



# NDWorks

Vol. 7, No. 19

News for Notre Dame faculty and staff and their families

June 17, 2010

## More than 2,300 staffers enjoy annual picnic

Great weather boosted this year's turnout

BY CAROL C. BRADLEY, NDWORKS

More than 2,300 staffers turned out to enjoy food and camaraderie at the annual end-of-the-academic-year **Staff Summer Picnic**, held Monday, June 7, at Stepan Center. This year's event featured a golf theme.

Food Services reports that employees enjoyed 225 pounds of hamburgers, 310 pounds of fried chicken, 288 pounds of pulled pork, 1,200 hot dogs, 375 pounds of baked beans, and 225 pounds of Minnesota wild rice and pine nut salad—as well as 2,000-plus ice cream bars.

The **Staff Advisory Council (SAC)** staffed a table inside Stepan Center where individuals could write a morale-boosting message to an American soldier. SAC collected 263 pairs of jeans as part of a nationwide support-the-troops effort sponsored by not-for-profit Operation Quiet Comfort ([operationquietcomfort.com](http://operationquietcomfort.com)). The jeans yielded 2,519 denim squares, which will be sewn into small quilts to comfort ill or wounded American troops as they are evacuated from the battlefield.

PHOTOS: CAROL C. BRADLEY



*Top right, Food Services employee Michael Warpenberg hands out Bonnie Doon ice cream treats to some of the more than 2,300 staffers who attended the annual picnic.*

*Below right, participants write messages on squares of denim that will be made up into small quilts to comfort wounded or ill American troops.*



## Office Depot to ship box-free to campus offices

Program will save 9.6 tons of cardboard and plastic annually

BY RACHEL NOVICK AND ERIN HAFNER, OFFICE OF SUSTAINABILITY

Beginning in late June, most Office Depot orders will be delivered to campus box-free. Instead of being encased in corrugated cardboard and plastic packing materials, they will arrive at their destinations in brown paper shopping bags that have been shipped inside reusable green plastic bins called totes. This innovative program, only the second of its kind nationwide, will save 9.6 tons of

cardboard and plastic annually.

The new program will be kicked off with refreshments on Monday, June 21, from 11 a.m. to 1:30 p.m. on the Fieldhouse Mall. Office Depot staff will be available to answer questions about the totes and other eco-friendly products available through Office Depot.

"The tote program was one of the opportunities we identified early on as a great sustainability initiative," said Rob Kelly, director of Procurement Services. "This program is an extension of the great partnership the University has with Office Depot as our preferred source of office supplies."

The thousands of cardboard

boxes and plastic air pillows made unnecessary by the totes will reduce campus-related carbon dioxide emissions by 53 metric tons annually, the equivalent of 5,500 gallons of gasoline.

"We are excited that our mutual desire for sustainability has culminated in the first reusable tote program in the Midwest," said Office Depot campus representative Scott Zintz. MIT is the only other university in the country that currently has a Tote Program for shipping office supplies.

The tote program is the result of an ongoing partnership between Procurement Services, the Office of Sustainability and Office Depot.

In 2009, Procurement Services and Office Depot negotiated lower pricing for Green Top 30 percent-recycled-content paper. Prior to 2009, only 9 percent of paper purchased on campus had recycled content, but now more than 60 percent of paper on campus has recycled content.



### Inside »



Summer concert

Page 2



Italian studies

Page 4



Community Garden

Page 6



New offices

Page 8



## NEWS BRIEFS

### NOMINATIONS FOR TEAM IRISH AWARDS ACCEPTED THROUGH JUNE 25

The **Presidential Team Irish** awards offer a special opportunity to publicly recognize staff teams that exemplify the University's core values (integrity, accountability, teamwork, leadership in mission and leadership in excellence) through a significant accomplishment, collaboration or initiative.

The recommended size of a team is between three and 15 individuals. Teams may be departmental or cross-departmental and may consist of part-time or full-time staff and/or faculty. The award includes a football ticket for each person on the team with sideline admittance to pre-game activities, presentation of the award during a television timeout during a home football game, and an opportunity to meet President Rev. John I. Jenkins, C.S.C. Team members will also receive a framed photo of the team receiving the award, and their accomplishments will be listed in the football program.

Nomination forms are available at [hr.nd.edu/awards-recognition/presidential-team-irish-award/](http://hr.nd.edu/awards-recognition/presidential-team-irish-award/) or may be obtained by contacting the Office of Human Resources, 200 Grace Hall, or 631-5900. The deadline for nominations is Friday, June 25.

### SNITE CONSTRUCTION LIMITS MUSEUM ACCESS

There will be no passenger elevator service at the **Snite Museum of Art** through August, due to a scheduled replacement. The lower level and second floor galleries will be accessible only by stairways. In addition,

a wheelchair-accessible restroom is being created, which will at times limit access to current restrooms. Those with special needs can receive up-to-date information prior to a visit by calling 631-5466.

