What Mumbai teaches us

BY CAROL C. BRADLEY

When she heard the news of the recent terrorist attacks in Mumbai, India, Cynthia K. Mahmood, professor of anthropology and fellow of the Kroc Institute for International Peace Studies, found the news horrifying, but not surprising. “India has been home to more terrorist attacks in the past five years than any other country except Iraq,” she says.

Mahmood specializes in the anthropology of violence, war and peace, and religion and conflict. She is the author of “Fighting for Faith and Peace, and Religion and Conflict.” Her research focuses on the link between Kashmiri separatist and Islamic militant groups, and the ethnography of political violence. Mahmood’s parents were pacifists, her father a lay Mennonite preacher who became active in the labor movement, leading strikes and later editing a socialist newspaper. Her mother was a pacifist, her father a lay Mennonite preacher who became active in the labor movement, leading strikes and later editing a socialist newspaper. Her research focuses on the link between Kashmiri separatist and Islamic militant groups, and the ethnography of political violence.

Mahmood’s fascination with violence in far-flung regions of the globe—and her interest in building peace through dialogue—the sees as a direct outgrowth of her upbringing in rural southeastern Pennsylvania. Mahmoud’s parents were pacifists, her father a lay Mennonite preacher who became active in the labor movement, leading strikes and later editing a socialist newspaper. A conscientious objector during World War II, he was often in jail during the McCarthy era of the 1950s. He died in jail of a heart attack at the age of 48. She grew up, she says, with the idea of using Christianity for social justice.

“I came from a small religious minority, so I’m interested in how these groups fare. Because my parents were pacifists, I’m fascinated by the fact that these groups are violent. I came from a world where people regularly raised their voices. How can others, she wondered, turn to violence or think God can support violence? It’s quite a challenge to put myself in their minds and in their shoes,” she says.

Martyrdom, Mahmood has written, is often a tactic of the weak—who expect many deaths in confrontation with the powerful, and seek a way to make those deaths meaningful.

In an essay published in the Times of London titled “Why Believe We Need to Talk to Extremists,” Mahmood asks: “Is it unthinking to talk with the He sees a silver lining in economic mess

BY GAIL HINCHION MANCINI

F or economist Martin Wolfson, the opening line of Charles Dickens’ “Tale of Two Cities” resonates these days: “It was the best of times, it was the worst of times.”

A specialist in financial crises and a former economist at the Federal Reserve Board in Washington D.C., Wolfson is uniquely qualified to explain an economic and financial crisis that still poses severe risks to our well-being.

Some patterns are familiar and historically similar. Money is borrowed on optimistic assumptions; a speculative bubble breaks; losses ensue, both for individuals and institutions; and banks become increasingly unwilling to lend. But “unusual and dramatic differences” to this crisis include creative new financial tools that grew during an economic era that favored free markets and discouraged regulation.

The problem with these financial tools, known as derivatives, is the extent to which they are unregulated and undocumented. Federal agencies rushed to bail out financial institutions because they “have limited information on who owns these derivatives and who might experience losses in the event of their failure. Derivatives tie financial institutions together in ways we don’t fully understand.”

Perhaps no analogy is as effective as that of a critically ill patient with symptoms so complex that treatment must progress, and on multiple fronts, even though doctors don’t totally understand the disease. “It’s like having a cut on your finger and not knowing if it will affect your toe.”

The average American may look at the latest corporation’s report for a bailout and wonder, “what next?” But Wolfson also looks at what happened the one time the government refused a bailout—for Lehman Brothers. “The result of not bailing out Lehman Brothers led to a freeze-up of credit markets. It led to real panic.”

And speaking of that average American, “We’ve put all kind of money and attention into bailing out financial institutions. We need to put equal attention into addressing the needs of ordinary people who are struggling,” Wolfson says. “At the base of all these toxic assets are homeowners who can’t pay their mortgages. We need a program that keeps people in their homes. It does us no good to throw people into the streets. It destroys their lives and their communities.

“We also need a serious program to put people to work, and we need national health insurance. People often lose their homes because they lose their jobs, or they have a medical emergency they can’t pay for,” he adds.

“Where is this trouble making this the best of times? For three decades government policy supported deregulation, free markets and the false assumption that rich corporations would trickle wealth down to the little guy. For the first time in almost 30 years, there is a shifting realization that solutions must grow from the bottom up. It’s a practical necessity now,” he says.

