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Renovare program retires rafts of paper *(Possibly including your pay stub)*

By Gail Hinchion Mancini

Renovare, the University's four-year-old program to replace its administrative systems, is entering one of its final phases with a planned July 5 shift to a new human resources/payroll system.

Almost 1,000 staff, administrators and faculty members have been training and continue to do so as the date approaches when our pay, benefits and vacation information goes on-line along with the paper forms for hiring, separating, promoting and otherwise maintaining the employment process. Almost every member of the staff and faculty will face change at some level in this final large-scale Renovare conversion.

For most of us, the transition may be most remembered as the day when the pink payroll envelopes went away. All but a small number of employees—those who have little access to computers—will begin finding their earning statements and other personal data in the secured self service channels of insideND, according to Craig Brummell, who has managed the Renovare project.

Individual pay summaries to arrive June 30 will include information about how the change will affect each of our pay earnings reports. Paul Van Dieren, assistant controller – Payment Services, and head of payroll services, notes that some 1,500 to 1,700 hourly employees, many of whom do not have access to computers, will continue to receive paper reports.

The July 5 “go-live” as these conversions are called, leaves only two smaller projects on the Renovare roster, one involving security and another involving St. Michael's Laundry, Brummell says.

When it began four years ago, the Renovare program's estimated cost was \$46 million. Involving the introduction of more than 20 new business systems, the project is being completed both on time and within budget. In the process, Brummell explains, the program has introduced an environment of interrelationships and integration among multiple systems that has advanced the University's ability to manage its business practices.

Besides the disappearance of printed checks in pink envelopes, this changeover will allow the retirement of a number of employment-related forms, many only a step more modern than those from the days of carbon paper and many which required a typewriter to complete. Like old naval ships, some typewriters can now be decommissioned.

The classic “time card” is not exactly going to be a thing of the past; some employees will still fill out time sheets. But some hourly employees have begun reporting their hours by swiping a reading devise with their ID Cards.

Faculty and staff have been going through various levels of training during most of this month to prepare for new ways to hire, setup, and manage a range of employees, from full-time to student to “on call” food service help. Training has covered everything from timekeeping, leaves and terminations, pay options, vacation and sick time management.

Providing this training has required a schedule of some eight to 10 sessions a day throughout June.

Preparing for change

ND Works staff writer

If you do not handle employment-related tasks such as hiring, firing and paying salaries, you can negotiate the upcoming Human Resources/Payroll transition with relative ease and minimal activity. Project team managers offered these tips:

The simplest step: Be sure to open your June 30 pay envelope, the one that carries the statement of earnings and deductions, advises Paul Van Dieren, assistant controller – Payment Services. The envelope will contain information including “the look and feel of the new pay statement with call outs to explain the changes,” he says. For all but hourly-paid staff employees, this will be the last pay statement and pink envelope they will receive. Van Dieren advises that employee hang onto this statement so they can compare it to the W2 they will receive next January.

A deeper investment: If you like to be prepared and informed, sign up for a one-hour Renovare class called “Accessing Your Payroll and Other Personal Information Online.” A course description and registration information is at <http://iLearn.nd.edu>. Later this month, the Renovare team will release

tutorials one can use without attending a class, says Sara Exum, who has managed Renovare's training programs.

Get to know insideND: Visit <http://inside.nd.edu>. That's where your on-line information will be stored. In anticipation of this new wave of visitors, OIT is launching an updated look for insideND on July 5, the day the new system launches. The upgrade responds to user feedback received from the staff, faculty and students who have learned to use insideND through previous Renovare upgrades. Patricia Sperry, manager of Web Developer Services, says the availability of new channels and other changes “will benefit the ND on-line community through ease of use and providing more inclusive content.”

With an upgrade planned, what you see today will change. But a visit will still allow you to familiarize yourself with such features as “channels,” or ways of accessing your favorite sites from your insideND homepage, just as your car radio helps you find your favorite stations.

AskHR: Should you find yourself baffled, or unable to access important information, the AskHR folks are ready to field your telephone inquiries or your e-mail inquiries about this new way of doing business. The telephone number for askHR is 631-5900. The e-mail address is askhr@nd.edu.

Rare books 101

By Carol C. Bradley

Is there really a book bound in human skin in the University Libraries' Department of Rare Books and Special Collections? Maybe, says rare book librarian Ben Panciera.

The volume in question is one of a number of curiosities from the collection being featured in “Special Collections 101,” an exhibition that continues in the rare book room (located in the south end of the Hesburgh Library concourse) through Aug. 4.



Rare books librarian Ben Panciera displays a cuneiform tablet dating from the middle of the third millennium B.C. The tablets are the oldest written forms in the collection. The tablets and other curiosities from the collection—including a certificate from the Spanish Inquisition and a ledger detailing the 1928 pay records of Hall of Fame pitcher Leroy “Satchel” Paige—will be on display in the Hesburgh Library through Aug. 4. *Photo by Carol C. Bradley.*

The volume in question, the complete works of Italian philosopher Giovanni Pico della Mirandola dates from 1504. A note inside the book claims it was bound with human skin, which was something of a fad, Panciera says, from the late 17th to 19th centuries. The hides in question came from convicted criminals, inmates of poorhouses, and as bequests from willing volunteers.

“People actually donated their skin to bind books, often for anatomy and medical texts,” he says. The grain of the leather doesn't match other known animal hides, he says, but human origin can't be definitively proven, since the tanning process often destroys DNA. Panciera accepts the conclusion, albeit with some skepticism.

The oldest objects in the collection are different from the oldest books in the collection, Panciera says. The oldest written items are clay cuneiform tablets, which date to the middle of the third millennium B.C. “We have about a hundred of those,” he says. The exhibition also includes

a papyrus fragment, and a fragment from an Egyptian Book of the Dead. The oldest examples of complete manuscripts in the collection (“Something we would recognize as a book,” Panciera says) date from around 1300.

The special collections have been developed through purchases or gifts. The materials in the Dante collection, Panciera says, were collected for the library by Rev. John Augustine Zahm, C.S.C. The Edward Lee Greene collection was the private research library of the important botanist. Greene's collection of plant specimens is an important part of Notre Dame's Greene-Nieuwland Herbarium, which bears his name. Other items in were purchased as collections, or purchased piece by piece. The cuneiform tablets, for example, were bought from an archaeologist at the beginning of the 20th century.

Regarding another question Panciera is often asked, the University does not own a Gutenberg Bible. The collection does have a leaf—a single page—with a disturbing provenance. An art dealer acquired a copy, he says, and decided there was more money to be made by chopping up the book and selling it page by page.