### FREE SUMMER BAND CONCERT ON IRISH GREEN

The **University of Notre Dame Summer Band**, made up of Notre Dame, Saint Mary's and Holy Cross College students, faculty and staff, as well as local high school students and community members, performs at 7 p.m. Wednesday, June 30, on the Irish Green south of the DeBartolo Performing Arts Center. The event is free and open to the public—no tickets are necessary.

### 2010 SHAKESCENES JULY 17 AND 18

Two performances of **ShakeScenes**, featuring 10 different scenes from William Shakespeare performed by 100 of our colleagues, friends and neighbors, take place at 2 p.m. Saturday and Sunday, July 17 and 18, in Washington Hall. The event is free but ticketed—make reservations through the DeBartolo Performing Arts Center box office, 631-2800.

### ROTC BLOOD DRIVE

Summer is a time when blood banks have their lowest supplies of the year, and Notre Dame ROTC departments are sponsoring a **summer blood drive** for the American Red Cross. Donate from 11 a.m. to 5 p.m. Tuesday, July 13, at Legends (nightclub side) and 11 a.m. to 5 p.m. Wednesday, July 14, at the blood mobile parked on the east side of Stepan Center. To register, visit

[redcrossblood.org](http://redcrossblood.org) and enter sponsor code "irish" to schedule a blood donation appointment. Those who donate will be entered into a drawing for a \$50 gasoline gift card.

### SARACINO RETIRES

**Daniel J. Saracino**, assistant provost for enrollment, will retire at the end of June, after 13 years as the leader of the University's undergraduate admissions office.

"Dan has helped recruit an extraordinary student body to Notre Dame, individuals who have a passion for inquiry, are engaged by their faith, and generously use their gifts in service of humanity," said Dennis C. Jacobs, vice president and associate provost.

"By mobilizing enthusiastic alumni and a dedicated team of admissions professionals, Dan is responsible for annually attracting more than 14,000 accomplished applicants from all 50

states and from over 80 countries around the world."

Under Saracino's direction, there has been a significant increase in the academic quality and diversity of Notre Dame's applicants, admitted students and enrollees, while maintaining the University's longstanding and unchanging commitment to students who bring multiple talents to campus and value its mission as a Catholic institution of higher learning. The average SAT score of enrolled students at Notre Dame has increased from 1,325 to 1,410 during Saracino's tenure, and diversity enrollment has improved from 14 percent to 23 percent.



Saracino

## SCIENCE DAY WITH WASHINGTON HIGH SCHOOL STUDENTS



MATT CASHORE

Nearly 100 Washington High School students visited the Jordan Hall of Science on May 14 for an intense, interactive experience of chemistry, biology and physics. The Science Day, arranged by Ani Aprahamian, professor of physics, included stations where students learned by peering through microscopes at zebrafish embryos or hookworm eggs, stirring a polymer in water or examining sheep hearts. They learned about the periodic table and testing for pH, the formation of nuclei, the Scanning Tunneling Microscope with a one-atom tip and the Atomic Force Microscope that can show large views of the tiny materials used to make grooves in CDs. The trip included a tour through the universe in Jordan's Digital Visualization Theater.



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CAROL C. BRADLEY



## "BIKE TO WORK" WINNERS

Michiana Bike to Work Week drew teams from all over campus, including, at left, the Notre Dame College of Science team and Dean Gregory P. Crawford, far right. The team of 63 biked a total of 2,020 miles and averaged 32.31 miles per rider. The Notre Dame Law School team (below) placed 14th, with riders averaging 28.86 miles each. Other teams included ND Irish Health, Notre Dame Athletics, Notre Dame RecSports and ND Alliance for Catholic Education. For complete results, visit [michianabiketowork.org](http://michianabiketowork.org).



PHOTO PROVIDED



# New book looks at reasons change fails

To institute change, look for 'champions'

BY CAROL C. BRADLEY, NDWORKS

Despite all the planning, expense and good intentions, 50 to 75 percent of efforts to improve the culture and productivity of an organization will fail, say **Martin Klubeck, Michael Langthorne** and **Donald Padgett**.

The three ND staff members joined forces to write "Why Organizations Struggle So Hard To Improve So Little: Overcoming Organizational Immaturity" (Praeger, \$34.95).

Many organizations suffer from immaturity—they are incapable of enterprise-wide change, argue Klubeck, OIT strategy and planning consultant; Langthorne, OIT project manager; and Donald Padgett, OIT program manager for strategic initiatives and principal in the business Play Like a Champion Today.

"Statistics show that most organizational improvement efforts fail to achieve what they intend," says Langthorne. "It's a huge waste of money and time. And it tears down

trust, and makes people less likely to participate in future improvement efforts. What pushed us to do the book was figuring out how to get past these kinds of problems."

Klubeck says, "Organizations typically bring in consultants, who attempt to force change and no matter how badly they fail, they have a ready excuse...they blame the leader. They claim the leader wasn't committed enough, didn't 'walk the walk' or 'take ownership.' But in our experience, it's rare that leaders aren't committed. It's their reputation on the line. They look good if it succeeds, bad if it fails—of course they're committed."

So who's to blame? No one.

