
- Expanding the Welcome Reception to include all faculty of color;
- Continuing to serve as a campus thought partner on academic programming that supports all community members in thriving at Notre Dame.

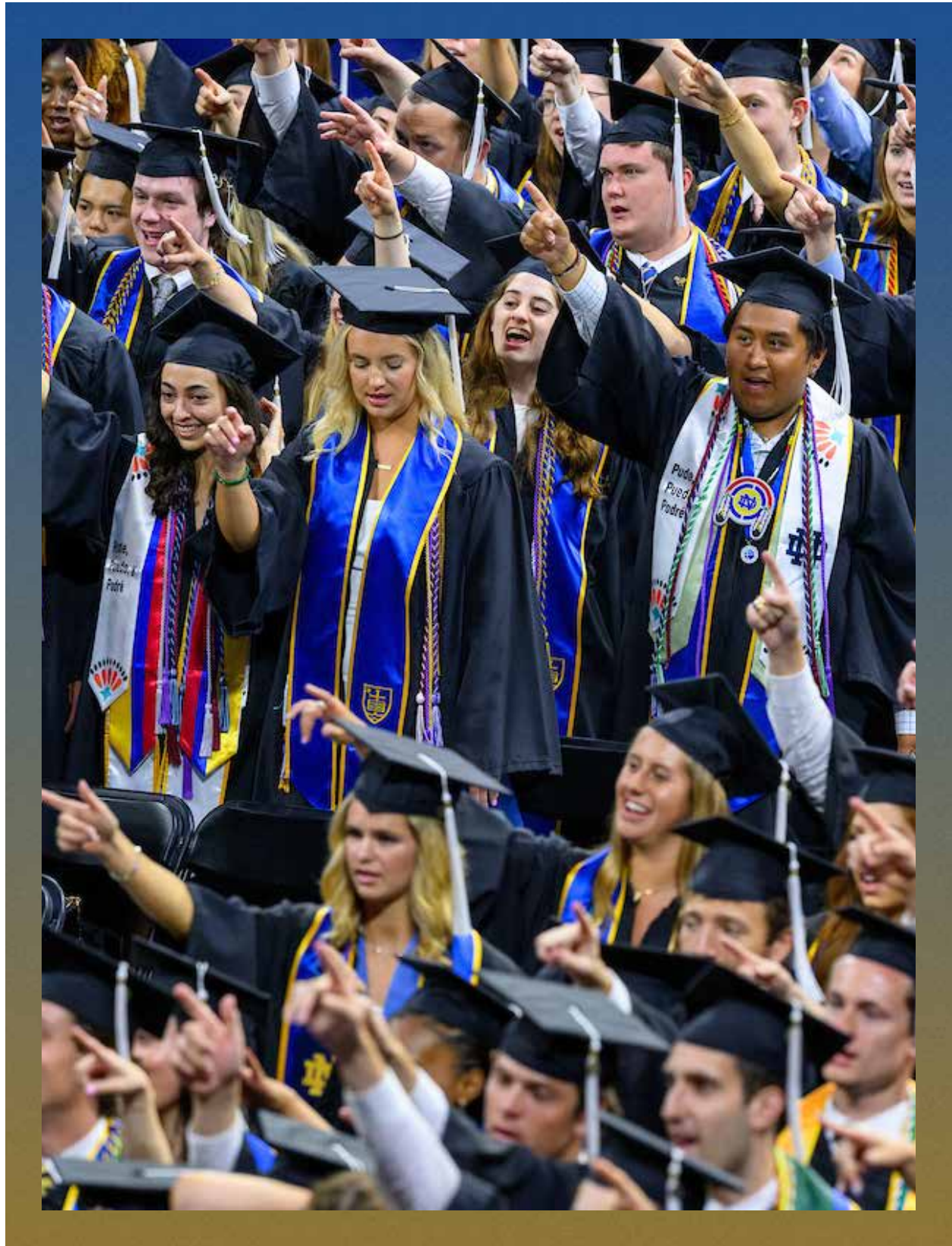
Angela Logan, the St. Andre Bessette Academic Director of the Master of Nonprofit Administration Program and associate teaching professor at Mendoza College of Business, and Glenda Baskin Glover, then-president of Tennessee State University, in conversation at the Powerful Conversations event during the TSU-ND weekend.

**RETENTION MEASURES AND
COMMUNITY-BUILDING**
**Black and Indigenous Faculty and
Student Welcome Reception**

The Office of the Provost hosted its first annual Black and Indigenous Faculty and Student Welcome Reception on Monday, August 21, 2023, before the start of fall classes. The reception was a joyful celebration of incoming students’ hard work and the wonderful things ahead of them as members of the Notre Dame academic community. It was also an opportunity for fellowship among undergraduate and graduate students and faculty.