Continued on page 2

OIT changes support post-Renovare world

By ND Works staff writer

The Office of Information Technologies has realigned its organization for a post-Renovare environment. The department is shifting from one that has had to focus on the maintenance, replacement and development of a technology infrastructure to one that gives equal attention to relationship building and creative, collaborative OIT/University partnerships.

The changes are effective this month, according to Gordon Wishon, associate vice president/associate provost and chief information officer. Two assistant vice presidents will lead two new divisions. Dewitt Latimer will lead Infrastructure Services; Craig Brummell, a newly appointed assistant vice president, will lead Academic and Administrative Services.

Latimer's division is to develop and sustain Notre Dame's central systems and IT infrastructure, and is to be responsible for technical development and maintenance of University computer servers, the data center, networks, campus cable TV, telecommunications and database administration. He assumes a seasoned staff whose work "reflects organizationally what we've doing in practice," Latimer says.

Units under Brummell's leadership include OIT functional areas of academic services, distributed support services, and the Help Desk. Academic and Administrative Services also will be home to Project Services and Enterprise Systems, including those implemented as part of Renovare. "Our purpose in life is serving and supporting students, academic units, administrative departments and individual end users," Brummell says.

Academic and Administrative Services will also align many teaching and learning support services, such as classroom services, more closely with academic departmental support services. Wishon says the changes will create new productive relationships and roles,

rather than eliminate any existing facilities. "Employees who supported teaching and learning in Educational Technologies & Services will serve in similar roles elsewhere in the OIT," Wishon says.

Brummell has served the University as manager of the campus-wide Renovare program for the past 3-1/2 years, an experience that Wishon says "makes him the ideal choice to lead the new external-facing division that interacts with our campus IT customers."

The restructuring of the OIT is the result of more than a year of talks between Wishon and OIT directors focusing on how best to serve the University's growing and changing needs over the recent years. Wishon says the goal is to bring together parts of the organization that use similar skills and provide similar services, thus fostering improved communication, and enhancing the OIT's responsiveness to the Notre Dame community.

While the realignment successfully employs existing talent and knowledge to accommodate changing customer needs, Wishon also recognizes the benefits of adaptability and cooperation in this approach. "Our new structure is designed to stretch and flex," he says. "We will continue to do our best work when we collaborate in teams across divisional lines, and when we involve our customers as integral members of those teams."



Craig Brummell, who has been managing the Renovare program, will become assistant vice president of academic and administrative services. Photo by Bryce Richter.

Study is examining information technology risk

ND Works staff writer

Numerous departments across campus are undertaking a survey that will help the University identify technology-related risks and vulnerabilities.

The survey is part of a Campus Information Technology Risk Assessment (CITRA), a project designed to assess the risks that arise from Notre Dame's information handling processes and systems. The Office of Information Technologies Security Division is undertaking the study in conjunction with the firm Ernst & Young.

"CITRA will illuminate how we currently handle information related to students, employees, finances, and donors," says Gordon Wishon, chief information officer and assistant vice president/assistant provost. "CITRA will provide recommendations on areas for further study, and identify priorities for managing risks associated with these data in our increasingly dynamic and knowledge-dependent culture."

'Spirit of hospitality' embraces her

By Don Wycliff

"I have always depended on the kindness of strangers," one of New Orleans' best-known fictional residents, Blanche DuBois, said famously in Tennessee Williams' "A Streetcar Named Desire."

Not so for one of New Orleans' best-known real residents, Xavier University of Louisiana. The only Catholic institution among the nation's historically black colleges and universities, Xavier has taken pride in being independent and producing graduates who not only achieve, but also help build and uplift their communities.

But Hurricane Katrina knocked the pins out from under virtually everyone and everything in New Orleans, and left even its hardest citizens and institutions in need of help. Happily, Katrina also called forth the best instincts of generosity among the American people at large and solidarity within the community of American Catholics.

Evidence of that solidarity will become visible on the Notre Dame campus on June 30, when about 60 students arrive for the summer session of Xavier's Institute for Black Catholic Studies.

Notre Dame's has been "the most exemplary experience of hospitality," says institute director Sister Jamie Phelps, O.P.

Sister Jamie has been on campus since November, living at the Fischer Graduate Residences and working from an office on the third floor of Malloy Hall.

This will be the 26th summer session in the history of the institute, whose purpose is "to prepare people for effective ministry in the black Catholic community." It does that, Sister Jamie says, by giving them "an interdisciplinary theological education" that takes specific account of African-American culture and the experience that created it.

The institute offers a program that leads to a master's degree in theology, as well as several certificate and continuing education programs. More than 1,000 persons have participated in institute programs since they started in 1980.



Sister Jamie Phelps, O.P., prepares for the first sessions of the Institute for Black Catholic Studies. The New Orleans-based institute, part of Xavier University, is using Notre Dame's facilities as Xavier rebuilds. ND Works staff photo.

A Chicagoan by upbringing and the first American black woman to join the Adrian Dominican congregation, Sister Jamie is the institute's sole full-time faculty member. She has been associated with the institute since its beginning, first as a consultant, later as a faculty member and, since 2003, as director.

The rest of the faculty are adjuncts, experts in theology, sociology, music and other fields relevant to the ecclesial experience of African-Americans in this country and in the Catholic Church in America.

Sister Jamie, who earned her doctorate in theology at the Catholic University of America, estimates that as many as 100 people related to the institute programs will be on campus at some point between June 25 and the end of classes on July 22.

How the Xavier program came to be on the Notre Dame campus this summer is a study in the meaning of solidarity. Even as New Orleans and Xavier were still inundated, administrators from Notre Dame began calling to offer help.

Donald Pope-Davis, associate vice president for graduate studies; John Cavadini, chair of the theology department, and Jean Ann Linney, vice president and associate provost, were just some of the names Sister Jamie mentioned.

By late October, when he led a seven-member Notre Dame group on a visit to devastated New Orleans, Notre Dame President Rev. John I. Jenkins, C.S.C., was able to announce that Notre Dame and Xavier had agreed on a plan to hold this summer's session of the Institute for Black Catholic Studies at Notre Dame. The leadership of Dr. Norman Francis, Xavier's president and the recipient this year of a rare second Notre Dame honorary degree, was crucial in making the agreement possible.

It then fell to Sister Jamie to make the deal real. That is what she has been working at these past eight months from her perch on the third floor of Malloy Hall.