Here's the hard part: Regardless of what consultants, or methodologies are chosen, chances are good the efforts will ultimately fail. The premise of the book is simple: Organization-wide change efforts will fail because an immature organization is incapable of this level

of change.

The book includes a simple maturity self-assessment tool, and an organizational health survey.



The two provide a good look at an organization's maturity and health. There are great potential savings if leaders can

identify organizational immaturity before they embark on improvement efforts.

One barrier to change is the acceptance of—and reliance on—"superheroes," Langthorne says. "They're called upon to solve problems, and resolve crises. But this creates an atmosphere of information hoarding. There is no benefit to the hero in sharing or teaching others."

Dealing with organizational immaturity calls for a different way of thinking.

To successfully change an organization, you must first understand that you CAN'T change the organization—particularly if the organization is addicted to superheroes, "crisis management" and maintaining the status quo.

The real goal of any change effort must be making the change stick.

"It would be great if leadership got out of people's way" Langthorne says. "Leaders should identify champions (people who have a lot of energy around specific, targeted improvements) and then give them the resources they need when

they need them, encourage them, motivate them and reward them for their successes. Instead of dictating an unrealistic change, become a coach—work to get the best out of your 'players.' Leaders have to lead, versus manage."

The simple formula Klubeck, Langthorne and Padgett suggest is this: Look for champions, "the ones who are already making change happen in their small area."

If you care about the organization, find others who care—who have passion. Those are your champions. Help them institute change within their sphere of influence, and propagate change by "infecting" others with results and passion.

Small successes are still successes—and the improvements will help the organization move toward embracing broader changes in the future.

One good thing about immature organizations, they add, is that there are lots of opportunities to improve...just not all at once.

## HUMAN RESOURCES

### Health Advocate program will help negotiate the system

Look for a mailer arriving at your home in late June announcing **Health Advocate**, a new—and free—employee benefit designed to supplement existing plans. Beginning July 1, faculty and staff will have access to Health Advocate Inc., a group of professional health care specialists who provide confidential, 24-hour assistance with issues ranging from billing and coverage questions to finding adult day care for an elderly parent. The coverage includes faculty and staff, spouses, dependent children, parents and parents-in-law.

### Retirement planning help for non-exempt staff

Watch for more information on a new interactive tool, **YPR** or **Your Pension Resources**. The tool will soon be available for non-exempt pension plan participants through Hewitt Associates, the University's pension plan administrator. With the new web-based tool, you'll be able to estimate your pension benefit on any future date to see how much you'll receive at retirement.

PHOTO PROVIDED



## CHINA PROGRAM

In late May, 22 students participating in Notre Dame's summer program in China were invited to attend the news interview program "Dialogue" on CCTV-2 (China Central Television's Channel on Finance and Economics) in Beijing with Secretary of State Hillary Clinton. The group later traveled to Shanghai where they were scheduled to attend Expo 2010 and attend a reception with the Shanghai Alumni Club and Mendoza College of Business Dean Carolyn Y. Woo.

## EARTH SCIENCES DEMOLITION

The structurally unsound Earth Sciences building, which once housed the Sisters of the Holy Cross novitiate and chapel, was demolished earlier this spring. Construction is under way on a new three-story building that will house the Alliance for Catholic Education, with move-in scheduled for the summer of 2011.

CAROL C. BRADLEY





# 'All Roads Lead to Rome'

**Office of Research grants will support new Italian studies program**

**BY RENE HOCHSTETLER,  
FOR THE OFFICE OF RESEARCH**

The University is home to an impressive number of scholars whose research and teaching focus on Italy. Now, thanks to support from the College of Arts and Letters and two grants awarded by the Office of Research, the University will further extend its engagement with that country in the form of an interdisciplinary program in Italian studies.

The goal is to make the University the pre-eminent center for interdisciplinary Italian studies outside of Italy, and to further support the University of Notre Dame Humanities Center in Italy. The center will establish a vibrant University presence in Rome, much like the University already has in London and Dublin.

Led by steering committee co-chairs Joseph A. Buttigieg, William R. Kenan Jr. Professor of English, and Theodore J. Cachey Jr., Albert J. and Helen M. Ravarino Family Director of Dante and Italian Studies, the program brings together for the first time scholars from a broad spectrum of disciplines, including architecture, art, classics, literature

and history.

"The Italian studies program extends and enriches the interdisciplinary character of the humanities in general and of Italian studies in particular," says Cachey. "Our goal is to enable and promote collaboration among faculty and graduate students from diverse units of the University and to connect them with their counterparts in universities and research institutions across the world."



*Cachey and Buttigieg*

Nearly 30 faculty members from more than 10 departments are already engaged in various activities and collaborative research projects with their counterparts in leading universities, academies and research centers in Italy, the United Kingdom and elsewhere. The Italian studies program connects these endeavors to further support existing and new working relationships. It will bring to campus resources and researchers in collaboration with other departments, institutes and programs.

Says Buttigieg, "The Italian

studies program exemplifies the opportunities that arise when we collaborate: If we coordinate our efforts we'll achieve a lot more than if we work in isolation."