“We’ve lived through a period where the dominant idea has been that the government should get out of the way of the economy,” he says. “There now is a different attitude about the role of the government and what it can do. We’re seeing a change in how the nation views these issues.”

“There’s no better example than (former chairman of the Federal Reserve) Alan Greenspan. He said that he is in a ‘state of shocked apprehension’ about the financial underpinnings of the American economy and opening a world of research and scholarship avenues for undergraduates and graduate students, says Martin Wolfson, associate professor of economics and policy studies.
It's been nearly 150 years since Charles Darwin's "Origin of Species" was introduced, and we humans continue to grapple with issues about what it means to be, well, one of us. Anthropology Professor Agustin Fuentes, who specializes in biological anthropology, primatology, and socially-organized primate behavior—and among other areas—examines human evolution from several perspectives. He recently has published two books "Evolution of Human Behavior," which examines how and why humans evolved behaviorally, and "Health, Risk and Adversity," which provides a unique perspective—a comparative approach to the analysis of health disparities and human adaptability—and specifically focuses on the pathways that lead to unequal health outcomes.

Among the complexities of human behavior are several broad misconceptions that continue to dominate discourse about human nature. The big ones: Race, sex and aggression. So what are the myths and what are the realities? Fuentes sheds his anthropological and biological light on some of the most common misconceptions of our innate humanisms.

Race and racism
Myth: Humans are divided into races that differ in some biological and behavioral patterns.

Reality: There is no separate gene pool for black or white. Our concept of race is not biological; it is social. While there is only one biological race in humans (Homo sapiens) it still matters whether you are black or white in the U.S. Differences between “races” in this country are the outcomes of social, historical, economic, and contextual experiences, not biological entities... so what do we do about it?

Sex, gender, and monogamy—what does what?

Myth: Humans are more or less monogamous, or specifically, men want a lot of sex and women want a little. Males want many partners, and women search for one mate. As the William James’ poem reads, “plangent, hoghymen are monogamous... Hogmam, pigamous men are polygamous.”

Reality: Humans are biologically monogamous, but we can be socially so. Humans are attracted to many individuals throughout their lifetime, with whom they may or may not mate. As a species, humans have been shown to mate systems leading to some very big problems.

Relationships and sex—does anyone live happily ever after?

Myth: If you search long enough or try hard enough, we fall in love and live happily ever after.

Reality: There is no guarantee that any of us will have a single lasting bond that is sexual and successful with another person. However, humans can and do form amazingly powerful pair-bonds that are both biological and social. These bonds are neither stable nor monogamous, and not to be heterosexual or homosexual. So, there is ever a Mr/Mrs.

Aggression and violence—can we all just get along?

Myth: Humans, especially testosterone-loaded males, are aggressive by nature.

Reality: There is no such thing as a “beast within.” Humans are neither naturally aggressive nor naturally peaceful, but we actively construct our working things out. Humans are the most successful large primate on this planet. (We have few, if any, “natural” defenses, no home ranges, no fangs, etc...). All we have are big brains and other predations. It is our history of working together that got us to where we are (61 billion strong in 2008). But more people means more conflict as we continue to work things out.

Morality and ethics—are there a natural state of right and wrong?

Myth: There is a natural law of right and wrong for humans, and we know intuitively to follow it.

Reality: There is no consistent pattern of morality across human societies or human history. There is no hard-wiring in the human brain that tells us how to be a “moral” person... but our biology and our society work to shape who we are. It is not necessarily a capability of making compassion and judgment. Just because we are capable of it does not necessarily mean we will use it.

December and January paychecks explained

Many University employees come to work daily during the Christmas holidays, some to keep the University safe and appropriately heated, others to maintain a schedule of recreational and varsity team sport activities. But the majority of employees will not have to report for duty during the official holiday break Wednesday, Dec. 24 through Friday, Jan. 2.

Because the Payroll Services office is among those closed during the holiday, the pay schedules of all employees will be modified. And as happens every year, this translates into an acceleration of December payrolls followed by an unusual dry period as regular pay schedules resume in January. The system works as follows, explains Van Dieren, assistant controller for payment and procurement services.

Employees who are paid biweekly—service and maintenance workers and students who call—will be paid Friday, Dec. 12, then again on Tuesday, Dec. 23. In December, employees who call first paycheck occurs on Friday, Jan. 9.