This year's contingent of students—58 as of last Wednesday—is down from the typical 72, she said, but not drastically. She feels good about this 26th summer of the institute.

Those associated with Notre Dame, she says, ought to be proud of her "spirit of hospitality and efforts to help those in need, in the spirit of social justice."

Continued from page 1
Rare books

Items in the collection are available for everyone to use, Panciera points out, for research, education, or just out of curiosity. "There are no restricted items at all," he says. There are some restrictions on how the materials are handled, though. Visitors are allowed only a laptop, notepad and pencils. Other personal belongings will be locked in a closet. And no pens are allowed, ever. "We don't want you doing anything to the book we cannot undo."

Books and manuscripts comprise the majority of the collections, but holdings also include collections of early Colonial American coins and currency, Irish stamps, and two map

collections. On display in the exhibition is one of about 250 maps of the Great Lakes area from the 16th century to statehood; the collections also include nearly 100 Irish maps dating from the 16th and 18th centuries.

In addition, Panciera says, "There is an incredible wealth of material in the Edmund P. Joyce Sports Research Collection, which is certainly our best research collection." It's an important source for research into American cultural and social history, he says, particularly in the areas of boxing and wrestling, the history of Negro League baseball, and the All-American Girls professional baseball league.

Included in the exhibition is an account ledger from the Birmingham Black Barons baseball club that gives insight into the economics of Negro League baseball. "What it shows is what each player was paid, month by month. And what you see is that most were paid nothing. The owners charged them for everything from bats and balls to hotels and meals."

The ledger is open to the account of Leroy "Satchel" Paige, a star player and arguably the greatest pitcher of his era, Panciera says. "And he virtually never made a dime at the end of the month."

Panciera is currently planning a fall exhibition on college football. "Not just Notre Dame," he says. "We don't collect Notre Dame material. That's all in the Archives. But it will emphasize our holdings in the general history of the sport."

NDWorks

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Ohmer discovers Gallup polled movie audiences

By Ted Fox

For many of us, the basement is sort of a merchandise purgatory, home to the items we don't really use anymore but still can't quite bring ourselves to throw out.

But when Susan Ohmer went digging through the basement of New York University's library as a doctoral student, she came across something a little more valuable than rusting garden equipment or old issues of *People* magazine.

What she found—a four-reel microfilm set titled “Gallup Looks at the Movies”—detailed how George Gallup, whose last name is today synonymous with opinion polling, pioneered audience research in Hollywood during the 1930s and '40s. His techniques guide moviemakers to this day.

Ohmer's find became a scholar's Eureka moment. “I woke up in the middle of the night, and I said: ‘Thousands of pages of stuff that nobody knows about, and it's George Gallup?’” says the William T. and Helen Kuhn Carey Assistant Professor of Modern Communication.

Gallup's involvement in the film industry became the focus of Ohmer's dissertation, which won the Society for Cinema Studies Dissertation Award in 1998. This fall, her work will be published as a book, “George Gallup in Hollywood,” by Columbia University Press.

Gallup served as director of research at the advertising firm of Young & Rubicam from 1932–1947, where Ohmer says he began to develop his polling techniques. He first put his methods on public display in the months leading up to the 1936 presidential election, when, against popular opinion and a popular magazine of the day, the *Literary Digest*, he predicted a win for Franklin D. Roosevelt.

“He actually made a national challenge in the pages of the *Washington Post*,” Ohmer says. “In the July before the election, he did a pilot survey

mimicking the *Digest*, and he said: ‘This is what the *Digest* will tell you that will happen. This is why they are wrong, and I am going to take them on.’”

Gallup's poll said Roosevelt would win reelection, while the *Literary Digest*—which had mailed

more than 10 million questionnaires and received a huge 2.3 million-person response—claimed it would be Landon by a wide margin.

Within three months of Roosevelt's victory, the *Literary Digest* was out of business, and, in the process, a star was born.

“That made him so famous that Hollywood picked up on it,” says Ohmer.

Gallup didn't pursue this information in isolation from his political queries, Ohmer found. Rather, questions about things like voting habits and double features could be found in the same poll.

Many of the techniques Gallup developed for audience research are still used in some form today, the most prevalent of which is the invitational preview. In this arrangement, people from the target demographic are invited to an advanced screening of a film and asked to complete questionnaires about what they liked or disliked.

Ohmer says that like Gallup's polls, the modern surveys frequently seek to determine what should be emphasized in the film's advertising and which scenes should be cut. Gallup often took the process a step further, adapting a dial device created for radio that allowed the audience to register their opinions on each scene as they viewed the film. Such audience devices are still used in

television today.

The way Gallup impacted Hollywood and revolutionized moviemaking is perhaps nowhere more apparent than in the case of America's favorite cartoon kingdom. Disney subjected every film it made from 1946–1952 to a Gallup preview.

In writing her book, Ohmer talked with the animators on “*Fantasia*” and “*Cinderella*,” who were angered by what they felt was Disney using Gallup's tools to boil their creative work down to “enjoyment rankings.”



As a graduate student, Susan Ohmer uncovered the influence pollster George Gallup had on the way Hollywood measures television and film audience reaction. *Photo by Matt Cashore.*

New Sports as Ministry Initiative to host conference

By Dennis K. Brown

Representatives from a dozen Catholic dioceses nationwide will gather at Notre Dame from June 23 to 25 to participate in a conference and workshops organized by the University's new Play Like a Champion Today Sports as Ministry Initiative.

The conference will feature training on a child-center approach to coaching young people. Drawing on the expertise of members of the Notre Dame coaching staff, the research of developmental psychologists and the insights of Catholic theologians, workshops will provide participants with the expertise to nurture personal and spiritual development along with athletic excellence, and the tools needed to lead their own workshops in local schools, parishes and community centers.

“The Sports as Ministry Initiative retrieves the original aim of the Catholic Youth Organization to promote Christian values through sports,” says F. Clark Power, a professor in the Program of Liberal Studies and the initiative's founder and co-director. “Unfortunately, well-meaning but unprepared adult leaders often so dominate youth sport programs that children feel that they are working for adults rather than playing for their own enjoyment. Coaches who don't understand child development mistakenly treat young children like professional athletes. Too many children are spending far too much time on the bench or trying to live up to the unreasonable expectations of coaches, who are so preoccupied with winning that they forget about developing each player. This program aims to combat that culture.”

The Sports as Ministry Initiative was developed in response to a growing concern for the lack of civility and fairness in Catholic-sponsored sports leagues. The Center for Ethical Education's research on player, coach and fan behavior at youth sporting events documented unacceptable levels of unsportsmanlike and aggressive behavior. The studies also found that, contrary to what may be expected, there were greater problems in Catholic programs than their secular counterparts.