Funding from the Office of Research comes from two sources: Strategic Research Investment (SRI) and the Library Acquisitions Grant programs. SRI funds will support an annual three-week interdisciplinary summer seminar in Rome and will sponsor related faculty and graduate student research projects and exchanges between Notre Dame and the University of Rome Sapienza, the Biblioteca Ambrosiana (Ambrosiana Library) in Milan, the Catholic University of Milan (Sacro Cuore), the Italian National Dictionary Project and the Universities of Cambridge and Leeds and the University of California-Berkeley, among others. The grant will also fund an administrative and teaching faculty position.

The Library Acquisitions grant, "All Roads Lead to Rome," funds an expansion of Hesburgh Library's holdings on diverse aspects of Roman architecture, art and art history, classics and social and political history. Acquisitions related to cartography, monuments and travel to Rome from antiquity to the end of the early modern period will significantly enhance opportunities for interdisciplinary research at the University.



*The Fontana del Nettuno (Fountain of Neptune) in Rome's Piazza Navona. A new Italian Studies program will establish a vibrant presence in Rome.*

Susan Ohmer, assistant provost, is pleased with the impact the Library Acquisitions Grant Program will have. "By providing funding for a wide range of interdisciplinary materials, this grant enables students

and faculty to immerse themselves in their discipline, to continue to develop their expertise, to establish strong international relationships and to further contribute to their

## Notre Dame faculty assisting in oil spill forecasting



*Sunlight illuminates the lingering oil slick on the Gulf of Mexico, as seen by NASA's Terra Satellites in late May. Oil smooths the ocean water, making the oil slick appear to be brighter than the surrounding water. ND faculty members are participating in an innovative effort to forecast the movement of the oil spill.*

**Accurately tracking, predicting Deepwater Horizon spill crucial for cleanup and mitigation**

**BY WILLIAM G. GILROY,  
PUBLIC RELATIONS**

Notre Dame researchers **Joannes Westerink** and **Andrew Kennedy** are participating in an innovative effort to forecast the movement of the Deepwater Horizon oil spill to coastal areas of the Gulf Coast.

In 1991, Westerink, a professor of civil engineering and geological sciences at Notre Dame, and his MIT classmate Rick Luettich, now a University of North Carolina professor,

developed ADCIRC: the Advanced Circulation Model. ADCIRC has since become the authoritative computer model for storm surge used by the U.S. Army Corps of Engineers, the Federal Emergency Management Agency (FEMA), and the state of Louisiana to determine water levels due to hurricane surge and to design levee heights and alignments.

Westerink, Kennedy, Luettich and researchers from the University of Texas and Louisiana State University are now applying the ADCIRC program to help predict the near-shore and "inner-shore" movement of oil from the Horizon spill off the Louisiana coast.

Westerink notes that there are

existing predictive models that are well suited for projecting the movement of the oil plume in deep ocean water and on the mid to outer continental shelf. However, these models lack the horizontal resolution and physics components that are critical for realistically portraying water and oil movement on the inner shelf, the near-shore and the "inner shore" (sounds, estuaries, marshes and bayous).

Westerink, Kennedy and their partners have received funding from the National Science Foundation to apply ADCIRC to the oil spill and provide "nowcasts" and forecasts of the oil spill movement to the inner-shelf, near shore and inner-shore

areas of coastal Louisiana, Mississippi and Texas.

"The longevity of oil in seawater, which can be months to years, implies that a long-term, sustained response will be required throughout much of the Gulf (and perhaps beyond) to protect the fragile coastal habitat and the associated ecosystems," Westerink said. "Given the great size of the potential impact area, accurately tracking and projecting the spill movement in the near shore is critically important for effectively allocating resources for cleanup and other mitigation efforts."

ADCIRC employs computer science, coastal oceanography, mathematics and engineering to forecast tides, riverine flows, wind and wave-driven currents as well as incoming storm surge. Storm surge is the wall of water pushed onto land as a hurricane comes ashore. The model is increasingly more accurate as geographic detail, resolution and the underlying physics and computational engines are improved. Recent refinements have increased its accuracy to within half a meter 90 percent of the time in hindcasting high water for a hurricane.

The team of researchers also will be working to project oil movement onto land should the Gulf area be impacted by a hurricane during the rapidly approaching hurricane season.

A faculty member since 1990,



*Westerink*

Westerink directs the Computational Hydraulics Laboratory at Notre Dame. His research focuses on computational fluid mechanics, finite element methods, the modeling of circulation and transport in coastal seas and oceans, tidal hydrodynamics, and hurricane storm surge prediction.

Kennedy joined the Notre Dame faculty in 2007 and directs the Coastal Hydraulics Laboratory. His research focuses on wind wave theory, modeling and measurements.

Both laboratories are part of the Environmental Fluid Dynamics Laboratories within the College of Engineering.