A second category of employees, who are paid semi-monthly, will receive their first December paycheck on Monday, Dec. 15 and the second on Tuesday, Dec. 23. Their first January paycheck arrives Thursday, Jan. 15. This category includes professional staff members and clerical workers.

Faculty members are paid monthly and normally will be paid Dec. 31. They also will be paid Dec. 23, their first January paycheck is Jan. 31.

It helps to review the schedule Van Dieren says, so employees are prepared to balance the timing of the checks arriving just before Christmas with the paycheck slowdown that follows the holidays. Payment Services will field any questions at 631-7575.
Reconsidering pirates

BY JULIE HAIL FLOYD

Pirates? Really? Yes, although the idea may conjure up visions of such caricatured characters as Jack Sparrow or Captain Hook, armed high-seas bandits have hijacked seven ships off the Somali coast just since November and currently are holding at least 14 vessels with more than 260 crew members hostage, proving these are not your Walt Disney variety of swashbucklers.

Anthropologist Carolyn Nordstrom, whose research focuses on illegal global economies, has been watching the news with great interest. Piracy, which she calls “business in its most raw form,” tell a great deal about international power relations, she says. And the present situation is telling her it’s time for the world to wake up and take notice.

“For the first time in over a decade, the world has been hit by this kind of rugged, modern piracy,” Nordstrom says. “It’s different from the kinds of illegal activities we’re more used to seeing with regard to drug trafficking, smuggling, or something else. It’s a new kind of thing with the same old motivations.”

She notes that while the Somali coast is a strategic trade area, much of the trade takes place legal, and many of the people involved in it are relatively well off. But as the practice of piracy increases, she says, “it has to mean something.”

When piracy increases, ships respond, and the seas become more militarized until a new period of stability is reached,” Nordstrom explains.

Bob Johannsen, acting director and senior fellow at the Kroc Institute for International Peace Studies, recommends a more hands-on approach to the problem. “It is high time to police the high seas to prevent piracy. This should not be considered a task for the United States or for Saudi Arabia or for any nation acting alone,” says Johannsen, who would like to see the international community work through the United Nations to create a worldwide, high seas ‘coast guard’ to enforce the law in areas where it currently are largely unpatrolled.

“Hijacking oil tankers or other forms of lawlessness undermines economic well-being and ethical standards of all people,” Johannsen said. “But all people should respond with a request for enforcing the law against piracy and for an international trustfship to help struggling countries like Somalia to move toward legitimate government and economic reconstruction, thereby reducing the conditions that give rise to piracy while simultaneously denying those tempted to become pirates the means to prey on others.”

The phenomenon is nothing new, says Nordstrom, who says pirates have long preyed on unregulated ships in the informal sector—those carrying undocumented migrants and goods, for example.

However, she explains, “when piracy moves to attack the ships of large legal companies and disrupt more supplies for populations at large, the ante is upped, the threat seen as greater, and the response more considered.”

Time well spent: O’Donnell nears retirement

BY TED FOX

To say Guillermo O’Donnell has had an “impressive” career would be an understatement on par with “People don’t like waiting in line” or “The sun is hot.”

Renowned for his work on authoritarianism, democratization, and democratic theory, O’Donnell came to Notre Dame in 1982 as the Helen Kellogg Professor of Political Science and academic director of the Kellogg Institute for International Studies. He counts being named to these positions by Rev. Theodore Hesburgh, C.S.C., among his most rewarding professional accomplishments.

In the 26 years that have followed, there have been plenty of others. The highlights include serving on the editorial or advisory boards of more than 15 professional journals; completing a three-year term as president of the International Political Science Association (IPSA); receiving three lifetime achievement awards, including those given by IPSA and the Latin American Studies Association; and being elected a fellow of the American Academy of Arts and Sciences, the nation’s leading learned society.

“I’ve been very lucky in my academic career,” says O’Donnell, who will retire following this semester. A native of Argentina, he identifies the country’s political climate during the several decades preceding the return of democratic government in 1983 as having had a profound influence on his concerns as a scholar.

“I lived a good part of my adult life in a country—and a continent—under authoritarian rule and suffering from deep inequality and poverty,” says O’Donnell, one of three people individually appointed by the U.N. secretary-general to the first advisory board for the United Nations Democracy Fund. “My work has been marked by the critique of these situations and the search for, as Rev. Hesburgh says, more humane societys.”