To turn the tide, the Sports as Ministry Initiative offers coach preparation that integrates sports with youth ministry. The result is a sports program that combines spiritual principles with child-centered philosophy. The initiative calls upon Catholic parishes and dioceses to, in the words of Pope John Paul II, view sports as “a vital instrument for the moral and spiritual elevation of the human person.”

Representatives from the Los Angeles, Dallas, Milwaukee, South Bend-Fort Wayne, Baton Rouge, La., and other dioceses are scheduled to participate in the conference and workshops.

For more information, contact Brooke Crawford of the Center for Ethical Education at 631-9981.

At the movies, the little guy is still the hero

Word-of-mouth reaction can trump advertising, reviews

By Bill Gilroy

With the summer blockbuster movie season upon us, studios are spending millions of marketing dollars to convince us that their offerings are “must-see” movies. And legions of critics are telling us which films are “hits” and which are “misses.”

However, a new study by a Notre Dame physics doctoral student claims that we, the paying public, are the best arbiters of a film's success.

César Hidalgo and colleagues attempted to gauge the impact of “word of mouth” through a mathematical equation that approximates box office numbers in the weeks after release. They found that audience reaction to a film has a strong impact, one that functions independently of aggressive marketing or critical review.

The researchers fitted their model to the data describing weekly box-office results for a film during its lifetime. The exercise suggested that if studio marketing was very intense but audience reviews were poor, the resulting graph would peak in the first week and then sharply plummet. If word of mouth was good, however, the graph would climb if the initial attendance was low, or, if initial audience was large, it would decrease slowly.

Hidalgo and his colleagues compared their graphs with actual box office data for almost 50 films and discovered that their graphs were a good match for all types of films, from low budget offerings to major blockbusters.

A May 31 *USA Today* article suggests that this summer's early films also bear out the study's premise. Only an estimated 25 percent of reviews for “*The Da Vinci Code*” were positive. Yet word of mouth for the film had been very favorable and it opened strongly at \$77.1 million in box office revenues. In contrast, “*Akeelah and the Bee*” received favorable reviews from almost 90 percent of critics who reviewed it, yet has been only a modest box office success with \$16.9 million.

Hidalgo also indicates that up to 70 percent of a film's total revenue now comes from outside the box office, in home video, DVD sales and product tie-ins. This means that continuing positive word of mouth reviews are even more important for a film's ultimate financial success. He feels the model would be useful to studios in deciding if they should remove a film quickly from theaters and release it as a DVD, and in helping studios determine if it is worth doing a sequel.

Don't expect the study to necessarily deter studios from producing over-hyped films of questionable merit. Enough initial interest in a film can result in early box-revenues that offset the cost of producing the film before the impact of negative word of mouth sets in.

There may well be another “Isthar” in our future.

Hidalgo most likely will miss it.

“I don't attend movies regularly,” he said. “In fact, I'm not a big movie fan.”



Would the late George Gallup or Notre Dame physics professor Cesar Hidalgo have been able to predict the popularity of “*Knutie Rockne All American*”? It seems so. The Colfax Theatre in downtown South Bend is pictured here on the day of the movie's world premiere in 1940. *Photo provided by Elizabeth Hogan, University Archives.*

In an unusual arrangement more than 25 years old, about 50 Notre Dame members have worked for the National Institute for Trial Advocacy (NITA) on campus center with an independent administration and board of directors. At the end of this month, NITA is scheduled to close its South Bend operations that ends a year of uncertainty and adjustment for its workers and clients at Notre Dame.



The National Institute for Trial Advocacy's outgoing headquarters, pictured above, is in the office park at Douglas Road and State Road 23. NITA was first located on campus when its affiliation with Notre Dame began. Its first off-campus home was in the facility on Ironwood Drive that hosts off-campus psychology research programs, the bookstore catalogue center and Archives materials. *ND Works staff photo.*



Notre Dame Law School Professor James Seckinger, left, was directed in a picture with Chicago attorney Philip Corboy, then a member of the NITA board. *Elizabeth Hogan, University Archives.*

Unraveling an unusual relationship

By Gail Hinchion Mancini

One morning a little over a year ago, Mark Kocovski began receiving unexpected phone calls. The National Institute for Trial Advocacy (NITA) was separating from its 25-year relationship with the University. Its employees wanted to know: what would become of them?

Kocovski, senior business partner, and his boss, John Whelan, director of business partners, were aware that NITA's staff were on the Notre Dame payroll and benefits plan. But officially, they worked for an institute located off campus that is administered by an independent board of directors and an executive who is a professor at another law school. As part of the long-standing relationship between the two entities, the University is reimbursed by NITA for the payroll and the majority of benefit costs. As its full name implies, NITA provides professional development conferences and educational materials to lawyers and law professors and is known nationally and internationally as a bedrock in the field of trial efficacy and courtroom protocol.

On the morning the calls began, Kocovski and Whelan were to meet with NITA's chief administrator, Lonnie Rose, a University of Miami law professor who also is NITA's chief executive. Rose would then tell them and Jill Bodensteiner of the Office of General Counsel that NITA's Board of Directors had all but decided to separate from Notre Dame. A move to Colorado was expected, although few of the South Bend employees were expected to make the change.

Rose, Whelan and Kocovski quickly found that a critical mass of these employees felt it imperative that they remain affiliated with Notre Dame and with its benefits package.

As Whelan explains, since NITA was an independent organization governed by an independent board of directors, there was little Notre Dame could do but try to make the transition as painless as possible.

Smart then, difficult today

How NITA came to be at Notre Dame, but not really part of Notre Dame, is best explained by Law School Professor James Seckinger, who attended NITA's first conference in 1972, was recruited to the Law School in 1974 because of his background in trial advocacy and who also directed NITA, from 1979 to 1994.

The concept of NITA developed in the early 1970s when a committee

of nationally prominent attorneys including Chief Justice Warren Berger addressed what they considered the sorry state of trial skills. A then-Washington D.C. judge, William Jones, a Notre Dame alumnus, was on the founding committee; current Notre Dame Trustee Chair Patrick F. McCartan is a former member of NITA's board. U.S. Appellate Court Judge Ann Claire Williams is one of many Notre Dame graduates on NITA's faculty, Seckinger says.