# New research focuses on forgotten victims of European wars

Children and the long-term effects of violence

BY JOAN FALLON, KROC INSTITUTE

After more than five years of study on the impact of political violence on children and mothers in Northern Ireland, Notre Dame faculty member **Mark Cummings** is expanding his research to include children and families in Croatia, where tens of thousands of people died in ethnic violence between 1991 and 1995.

This summer, Cummings, professor and Notre Dame Chair in Psychology, and Laura Taylor, a Ph.D. candidate in psychology and peace studies, along with colleagues from the University of Zagreb, will collect data on the post-war adjustment of children and parents in Vukovar, a Croatian city deeply divided along ethnic (Croat/Serb) lines.

Once an integrated city that was proud of its ethnic diversity, Vukovar is now so divided that children attend segregated schools and are taught in separate languages, Cummings said. Aggression, anxiety, depression, bullying and other problems are widespread, leading to international concern about the potential for new cycles of violence.

"It's not enough to sign a peace accord," Cummings said. "Even long after the war is officially over, if sectarian tension is high, if people still carry the negative psychological processes that resulted from the violence, there's a real likelihood that a new generation could issue another call to arms."

The goal of the research is to increase understanding of the long-term effects of ethnic violence on children and families, knowledge that could help promote healing, community recovery and prevention of new outbursts of violence in post-war areas around the world, the researchers said.

"We're especially interested in identifying factors that protect children and buffer them against the impact of political violence and ethnic tension," Taylor said. "When children feel safe and secure, it's more likely that the peace process will hold."

Cummings, co-founder of Notre Dame's Center for Children and Families, is a faculty fellow at Notre Dame's Kroc Institute for International Peace Studies and the Nanovic Institute for European Studies. Laura Taylor is among the first students to pursue a Ph.D. in Notre Dame's peace studies doctoral program.



MATT CASHORE

Cummings

# New book by father-daughter peace-builders published

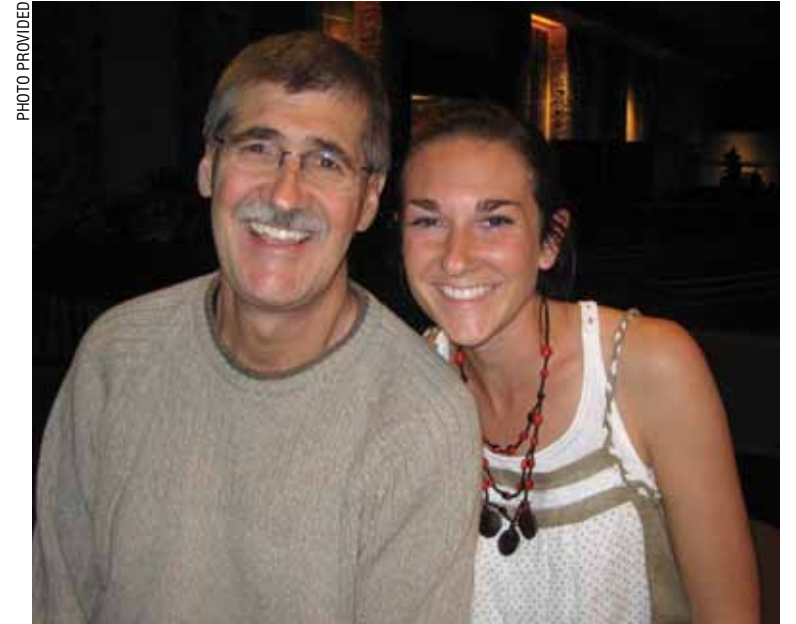


PHOTO PROVIDED

John Paul and Angela Lederach

Exploring the role of metaphors and music in healing

BY JOAN FALLON, KROC INSTITUTE

**John Paul and Angela Jill Lederach** have written "When Blood and Bones Cry Out: Journeys Through the Soundscape of Healing and Reconciliation."

Published by the University of Queensland Press, the book challenges the traditional idea that healing and reconciliation are linear and sequential "post-conflict" processes. Instead, the authors write, healing (after war, near-death experiences or sexual violence) is circular and dynamic and can continue even when the violence hasn't stopped.

"We often hear that there are 'phases' in healing and reconciliation, but that isn't the experience of many people in local communities," said John Paul Lederach, professor of international peacebuilding at Notre Dame's Kroc Institute for International Peace Studies. "Even the concept of 'post conflict' is fiction, as people live through repeated cycles of violence. We wanted to document and explore how people who had faced the unspeakable found their voices. And much of it came back to

poetry, music and sound."

The authors explore the role of metaphors and music—from Tibetan singing bowls to the lyrics of Van Morrison—in personal and community healing. The book tells the stories of a mass women's movement in Liberia, elders walking between warring clans in Somalia, former child soldiers in refugee camps, victims of rape in Sierra Leone, and John Paul and Angela's own deeply personal experiences with trauma.

"Everywhere we went, we heard themes of circles and repeating patterns," said Angela Lederach, a 2007 Notre Dame graduate in anthropology/peace studies who has lived and worked in Central America, West Africa, the Philippines and the United States. "The stories came from people who are working tirelessly to hold their communities together. They don't have time to consider whether they're using an accepted model, so their ideas and approaches may seem radical to western ways of thinking."