**Partnering with departments and
units to create opportunities for
underrepresented faculty and staff
to engage diversity, equity, and
inclusion-related programming
and events**

The assistant provost for academic diversity and inclusion collaborated with University partners to offer educational and community-focused programming for faculty and academic staff. Some of these partnerships include the TSU-ND weekend’s Powerful Conversations event, the Walk the Walk Week Women of Color event, and the Inclusive Leadership Colloquium Lecture Series, among others.



Office of Undergraduate Education

The Office of Undergraduate Education continues to strategically assess and meet the needs of our most vulnerable students, including first-generation college students and students from under-resourced high schools.

The office’s Transformational Leaders Program (TLP), continues to expand in size and impact. What began in 2021 with about 250 students has grown to more than 835 students. TLP enhances the academic trajectories and belonging for some of the University’s most promising students who have also, in some way, been historically marginalized or challenged. Scholars have access to ongoing mentoring through their Education and Outreach Specialists, additional academic support, scholarly community building activities, and the Summer Experience Awards program. The program also provides support for transportation to internships, continuous housing for students needing to remain on or near campus year round, and extraordinary support for additional academic opportunities.



In addition, Undergraduate Education is both participating in and tracking the progress of 26 projects across a number of units across campus, ranging from the Enrollment Division to ND Learning to the colleges and schools and Institutional Research, that aim to better support students whose academic potential outmatches the preparation available to them. This summer, differently-prepared students were able to attend one of two summer academies at Notre Dame, the first a prematriculation opportunity that aided in first-year students’ transition to campus, and the second, a program for rising second-year engineers, that enabled them to complete their curriculum within four years.

Through these efforts, and others like them, the University is ensuring that even more of its students can connect with the services and resources they need to have a successful, fulfilling Notre Dame experience.



Afterword

Chronicling Institutional Transformation: Toward a Poetics and Praxis of Caritas

(The Rev. Canon) Hugh R. Page, Jr., DMin, PhD, LHD

As this report makes clear, one of the most important tasks falling to those involved in helping guide change-related efforts in higher education is storytelling. Such is part and parcel of chronicling institutional transformation. Within a Catholic context, it is a particularly crucial dimension, insofar as one is, in fact, recounting a sacred narrative that involves a poetics and praxis of caritas — in a word, love.

Mission alignment of diversity, equity, and inclusion (DEI) initiatives is perhaps more important at this moment in our national history than ever. The current climate in the U.S., at once fractious and severely wanting in its promotion of open and civil exchange about complex issues, begs for even greater clarity around the rationale for DEI initiatives, particularly in higher education.

At Notre Dame, it is a critical time to chronicle the particularities of DEI work—as we do in the preceding report—and talk about how such fits into a mission-driven Holy Cross transformational matrix. These closing thoughts are reflections of an unlikely Anglican fellow traveler who has taken on this work as a scholar and academic administrator at the Congregation of Holy Cross’ flagship university. As such, to the oft-asked question: “What do you mean by ‘institutional transformation’?” the following may be helpful in outlining its basic contours:

1. Institutional Transformation (IT) is movement toward mission realization.
2. IT is a dynamic change-oriented milieu.
3. IT involves facilitating and operationalizing belonging, radical hospitality and solidarity with those often outside the social mainstream.
4. IT is an eschatological journey within an emerging Beloved Community that reflects the following:
 - 4.1 The Gospel’s ethical mandate for love (John 13:34-35) and acknowledgment of it as divine hypostasis (1 John 4:8, 16)
 - 4.2 The global Church, the world’s most multicultural and multilingual institution
 - 4.3 The world community, with its various cultures and traditions—more connected through technology and trade than ever before
 - 4.4 Those marginalized, minoritized, or rendered voiceless by forces inimical to integral human development and thriving

Envisioning DEI work at Notre Dame, and other Congregation of Holy Cross schools, as mission-driven efforts aligned with Catholic Social Teaching and consistent with our identity as Holy Cross institutions allows us to engage in activities that empower us to become the best versions of ourselves while continuing to evolve as instantiations of the Beloved Community. Such consists, in effect, of approaches to fashioning (poetics) and enacting (praxis) a sacrificial and life-sustaining love (caritas) through which peace and hope are nurtured. Our efforts in the Office of Institutional Transformation are oriented toward such poetry and practice, with the manifestation of a love that helps create structures that heal, transform, and sustain community being the desired end.