Training sessions eventually would be hosted all over the world. But when Seckinger took it over, it was a fledgling operation of about five employees. NITA employees became Notre Dame employees in the early days "because NITA didn't have the ability to set up the fringe benefits," Seckinger says. First located in the Law School, it would expand and move to a nearby off-campus site. The greatest growth occurred in 1989 when NITA's board moved the publications office in St. Paul, Minn. to this area.

NITA's affiliation with Notre Dame grew strong through Seckinger's direction, but also through strong support from former Law School Dean David Link and former Provost Timothy O'Meara, who made a point of ensuring that NITA board meetings on campus were welcoming events. Strong oversight between the Law School and NITA was ensured by an assistant dean.



The NITA staff eventually would grow to more than 50. But in this 1980 photo, then-director James Seckinger had only a handful of clerical help including, from left, Anne Dolan, Juanita Cleveland and Ann Seckinger. *Photo provided by Elizabeth Hogan, University Archives.*

the educational center in Colorado," Seckinger says.

Accountability

"The headline is, they wanted to separate from Notre Dame," Seckinger says.

That's true, says Rose.

Although administrative ties to Notre Dame were severed, NITA was hired through the University, and HR, as they had been.

"It became apparent to the board that NITA was not its own employees," says Rose.

Among problems, Congressional policy changes made it difficult for NITA to explain how they could be affiliated with the university but have zero employees. NITA's disaffiliation with the university affiliation, adds Rose, was a major issue, having taken a year to resolve.

Rose says the decision to move to Colorado was not made mutually, but the organization needed to remain in South Bend. Would NITA's employees want to move or were they too attached to Notre Dame?

The latter proved true, says Rose. "Probably going to lose at least half of our employees."

"Notre Dame employees enjoy benefits generally available outside of Notre Dame, such as football tickets, are examples of the things they receive that outside companies can't match."

Managing

In announcing the transition, Seckinger addressed it to NITA employees as a family. It was appropriate to do so.

Rose then met with Whelan, Kocovski and Seckinger. The decision was not made mutually, but the transition was probably logical. The transition was a smooth one. For most employees, the phase-out details worked out well.

"Our first concern was we wanted to ensure that the transition was as painless as possible."

re Dame staff (NITA), an off-actors. At the on, a departure challenges for



ector of NITA in 1989 when he posed for this e NITA board of directors. **Photo provided by**

ckinger stepped down as director, law om other universities assumed leadership and Notre Dame became increasingly loose. The board hat travel to South Bend was inconvenient. ncher came (three years ago) when they opened says.

as catalyst

oversee their own people," says

loosened, NITA employees continued to be ad in NITA's fledgling game.

needed to be responsible for and responsive to

nges to address corporate fiascos like Enron ould be a healthy and busy non-profit enterprise with Notre Dame is a migration away from any ho himself has moved into the new Colorado s sabbatical from Miami.

e to Colorado was a two-part one, beginning re Dame and building to the question of whether in South Bend once the Notre Dame ties were t to continue to work for an independent NITA, Dame?

se, adding, "it became apparent to us we were of our people."

a list of very, very fine benefits which are not e Dame. Tuition remission, health coverage, e kinds of benefits Notre Dame employees 't provide," Rose says.

change

ion, Rose deliberately chose first to es, then to the University. "We're a tell the family first," he says.

ocovski and Bodensteiner. Although the e University determined that the separation was The University's best response was to make the of the summer, HR and NITA administrators as severance packages.

ted to give as much notice as conceivably

Job searches, readjustment defined their year

By Gail Hinchion Mancini

Jan Verwilst left a May 2005 staff meeting of the National Institute of Trial Advocacy in shock. She had just been told the institute was expected to separate from Notre Dame.

"I remember I went to my cubical and just cried," says Verwilst, whose energies then shifted to finding a new job at Notre Dame. She joined the staff of undergraduate admissions in late summer 2005.

"I think it went on for a week," adds Paula Muhlherr, former NITA office manager, who started a job with the Center for Social Concerns in April. "We had to get over the fact that they were breaking us up. We were a family."

"NITA is the Cadillac of trial advocacy programs," adds Shari Herman, who recently joined the physics department staff. "We made it the Cadillac."

In hindsight, NITA's announcement meant that most of its 50 South Bend-based employees would lose their jobs. Some 16 of those employees have found employment on campus after months of personal uncertainty and adjustment they say amounted to an emotional rollercoaster.

In business terms, the move was a simple separation from the Notre Dame payroll and its benefits, brought about through no fault of the University. But former employees who have moved on to campus jobs want it remembered that NITA, a little-understood off-campus institute, was a place they truly loved and admired.

The group refers to itself as "the NITAhood," and members meet regularly on campus to keep in touch. In the 13 months since NITA announced it would disassociate from Notre Dame, members of the NITAhood have written recommendations for one another. Individuals have forgone applying for campus jobs because they knew a fellow colleague was seeking the same position. They know, to a person, who at NITA is still seeking employment.

The NITAhood's closeness was based on a shared pride in the NITA mission, the camaraderie that can develop in a small office, and a mixture of social and family-oriented activities and office service projects that made everyone feel very closely attached.

"I was at NITA for seven years," explains Jack O'Brien, who transferred his technology skills from NITA to the Office of Information Technologies' insideND project. "Some people would go to NITA saying they only planned to work there until they could go to campus. But then it didn't happen. Most people didn't transfer."

"The hardest thing was withdrawing from the people," says Charlotte Ford, new to the University Libraries preservation department.

That said, the prospect of losing Notre Dame benefits was no small point, making reassignment within the University crucial for some.

Herman, Verwilst, Muhlherr and Ford all have children using the University's education benefit. O'Brien's spouse is one of four children educated by Notre Dame or Saint Mary's because his mother-in-law was on NITA's staff.

Phil O'Shea, who used to do direct mail production, has taken a housekeeping job in the Cushing engineering building. His shift is from 5 p.m. to 1:30 a.m. His sleep schedule is confused because he's wide awake when he gets home at 2 a.m. "The way I look at it, it's an honest job. I keep my four weeks vacation and my medical."

Many NITA employees

also were not emotionally prepared to cut ties with the University. Jean Molloy, who now works in the dean's office of the Mendoza College of Business, spoke of sitting through a job interview in Elkhart. "All I could think was, I don't want to leave Notre Dame."

Muhlherr, who moved to South Bend from Houston about 12 years ago, went back to Texas intending to resume her career there. "I lasted four days. I didn't want to be there. I came to South Bend with my kids because I wanted to be around Notre Dame." Her family ties to the area go back to the 1950s, when her grandfather, Paul Sergio, ran the shoe repair shop in LaFortune Student Center. "Father Joyce used to come to their house for dinner," she recalls.