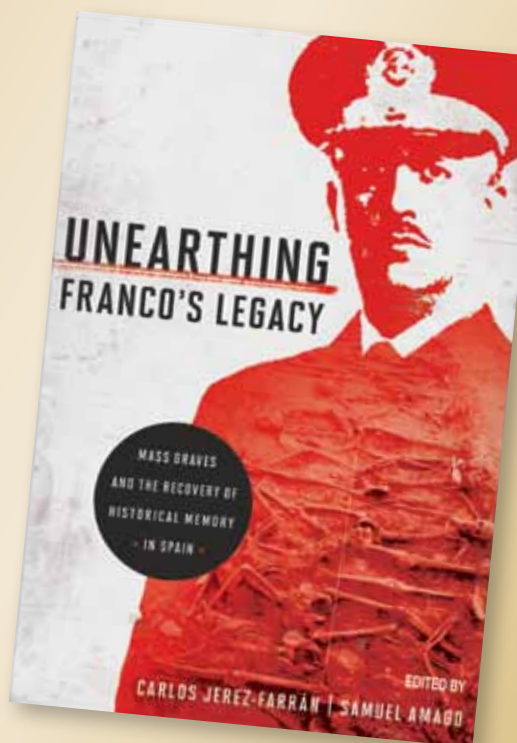
The book "shows the resilience it takes for people to overcome devastating experiences with grace," Angela Lederach said. "I think there's a lot of hope in it."

## NEW IN PRINT

"Unearthing Franco's Legacy: Mass Graves and the Recovery of Historical Memory in Spain" (University of Notre Dame Press, \$40)

Notre Dame Press has published a new book on the political, cultural and historical debate that has ensued in Spain after the discovery and exhumation of mass graves dating from the years during and after the Spanish Civil War (1936 to 1939). The war's victor, General Francisco Franco, ruled as dictator for 36 years.

Edited by Carlos Jerez-Farrán, professor of Spanish, and Samuel Amago, associate professor of Spanish, the book of essays by historians, anthropologists, literary scholars, journalists and cultural analysts represents the first interdisciplinary analysis of the ways present-day Spain has sought to come to terms with the violence of Franco's regime.



# ND psychologists partner with Madison Center

Will combine University, community resources and expertise

BY WILLIAM G. GILROY, PUBLIC RELATIONS

The University of Notre Dame and the **Madison Center**, the leading provider of behavioral health care services in northern Indiana, have announced a series of agreements that will enhance research opportunities for University and Madison researchers while helping to improve the already high level of services Madison provides to the local community.

Although Notre Dame psychologists have conducted research at the

center for a number of years, the new agreements represent a significant scaling up of the relationship between the two entities.

Notre Dame will occupy space in buildings on the Madison Center campus for researchers from its Department of Psychology who specialize in areas such as geropsychology and personality and mood disorders. This will improve access of researchers to patients in their fields of expertise. The agreements also will enhance training opportunities for Notre Dame graduate and undergraduate students interested in behavioral areas.

"The partnership between Notre Dame psychology and the Madison Center represents a true win-win by

combining resources and expertise from the University and the community," says Daniel J. Myers, Notre Dame's associate dean for research, centers and the social sciences. "The result is better faculty research and better training for our students, which combine to help produce better treatment for Madison Center patients."

Madison Center physicians will gain access to leading experts in clinical psychology and participate in cutting-edge research that can support clinical treatment and patient care. The Madison medical staff also will collaborate with Notre Dame researchers on papers published in academic journals.

"It is critical to develop strong

community partnerships to enable us to provide the highest quality behavioral care to those we serve," Madison Center CEO Ken Davis says. "We are proud to have the University of Notre Dame as such a committed partner working with us."

Notre Dame has recently recruited a number of internationally renowned clinical psychologists to its Department of Psychology who will conduct research at Madison Center. They include David Watson, a noted clinical scientist whose research focuses on the study of mood, temperament and psychopathology; Lee Anna Clark, an internationally recognized scholar in the study of personality disorders; and Anne

Simons, a leading expert in various aspects of depression, including its maintenance and treatment.

## CONTACT US!

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QUESTIONS AND COMMENTS  
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## SERVICE ANNIVERSARIES

The University congratulates the following employees who celebrate significant anniversaries in June, including 35-year employees **Deborah K. Hayes**, parking services, and **James F. Johnson**, chemistry and biochemistry.