His most recent book is “Dissentances: Democratic Critiques of Democracy” (University of Notre Dame Press, 2007), and he’s currently writing “The State and Democracy: Theory with Comparative Intent,” which he will finish in retirement. While he moves home to Argentina, where he plans to continue reading and conducting research, O’Donnell expects to come back to Notre Dame for about a month each year to work with students and his long time colleagues.

Anyone who has asked him about his tenure at the University will know why.

“It has been, personally and unexpectedly, a wonderful experience,” O’Donnell says. “Notre Dame, the Kellogg Institute, and the Department of Political Science have provided me with encouragement, support, good examples, and a complete academic freedom. I am very, very grateful to Notre Dame and to the many individuals involved in the above.”

Robert Schmuhl selected as Media Legend

By JULIE HAIL FLOYD

Robert P. Schmuhl, Walter H. Annenberg-Edmund P. Joyce Professor of American Studies and Journalism, has been selected as the Media Legend of the Year by the University’s Office of News and Information.

Presented annually since 2004, the award recognizes a faculty member who consistently assists the news and information staff in bringing attention to the University’s academic excellence through media relations, the Web and other communications channels. It was presented Dec. 1 in the Notre Dame Stadium press box during a reception attended by some 225 faculty and staff.

“For many years, Bob has served as an expert resource for reporters seeking commentary on the American political landscape and its relationship with the media,” says Denis K. Brown, assistant vice president for news and information. “Numerous national and international media organizations repeatedly turn to Bob for his insights, and that was never truer than throughout this year’s presidential campaign. We are grateful for his willingness to help our staff accentuate the scholarship at Notre Dame.”

A member of the Notre Dame faculty since 1980, Schmuhl is the director of the University’s John W. Gallivan Program in Journalism, Ethics & Democracy. He is the author or editor of 10 books, including “Statecraft and Stagecraft: American Political Life in the Age of Personality,” “Demanding Democracy,” “Thomas Jefferson: America’s Philosopher-King,” and “Wounded Titans: American Presidents and the Perils of Power.”

Prepare for calendar changes

By Lenette votava

The University will move from CorporateTime, the calendar system that serves all faculty and staff, to the new Microsoft Exchange calendar system during the week of Jan. 3. While the new system will automatically transfer CorporateTime information to Exchange from Aug. 1, 2007 forward, there are a few things you can do to protect your information.

The Office of Information Technologies (OIT) will shut down the CorporateTime system at 5 p.m. Friday, Dec. 19, the conversion to Exchange is expected to be completed and available to faculty and staff on Wednesday, Jan. 7.

To protect your calendar, OIT representatives recommend:

• Clean up your current calendar by deleting unnecessary future meetings, adjusting attendees for future meetings and notes, and declining future meetings you won’t attend.

• Wait to schedule 2009 meetings until Jan. 7, especially recurring meetings.

• Make an electronic copy of your calendar, and those you may manage, by downloading an offline agenda or “local copy.”

• Make a paper copy of December and January calendars.

Complete details and a complete pre-holiday checklist are available at oit.nd.edu/exchange.

All users should wait to use Exchange until Jan. 7, when all faculty and staff have been converted.

OIT will be offering a variety of Microsoft Exchange e-mail and calendar training sessions. Watch for additional information on these valuable sessions.
Christmas trees and decorations began to appear around campus the week of Thanksgiving, thanks to the efforts of 10 maintenance staffers typically referred to as the “handyman” crew.

It takes them nearly two weeks to put up decorations in campus buildings including the Mendoza College of Business, the DeBartolo Center for the Performing Arts and other sites such as the President’s and Provost’s offices. The largest tree, in the rotunda of the Main Building, takes about three days to assemble and decorate.

The decorations will be taken down immediately after break, says crew leader Bruce Fidler. “They come down a lot faster than they go up,” he says.

What do they do the rest of the year?

“A little of everything,” Fidler says.

Crewmembers are responsible for ongoing maintenance in various campus buildings—repairing ceiling tiles, window screens and the like—but they also keep the vacuum cleaners, carpet shampooers, water pick-up machines and van-mounted carpet cleaners in good repair.

They’re the ones who show up when there’s a need for carpet to be laid, blinds, shades and window treatments to be hung, or broken furniture to be repaired.

“It’s a lot for 10 people,” says Fidler, a 27-year employee.