Among lessons she's learned, she says, "I value the working relationships I have now, because you know it can always end."

Seeking jobs on campus, members of the NITAhood found they needed to be proactive. They give members of Human Resources credit for professional advice, support, and for the personalized notes of congratulations they received when they finally got campus jobs. Although they benefited from no specific advantage because of their displaced status, they say they sensed that department heads had been made aware of their plight.

After working off campus for years, the move to campus involved some surprising adjustments. None had been familiar with buyND, fopals or CorporateTime. Leaving the large campus for lunchtime errands is a challenge. "I was used to 35-cent pop, not \$1.35," says Ford.

But they have discovered perks.

"Three or four times a day, I stop and look out the window to enjoy the students going by," says Muhlherr. O'Shea confesses a fondness for engineering graduate students, who work as late into the night as he does.

"Twice, I've ridden the library elevator with (President Emeritus) Father Hesburgh," says Ford. Ford also tracked down the residence hall room of football quarterback Brady Quinn, who graciously autographed a few footballs.

"I loved the unveiling of The Shirt," says Molloy, who also has enjoyed a flex-and-tone class at RecSports.

"I can't wait for football season," adds Herman. "I can't wait to hear the band."

"Every day when I drive in, I say 'Thank you, Mary,'" Herman adds



They call themselves the NITAhood and meet when they can to stay in touch. Getting together during a recent lunch hour, from left, are Jean Molloy, Charlotte Ford, Jan Verwilst, Paula Muhlherr, Jack O'Brien and Shari Herman. **ND Works staff photo.**

possible," Whelan says. By early fall, when the move was confirmed, NITA and HR had worked out a schedule that assured employees they would know their fates by early 2006. Ultimately, employees received no fewer than 60 days, and as much as 120 days, of notice before their job was phased out. The first jobs did not phase out until April 1. The last were to be off Notre Dame's books by the June 30, the end of the fiscal year.

HR's recruitment specialists encouraged employees to begin looking for jobs immediately. To the consternation of some, Whelan says, the University does not have a seniority system that would have required departments to hire senior NITA staff over less senior or non-NITA candidates. But HR offered resume-writing assistance and trained NITA employees, in NITA's offices, on how to use the new HR job application process.

Other than the initial surprise, NITA and HR representatives both say they have worked well together. The goal has been to treat NITA employees

with discontinued jobs in the same way that Notre Dame employees are treated. Those being phased out in these final weeks are being aided by an outplacement agency that NITA and HR worked together to identify.

"Mark Kocovski...his heart is certainly in the right place," says Rose. "He has done all that he's been able to do."

For his part, Kocovski credits the HR staff, including Erin Smith, Matthew Blazejewski and Kris Urschel, for diligently working to place NITA employees. Everyone has benefited, he says, from the gift of time. "Those who wanted to come to Notre Dame, therefore had almost a full year's hiring cycle of jobs," Kocovski says.

At the beginning of June, some 18 NITA employees had joined Notre Dame or Saint Mary's College; at least six others had taken off-campus jobs. But 16 were still in limbo, their jobs to expire in the near future no replacement job yet identified.

Singles event popular at Reunion '06

By Carol C. Bradley

Kate O'Malley and Kate Bergin, co-producers of Improvitate, an improvisational play and singles event, brought the act to Legends for Alumni Reunion weekend 2006, June 1 through 4. The Friday afternoon event drew a crowd of more than 300 people.

For the second year running, Alumni Weekend organizers scheduled a special event for singles to enjoy. Last year, organizers staged a speed-dating event. Reunion coordinator Karen Putt says the planning committee was looking for something different when O'Malley approached them about

Improvitate. She and Bergin are from the class of 1986.

"We thought it would be something our alumni would enjoy," says Putt. The event not only drew a large crowd, including singles, it drew every alumni age group up to graduates from the 1940s. Amy Gardner, Class of '96, loved the event. "A lot of our friends are here, even the married folks," she said.

"We normally play in a theater in Chicago," says Bergin. "The show has been performing since August of 2005. This is our first performance for Reunion."

The comedy details the ups and downs of dating. Audience members become participants by filling out a form with several questions ("What was the best or most unusual place you went on a date while at Notre Dame?") During intermission, audience members mingle while the cast plans scenes based on their feedback.

"Maybe you meet someone, maybe you don't," Bergin says, "but either way you see a great show."

The success of Improvitate was generally experienced throughout the weekend, say Chuck Lennon, Alumni Association director. "Although this is an alumni event, we could never execute hospitality for 4,010 alumni and their families without the generous cooperation of Notre Dame employees. If we were to include a list of everyone who deserves a thank you, it would cover an entire page."



Kate O'Malley and Kate Snakard Bergin are co-producers of the dating comedy Improvitate.



The improvisational comedy about dating drew a crowd of over 300 alums to Legends on a Friday afternoon. *ND Works staff photo.*

Early, early birds surprise Old2Gold staff

By ND Works staff writer

Alan Bigger showed up at the Notre Dame Stadium at 4 a.m. Saturday, May 27 to start his Old2Gold duties.

The event would start with an "early bird special," at 7 a.m. But on his arrival, Bigger, director of building services, found the early birds had already landed. "There was a cluster sleeping on the ground. The first two got there at 11 p.m. They had DVD players, they were all ready to go. The next group came at 3 a.m. they were sitting there in deck chairs all wrapped in blankets."

If the popularity of the first Old2Gold last year didn't convince organizers the giant garage sale was a good idea, this second one did.

The early birds told Bigger they had come to snag bicycles, which went for \$5 and \$10, and big-screen televisions donated by dormitories, which were sold for about \$35 a piece.

Although scaled back to four hours this year, Old2Gold drew 3,800 visitors. It raised \$43,000 by selling an array of items so large—including refrigerators, computers and 677 carpets—the quantity was reported in tons. This year, the Old2Gold committee collected some 92 tons of items, compared to 54 tons last year. Whereas last year's booty consumed some 54,400 square feet of stadium space, this year's items sprawled across 80,000 square feet.

The event is organized by volunteers, and 425 of them pitched in, donating almost 4,600 hours between planning and execution. Bigger expressed special appreciation for students from a South Bend Community School Corp. program that provides on-campus work experience to special needs children. "These kids, along with their supervisors, vacuumed the carpets, measured them, and rolled them up for us," Bigger says.

Volunteers represented 48 agencies, and they are to share the proceeds. Almost 3,500 pounds of food was donated to the Food Bank.