Hayes



Johnson

### 30 years

**Beverly K. Banfy**, operations and engineering  
**John A. Kush**, accounting and financial services

### 25 years

**Thomas M. Barkes**, performing arts administration

### 20 years

**Evelyn H. Addington**, aerospace and mechanical engineering  
**Thomas J. Frecka**, accountancy  
**John C. Harness**, Rockne Memorial Building  
**Marcia K. Hull**, Center for Research Computing  
**Lori A. McCune**, Hesburgh Libraries  
**Judy A. Zook**, Ticket Office

### 15 years

**Christine L. Cushman**, Mendoza College of Business  
**Raymond E. Dickison**, operations and engineering  
**Roya R. Ghiaseddin**, management  
**Sheila L. Holmes**, Hammes Bookstore  
**Timothy R. Legge**, AgencyND

### 10 years

**Robert D. Brown**, fire protection  
**Timothy A. Golichowski**, utilities – operations  
**Mary K. Hamann**, Mendoza College of Business  
**Ignacio P. Jimenez**, Morris Inn  
**Matthew A. Lewandowski**, Rockne Memorial Building  
**Roberta Lockhart**, mathematics  
**Jennifer A. Monahan**, student affairs  
**Kelly Newland**, fire protection  
**Denise E. Sullivan**, performing arts administration

## NEW EMPLOYEES

The University welcomes the following employees who began work in March, April and May:

**Cristian E. Baguer** and **Megan K. Meihaus**, development  
**Joanna C. Basile**, Office of Communications, arts and letters  
**Jane E. Below**, public relations  
**Heather H. Boyd**, Office of Research  
**David P. Campbell**, Center for Research Computing  
**Wayne Chung**, investment office  
**Emina Coric**, Custodial Services  
**Gyorgy Csaba**, ND NANO  
**Timothy J. Dennig**, financial aid  
**Rachael L. Dougherty**, human resources  
**Sandra A. Fenwick**, Procurement Services  
**Mike P. Hartman**, Catering By Design  
**Jennifer L. Knapp Beudert**, Robinson Center  
**Ryan Leazenby**, utilities operations  
**Timothy S. Lowe**, international programs  
**Lisa M. MacKenzie**, business operations  
**Ralph Milliken**, civil engineering and geological sciences  
**Stephanie Mola**, Alumni Association  
**Adam W. Myers**, athletic equipment room  
**Carol A. Owens**, Women's Basketball  
**McKenna S. Pencak**, international student services  
**Nathan J. Regola**, Center for Research Computing  
**Megan E. Shepherd**, ND Vocation Initiative  
**Dawn Smith**, St. Michael's Laundry  
**Sarah A. Taylor**, Custodial Services



## LIMO LUNCH

*Gayle Wilson, administrative assistant in Business Operations, won a "Mix 106 Limo Lunch" at Trio's Restaurant for herself and seven Main Building co-workers from radio station WUBU. "We aren't limited to a job description, but challenged to do whatever it takes to get the job done," read her nomination letter. From left to right, Carri Frye, Jeanne Ewing, Colleen O'Connor, Gayle Wilson, Angela Watson-Washington, Gene Walker (Mix 106 operations manager), Wendy Mott, Elizabeth Clark, Lisa Butt and O.J. Lewis of M-T Pockets Limousine Service.*

# Protecting private info is everyone's responsibility

## New version of Identity Finder software available

BY LENETTE VOTAVA, OIT

Have you ever made an online purchase or completed your taxes on your work PC? Do you handle health, financial or student information in your daily work? Do you maintain old class rosters or other student records from your previous classes?

If you answered "yes" to any of these questions, your personal information or the personal information of others could be at risk for identity theft.

The Federal Trade Commission estimates that as many as 10 million Americans have their identities stolen each year. Victims of identity theft can spend thousands of dollars and dozens of hours cleaning up the mess thieves made of their good name and credit record.

Earlier this year, the University

implemented measures to strengthen ongoing efforts in handling sensitive personal information. John Affleck-Graves, Executive Vice President, asked all faculty and staff members to take part in this important effort by eliminating any unnecessary use of Social Security numbers (SSNs) or credit card numbers from files they own or use.

To help you easily locate SSNs or credit card numbers in your files, the Office of Information Technologies (OIT) licensed Identity Finder, a software tool that identifies all possible instances of credit card numbers or SSNs stored on your computer and in your networked file space. Recently, the OIT released a newer version of Identity Finder for both Windows and Mac.

The OIT customized the Windows version to identify SSNs and credit card numbers more accurately, reduce the number of false positives and au-

tomatically scan any network file space you have mapped to AFS or NetFile. The Mac version is available, but still in development. Identity Finder for Mac will not automatically search your AFS or NetFile space by default, but still provides a user-friendly interface that allows you to accurately identify and remove SSNs and credit card numbers. You can continue to use the old SENS (Sensitive Number Finder) tool as well.

As members of the University community, each of us has a special responsibility to protect the information entrusted to us by our students, faculty, staff and other constituents.

To download the new version of Identity Finder or SENS, just go to [secure.nd.edu/sensitivenumbers](http://secure.nd.edu/sensitivenumbers). For questions, contact your departmental computer support representatives, or the OIT Help Desk at 631-8111.