But he loves his job, he adds. “There’s nothing boring about it. It’s not the same thing every day, and you get to go all over the place and meet a lot of people.”

Photos by: Carol C. Bradley
December 11, 2008    |    ND works    |    5

The Notre Dame Hammes Bookstore is a prime supporter of Project Warmth. Kristin Blitch, left, and Julie Nave sort through the latest donations, which they believe have been brought in by shoppers from the community.

**Bookstore becomes outreach portal**

By Gail Hinchion Mancini

There was a period this fall when Julie Nave could barely find her desk for the donations of clothing that had taken over her office.

Supporting an Alumni Association clothing drive for Haiti, the bookstore offered a 20 percent discount on new clothing items in return for the donation of used clothing. The offer was posted to the campus community as well as to alumni.

“I was shocked by the number of box loads,” Nave says. “We had so much clothing here the alumni office had to get items out from under my desk. It took them three trips to haul it away.”

Nave and her boss, Kristin Blitch, had wanted to sponsor events that improved their outreach to the campus and the community. “We’re looking to make the bookstore a destination for every member of the community. We want to be the base where everyone can feel they are part of the Notre Dame family.”

Recent efforts have revealed that the bookstore also can be a valuable portal to the University’s outreach and fundraising efforts.

So far, the bookstore has participated in Toys for Tots, in conjunction with the U.S. Marine Corps Reserve. During the Syracuse home football game, it lent space to the Office of Sustainability, which passed out free green hats and enrolled participants in a contest against Syracuse to reduce carbon emissions.

Most recently, the bookstore has been offering a 20 percent discount on a new coat to anyone who brings in an old coat for Project Warmth. The discount, mentioned on local radio public service announcements, is particularly attractive to members of the community.

Visiting alumni find out about the programs and also want to participate, even if they have not brought along old clothing. Nave says she was amazed that alums have walked up to the information desk offering monetary donations in support of the cause.
Seniors who have so much to learn

BY JUDY BRADFORD

J ohn Bales, a third-year University law student, has just explained how “medical credit cards” work and how they can scamp people out of money. Judy Fox, associate clinical professor of law, adds some tips for being a good healthcare consumer and then takes questions.

Many hands go up. Older adults lean forward to hear the answers. They want to know more about their rights in the medical environment. Who can they write to?

They are interested. They are engaged. And they are learning.

Similar sessions of the Lunch & Learn Lecture Series are consistently successful at the Robinson Community Learning Center south of campus on Eddy Street. Some 600 older adults attended 10 lectures held in the past year.

On the fourth Monday of every month, you’ll see anywhere from 40 to 65 older adults eating a free lunch and hearing about topics that interest them. They write to whom?

They tend to be reliable. They do what they say they’re going to do; they show up; and they concentrate on one thing at a time.”

June Malin, a senior from Granger, says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert, but she says she always enjoys “the cookie” when it’s available for dessert.

“The seniors all said they wanted some speakers, but nothing too highbrow,” recalls Jackie Rucker, director of community relations for the University. “Also, they wanted something from 10 a.m. to 2 p.m.”

A check for $1,000 from the South Bend Chocolate Company kicked off the series.

In the summer of 2004, the program was temporarily moved to the Robinson Center because the gallery was hosting a big art exhibit for the Institute for Latino Studies.

But by the end of the summer, older adults had come to love the Robinson venue because it has a parking lot. They even collected signatures requesting the Robinson location.

“We only have two-hour parking available downtown for guests, and the seniors like to come early and stay late to socialize with their friends,” explains Rucker.

The petition is just an example of the ways that seniors have taken ownership of the program, said Rucker. “They arrive early to help get things ready, and they stay to clean up. They also distribute flyers to their friends.”

Marguerite Taylor, director of adult programs at Robinson, said the luncheons are now funded through a small grant from the Community Foundation of St. Joseph County.

“She is aware that the program is successful partly because older adults can be counted on.

“They’re truly a consistent group. They tend to be reliable. They do what they say they’re going to do; they show up; and they concentrate on one thing at a time.”

Eck, a 1944 graduate in chemical engineering, eventually became one of the University’s most generous donors, first underwriting the tennis pavilion, baseball stadium and indoor baseball/softball practice area. He donated the Eck Visitor Center and funding for the bookstore. His provided a $21 million lead gift for an expansion of the Law School that is just being completed. Following his death last Dec. 13, his family announced $20 million in funding for the Eck Family Center for Global Health and Infectious Diseases.