They were dubbed "the early, early birds," because they showed up for the Early Bird special of Old2Gold in the wee hours of the morning, then bundled up in blankets on portable chairs. *Photo by Alan Bigger.*

DISTINCTIONS

Four members of the Office of Student Activities are assuming new positions and new duties on July 1. **Peggy Hnatusko** and **Ryan Willerton** are being promoted to associate directors; **Brian Fremeau** and **Amy Geist** are being promoted to assistant directors.

Hnatusko has served in Student Activities since 1997. As associate director, she will have oversight of the daily operations of the office's programming unit, coordination of activities with the residence halls, and staff supervision. Willerton's new responsibilities will include oversight of facilities and facilities-related projects including LaFortune Student Center, Stepan Center and Creek House Retreat Facility.

Fremeau will serve as system administrator for the new "SAOnline" on-line event registration system, and he will oversee other technology and marketing initiatives of the office. Geist will take on a number of new projects, including recruiting, hiring, and orientation for new employees in the office; supervising Student Activities interns, and assisting with budget management.

The University welcomes 15 new employees who joined various departments during May. They are:

Sadika Mecavica and **Prudence Dorsey**, building services

Caitlin Rackish, civil engineering and geological sciences

Teena Sexton and **India Crumpler**, athletics

Nancy Johnston, **Kristin Cary** and **Amy Schell**, development

John Scott, food services-vending

Alisa Rosales, Law School

Koelle Jech, Mendoza College of Business

Elizabeth LaFortune, off-campus programs

Christopher Frederick, information technologies

John Scofield and **Jacqueline Holdren**, University Libraries

Four essays and a photograph published in **Notre Dame Magazine** in 2005 have won awards, including three first place honors, from the Catholic Press Association.

The magazine, the University's quarterly alumni publication, received first place in the best review category for "The Genetics of Belief," an extended book review published in the spring issue by science writer **Chet Raymo**, who critiqued "The God Gene," about possible scientific underpinnings of faith.

Todd Whitmore, associate professor of theology, earned first place in the best investigative writing or analysis category for "Arms Unfolded," published in the summer issue about the divisions between people with differing opinions on abortion.

John Monczunski, the magazine's associate editor, received first place in the best feature article category for "Questions that Won't Go Away," an essay published in the winter issue about the debate over intelligent design, Darwinian evolution and theories of life on earth.

Matt Cashore, a 1994 Notre Dame graduate and freelance photographer, earned third place in the best single photo category for an image of Rev. John I. Jenkins, C.S.C., the University's president, celebrating Mass in Sacred Heart Basilica during his inauguration. The photo was published in the magazine's autumn issue.

The fifth award, an honorable mention, was earned by alumna **Lisa McKay** for "The Tired Samaritans," about the plight of humanitarian workers, published in the autumn.

Committee for Women serves exempt, non-exempt staff

By Carol C. Bradley

Nearly 80 women staff members attended the annual luncheon of the Notre Dame Committee for Women in the stadium press box on June 6. The luncheon, which included an address by Vice President for University Relations Lou Nanni, was the committee's final event of the school year. Nanni spoke on faithfulness, integrity and the privilege of service. Regarding women's leadership at Notre Dame, Nanni noted, "We have made great strides, but we still have a long way to go."

The Committee for Women has been in existence for about 10 years, says president Mary Carol Nagle, administrative assistant in risk management and safety. The committee began as a subgroup of the Staff Advisory Council.



Mary Carol Nagle, left, and Patricia Smith, of Notre Dame's Committee for Women.

That meant, Nagle says, that events were open only to non-exempt staff. The committee is in the process of rewriting the bylaws, to allow both exempt and non-exempt staff to participate. "We've had interest from those on the administrative level who wanted to take part," Nagle says.

The purpose of the group, she says, is to provide recreational, motivational and instructional activities for female staff members. In the past, Nagle says, programs (which are typically offered between noon and 1 p.m.) have included demonstrations of Christmas cookies and breads by Executive Chef Don Miller, as well as tours of the Basilica of the Sacred Heart and the Snite Museum of Art.

There are openings on the 12-member committee that plans events. The group is funded through the Office of Human Resources, and all female staff of the University are invited to participate in scheduled events, Nagle notes. There are no member dues or other membership requirements. Contact Nagle at 631-5037 if you're interested in becoming a part of the planning committee.

Watch for an e-mail announcement with details of the committee's upcoming summer event on Tuesday, July 18. Bill Thistlethwaite, superintendent of buildings and grounds, will lead a tour of campus trees.



More than 80 women staffers attended the Notre Dame Committee for Women's press box luncheon June 6.

Summer Shakespeare offers family options

ND Works staff writer

An expanding Summer Shakespeare program will break outside the walls of Notre Dame for the first time this summer, bringing performances to South Bend's St. Patrick's Park and four other regional venues, according to producing artistic director Jay Skelton.

The outdoor performances will feature the Young Company, comprised of Notre Dame and Saint Mary's College students whose summer learning experience includes training in voice and speech, stage combat, production management, and set and costume construction. It is one of three experiences offered by Summer Shakespeare, now in its seventh season.

The students' appearance at St. Patrick's County Park is particularly significant, as the park's long history of presenting the Firefly Festival of outdoor summer music and theater productions has ended.

"We planned to have the Young Company perform in several communities this summer and found that many venues were hungry for programming," Skelton says. "St. Patrick's Park was especially keen to have us perform, since the Firefly Festival discontinued."

The company will perform the comedy "The Brothers Menaechmus," a Roman play about mistaken identity that inspired Shakespeare to write "The Comedy of Errors." The outdoor performances are free, and set at venues perfect for family picnics. Venues and dates are: 6:30 p.m. Sunday, July 16 at St. Patrick's; 5 p.m. Sunday, July 23 at Battell Park, Mishawaka; 7 p.m. Friday, July 28 at Dewey Cannon Park in Three Oaks, Mich.; and 7 p.m. Saturday, Aug. 5 at McNaughton Park, Elkhart. The company's final performance will take place at 7 p.m. Monday, Aug. 21 in front of the Marie P. DeBartolo Center for the Performing Arts.

Summer Shakespeare's showcase professional performance will feature "The Comedy of Errors," directed by William Brown, Aug. 15 to 27 on the Mainstage of the performing arts center.

"Shakescenes," a collection of scenes taken from Shakespeare's work and performed by local schoolchildren and community acting groups, will

Most graduates had their futures planned

By ND Works staff writer

Almost 80 percent of the Class of 2006 left the University having set a future course that involved employment, further education or service, according to a survey conducted by the Office of Institutional Research.

Thirty-three percent of students said they had accepted employment, reflecting national predictions of a strong hiring year. The number is up from 27 percent two years ago, and last year's 31 percent employment rate. The 14 percent who said they were still seeking employment compares to 21 percent of undergraduates who had not found a job by Commencement 2004.

Thirty-five percent said they were headed to graduate school (12 percent); law school (7 percent); medical school (8 percent), or other further education (8 percent.) Ten percent committed to a service project; 6 percent said they were deferring a job search.

The Office of Institutional Research conducts the Future Plans Survey among students during Commencement weekend, according to Mark Gunty, assistant director of institutional research.

The results are preliminary and will be refined through late July. But they support a trend seen by the staff of the Career Center.

"It's the best hiring market since 2000," says Lee Svete, director of the Career Center, who believes that those seeking jobs have since found employment or will continue to do so during the summer, through a "just in time" hiring market that adds jobs on an as-needed basis.

There are more jobs out there than in past years, and students are also becoming more strategic about seeking them, Svete says. The Career Center fielded 4,300 individual visits during the past academic year, compared to 700 in 1999. Alumni networking also has improved.

Svete says he saw strong recruitment among the Big Four accounting firms, General Electric, Lockheed Martin and such federal agencies as the U.S. Department of State, the Central Intelligence Agency and the Federal Bureau of Investigation. The large-scale federal hiring related, Svete says, to the fact the government is beginning to experience the retirements of Baby Boomers.

Architecture students had tremendous opportunities, and 89 percent had

landed jobs on the backs of a market that is combining a construction boom with a lot of urban renewal, Svete says. "We had as many companies (recruiting) here as we had majors."

Arts and Letters graduates who focused on breaking into a few specific industries found a variety of attractive prospects, and with major companies. (Half of Arts and Letters graduates chose continued studies or service over immediate employment.) Opportunities ranged from events planning for Microsoft and for Coca Cola to consulting to commercial or sports marketing. "It's a market that's very opportunistic for students who had a direction," Svete says.

Notre Dame's ongoing participation in Indiana Careers @ Notre Dame, a program that strives to find in-state jobs for Indiana-educated college students, helped lead 20 graduates to full-time jobs. Forty-two students have been placed in internships as well, Svete says.

FROM THE ARCHIVES



Heels in three minutes would do very little for today's flip-flop and topsider-wearing campus. But Paul Sergio, pictured here in a 1950s photo, provided a necessary and popular service from his shop in the LaFortune Student Center. Photo provided by Elizabeth Hogan, University Archives.

BACK STORY



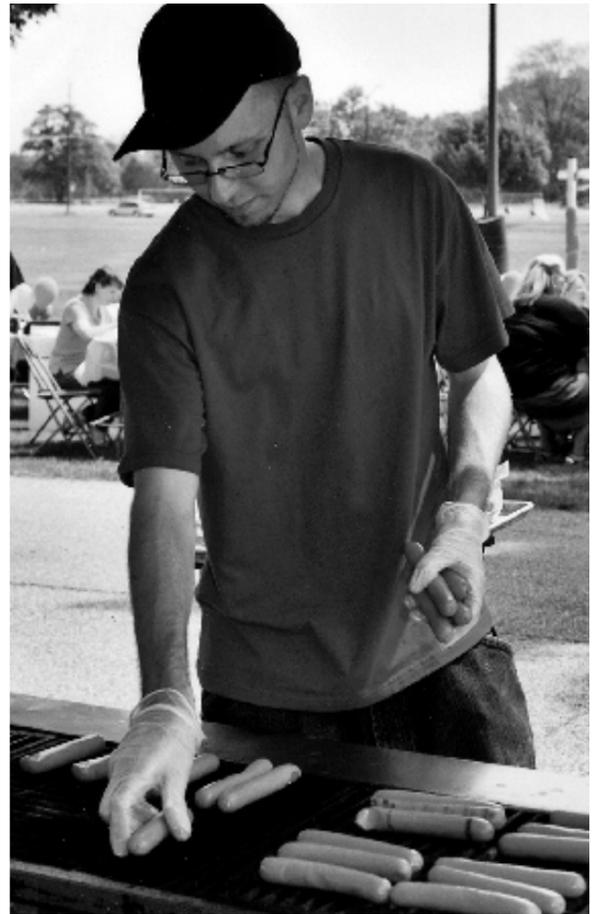
An information booth organized by the Staff Advisory Council draws many visitors, who sign up for a raffle of shirts, umbrellas and other items. **ND Works staff photo.**



Catering by Design workers, from left, John Tierney, Earl Johnson and Damiano Bianco got in the mood for last Friday's picnic by donning hats they found in storage. **ND Works staff photo.**



Anna Tate, from left, Wes Chamblee and George Toumayan of Catering by Design. "It's wonderful," Tate said of the picnic. "It's hot, but the food makes me happy. I know I'll eat it pretty soon," Chamblee added. **Photo by Carol C. Bradley.**



Above: Bryce Vandezande of Notre Dame Food Services grills hot dogs.

Below: Joseph Araman, Notre Dame Security Police captain, enjoyed a picnic lunch with wife Katerina, a security monitor at the Snite Museum. **Photos by Carol C. Bradley.**

Annual staff picnic draws 1,700 employees for hotdogs, brats



Taisha Tarvin-Wilson's four-month-old son Isaiah is the perfect picnic guest as he snoozes away in his stroller under his mother's watchful eye. Tarvin-Wilson is a member of the development staff. **ND Works staff photo.**



Vanessa Easterday, right, surveys the picnic's success with help from Steph Mancini, a food services intern from Purdue University. Easterday, a manager for Catering by Design, worked with Human Resources to organize the event. **ND Works staff photo.**



An estimated 1,700 employees attended the annual staff picnic at Stepan Center last Friday. In addition to fried chicken and corn on the cob, staffers were served 2,250 hamburgers, 1,600 bratwurst and 1,200 hotdogs, as well as 1,500 pounds of coleslaw and potato salad. **Photo by Carol C. Bradley.**



Carole Coffin, from left, officer assistant in student affairs; Sharon Konopka, senior administrative assistant in the Nanovic Institute, and Joan Bradley, executive assistant to former President Rev. Edward A. Malloy, C.S.C. "I'm really pleased that they brought the picnic back," says Coffin. "It's very relaxed. A great way to see people you've worked with in other areas over the years." **Photo by Carol C. Bradley.**