Blum admits he’s a sports nut, “ad nauseam, my wife says.” While he was instrumental in securing support for the new Lahrer practice fields, his impact has hardly been limited to athletics or even to facilities. His development colleagues describe him as a priceless talent in attracting benefactors to difficult-to-fund or lower-profile projects such as library endowments.

Reagan, “I have had the privilege of working with Tom for 25 years and as significant as his work has been on for athletics, he has touched all aspects of campus life with his extraordinary efforts on behalf of Notre Dame.”

“A happy conspiracy...”

A happy conspiracy

BY GAIL HINCHON MANCINI

A s the first anniversary approaches of the death of Tom Blum’s close friend, benefactor Frank Eck, he continues to mourn the loss. But at least he can wrap himself in warm consolation.

Blum is the first member of the University’s development department to receive honorary membership in the Monogram Club. Since the surprise presentation in September, he has enjoyed sporting his letter jacket on football Fridays and sometimes sporting his wife, Marcia, in it to Saturday games.

The award was arranged behind Blum’s back to his total surprise and delight. Conspirators included Dan Reagan, associate vice president of university relations; Jim Fraléigh of the Athletics Department; benefactor John McCallough and Monogram Club board member Richard Nussbaum. The award acknowledges the extraordinary wealth of first-class athletic facilities Blum, senior director of principal gifts, helped shepherd to reality, many through his extraordinary friendship with Eck.

Eck’s first donation underwrote a library collection for chemical engineering. By 1985, the family became determined to donate a building. As Blum tells it, Eck tapped his hand before a home football home, joking that he wanted to be on record ahead of the game. In case the team lost, he didn’t want to be tempted to change his mind. The team lost.

“He called me the next Monday and said ‘I’m sure glad we agreed to this before hand’,” Blum recalls.

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Blum admires his sports nut, “ad nauseam, my wife says.” While he was instrumental in securing support for the new Lahrer practice fields, his impact has hardly been limited to athletics or even to facilities. His development colleagues describe him as a priceless talent in attracting benefactors to difficult-to-fund or lower-profile projects such as library endowments.

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No one would describe Blum as shy, but he is publicly shy. Previous efforts to profile him always met with a “no.” But the monogram honor is special, and he seems to have accepted it as much for Eck, his colleagues and other donors as for himself.

"I’ll let you do this story as long as it’s not about me.” Blum insists (without success). “Notre Dame has evolved into a place of world-class facilities, academics and athletics because of a lot of caring people. If you can’t do it first class, don’t do it. That was Frank’s mandate.”

Read more about the award in the Monogram Club newsletter, published in the fall of 2008.

The University of Notre Dame Press received the Crystal Book Award of Excellence at the 57th Annual Chicago Book Clinic 2008 Book and Media Show on Nov. 6. The award was presented to production manager Wendy McMillen for her design of N. Katherine Hayles’s book “Electronic Literature: New Horizons for the Literary,” and to The DesignWorks Group, Sisters, Oregon for the cover design.

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We believe it’s possible to double the recycling rate on campus,” says Rachel Novick, outreach director of the Office of Sustainability. What feeds her optimism? First, recycling has caught on sufficiently that more items are recyclable than people realize. Time was that a soda pop can, newspapers and clear glass were all we’d put in recycling, and they’d have to separate them into different bins. Times have changed.

Photos by Nick Guntz

Did you know?...

Absolutely every type of recycling can be put in any recycling receptacle like this blue basket issued, for free, by Central Receiving. Get one delivered by calling 631-6383.

Business continuity is second phase of emergency preparedness

Tulane University, closed for a semester as a result of Hurricane Katrina… Westmont College in Los Angeles damaged by wildfire. Emergencies can’t be predicted, but they can be planned for, and campus committees—co-sponsored by the President’s Office and the Office of the Executive Vice President—have spent the past two years developing campus emergency response plans.

The Emergency Management Task Force, co-chaired by Rev. James E. McDonald, C.S.C., associate vice president and counselor to the President and Micki Kidder, executive assistant to John Affleck-Graves, along with individuals from central campus departments, developed a strategic response protocol designed to address varying levels of major campus incidents—from a tornado, fire or cyber-attack to public relations crises that could impact the integrity or credibility of the institution, Kidder says.

Now preparedness planning has moved to a second stage; putting plans in place to ensure the prompt resumption of business after a disaster.

In the first phase of an emergency response, “between hours one and 12,” Kidder says, an Emergency Operations Center (EOC) will be up and running as quickly as possible, focusing on life and safety, and physical damages to property. The business continuity model will address “how we get from the initial response to returning to business as usual.”

Scott Knight, newly appointed business continuity manager and industrial hygienist with the Office of Risk Management and Safety, says, “This is not a project—it’s the development of a new business culture.”

Initially, three areas of the University have been identified as performing functions critical to business continuity; he notes—the controller’s group, information technologies and utilities.

It’s easy to visualize how losses in those areas would impact the day-to-day functions of the University. But there are non-critical units that are important as well. Knight points out, “What if there was a need to hire temporary or part-time workers in the event of a disaster such as a fire?”

Human Resources would have critical functions to perform, he says. To address such concerns, 30 campus departments have been identified as being instrumental in achieving the core mission of the University, those necessary to continue undergraduate and graduate education, research advancement, and commitment to our Catholic character. Kidder indicated that business continuity plans will be developed for these units first.

Knight added that eventually business continuity plans will be developed for all areas of the University. The complexity of the task will depend on how each department functions, and how long it took the department is with others.

Compliance with OSHA, EPA, Internal Revenue Service and state and federal regulations would also have to be assured.

The continuity plans will be accessible not only to the departments that have them, but also to the University’s EOC Management Team, so the response can be coordinated.

Emergency response and business continuity information is accessible to the entire campus community at emergency.nd.edu. Should a major disruption occur on campus, the page will have information on the status of all major incidents and provide instructions on how faculty, staff and students should respond.

It’s a process that will be ongoing, Knight adds. “We’re going to create a set of documents that will be living and changing—that will be tested and improved—in an effort to increase our resilience.”
Ice hockey heated up Cold War conflicts

Hey, I'm Gail Hinchion Mancini. A historian named John Soares' undergraduates were toddlers when the Berlin Wall fell, and are too young to have personal memories of the Cold War. But they have had even a passing interest in the Winter Olympics, they've heard a clip of memories of the Cold War. They've heard a clip of.

By Gail Hinchion Mancini

Hockey, says historian John Soares, played an active role in the geopolitics of the Cold War. Although ancient history to Soares' students, these events remain fresh to those who laid beneath Soviet oppression. Soares says he was looking for teaching material on the Cold War for one of his courses on sport history and when he realized that hockey had played "a cosmically significant" role in international relations, he decided to include the story. The discovery represents a rare and welcome blend of the personal and the professional. The son of a collegiate hockey coach, Soares also is a welcome addition to the Notre Dame Faculty Hockey Team.

Photos by Gail Hinchion Mancini

Ed Hums poses with a team of varsity players whom he coached to victory in an area collegiate hockey tournament in 2006. Above, Ed Hums' Marian High School jersey identifies him as a hockey dad and former coach. At right, stretching is one of the most ecumenical groups on campus and off. Accountancy instructor Ed Hums is the official grandfather of the group, although he's only in his mid-50s, and a few years the junior of goalie Dennis Birdsell, a laboratory manager in the College of Engineering. Birdsell and Hums' players won. The younger Brach points out that the group also has even served as matchmaker. One-time undergraduate students lefty Smith may well have checked one another against the boards before they ever had a first date. Regardless, they now are engaged.

A pick-up game 40-years strong

By Gail Hinchion Mancini

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dave Smith loves ice hockey. But he didn't start playing until he was four or five years old. Sadly, when you're growing up in Minnesota, Smith says, at that age, you're already behind.

Fortunately for Smith, when he joined the psychology faculty, he learned about pick-up hockey games and the faculty and staff who regularly climb into all that gear for lunchtime scrimmages on the Joyce Center's rink.

"I went first, and watched," says Smith, who wanted to make sure he would be able to hold his own against this group. And then, nearing 40-years old and in borrowed equipment, he found an outlet to play hockey where it doesn't matter if you're a star, it just matters that you love the game. Although loosely named the Notre Dame Faculty Staff Hockey Team (so people make names up, and Smith's is "The Huff and Puff League"), the Tuesday-Thursd

The 1980 Olympics and John Soares' Winter Olympics, they've heard a clip of passing interest in the Winter Olympics, they've heard a clip of passing interest in the Winter Olympics, they've heard a clip of...