## COMMUNITY GARDEN



*Ground was broken this spring for the new Notre Dame Campus Garden north of Ave Maria Press—harking back to the days when food for the University was grown on the Holy Cross Farms surrounding campus. The garden allows for 45 small garden plots this year. Food Services manager Jessica Velazquez, at left, one of the leaders of the garden movement, plants tomatoes. Above, the history department's Dan Graff and his brother Jeff prepare a plot. "We have no sun at home, and we're interested in connecting more with food sources," says Graff, who plans to tend the garden with wife Nicole McLaughlin and their 8- and 5-year-old daughters.*



## Lyphout named honorary alumnus

26 years of service recognized by Alumni Association

BY COLLEEN O'CONNOR, FOR NDWORKS

In the 165-year history of the University of Notre Dame, the Alumni Association has conferred the title of Honorary Alumnus only 38 times. May 24th of this year, James Lyphout, vice president for business operations, became the 39th recipient of this distinguished award by unanimous vote of the 30 -member Alumni Board.

Restricted to those who do not qualify for regular membership, this elite group of honorees have all shared a record of loyal service and dedication to Notre Dame for at least ten years and exemplify the mission of the University.

"I was proud to nominate, along with others, Jim Lyphout for the honorary alumnus status. Jim has always, throughout his tenure at Notre Dame, been supportive of all Alumni Association programs and activities. He and his wife, Rose, never miss a reunion all-class dinner and have always been financially supportive of what the Alumni Association does. It is a privilege to have Jim as a loyal son of Notre Dame," said Chuck Lennon, Executive Director of the Alumni Association.

Presented with a plaque signed by President Rev. John I. Jenkins, C.S.C.; Holly Colmen, President of the Alumni Association Board of Directors; and Chuck Lennon, Lyphout is now an official member of the Class of 2010.

"This honor came as a huge surprise and is extremely meaningful to me as I now join my two sons as members of the Notre Dame Alumni Association," said Lyphout.



From left to right, Jim Lyphout, President Emeritus Rev. Edward A. (Monk) Malloy, C.S.C., and Chuck Lennon, executive director of the Alumni Association.

## Master's degree project leads to support group

Raising awareness of the dynamics of multiples

BY COLLEEN O'CONNOR FOR NDWORKS

When Jennie Brackett received her Master of Science degree from IUSB last month, she had already put her classroom experience to practical use. "With a curriculum tailored to educational leadership, my last assignment was designing a leadership project for my community. As the mother of fraternal twin girls, Lilly and Sarah, I wanted to bring together parents of multiples," says Brackett, grading and academic records specialist in the registrar's office.

Although there are two local chapters of the National Mothers of Twins Club, Brackett did not find them feasible for two reasons—both clubs were too far away from her home in Buchanan, Mich., and the focus of the clubs was primarily social gatherings combined with activities such as crafts rather than education and awareness of the dynamics of raising multiples.

Brackett brought together five sets of twins, all from Buchanan and all under the age of 5, along with their families, for a "Multiples Mini-Seminar Day" earlier this spring. She provided child care for 18 children and booked five speakers: a dietitian; an elementary education counselor; a coordinator from Michigan's Early On Developmental Program; a social worker from Early On; and a panel of

older multiples.

The dietitian covered nutritional needs from toddler to teen, and offered tips for picky eaters. The elementary education counselor addressed the critical issue of the appropriate time to separate twins. The social worker from Early On, a Michigan tax-supported school program similar to Indiana's First Steps Program, discussed adolescent twin issues.

"The most engaging discussion was with the panel of older multiples. It was very interesting to hear firsthand what it is like to grow up as a member of a set," says Brackett.

Brackett will schedule another event this summer and is interested in expanding her group beyond the original five families. All Notre Dame faculty and staff parents of multiples are welcome to participate.

"In going to my website ([phil-brackett.com/mssmni/index.htm](http://phil-brackett.com/mssmni/index.htm)) you will learn what we have done up to this point and what we plan to do in the future. There are also links to groups I have found useful," says Brackett. For more information, contact her at [brackett.6@nd.edu](mailto:brackett.6@nd.edu).



Jennie Brackett with her 3-year-old twins Lillian (left) and Sarah.

## STAFF SPOTLIGHT

### JOHN HEISLER

#### SENIOR ASSOCIATE ATHLETIC DIRECTOR/MEDIA AND BROADCAST RELATIONS

BY CAROL C. BRADLEY, NDWORKS

"It's not a nine-to-five job," says John Heisler, senior associate athletic director for media and broadcast relations. "Nobody's punching a time clock. You're working nights and weekends."

Heisler has worked in the media relations/sports information world of college athletics since his days as a student at the University of Missouri. "I wanted to go into journalism, and I was interested in writing and sports," he says. "I gained a lot of experience working in sports information as an undergraduate, as much as a lot of people might have in a full-time job. But I thought I'd probably end up working for a newspaper or magazine."

Getting hired at Notre Dame proved a classic case of being in the right place at the right time, says Heisler, who grew up in South Bend. His father was an engineer at Bendix, and his parents moved to the east coast when he was in college. "They didn't think they'd ever leave South Bend, and I didn't think I'd ever come back."

But Heisler interviewed with Notre Dame's then-sports information director Roger Valdiserri at the 1978 NCAA Men's Basketball Final Four in St. Louis, where he was working as a volunteer. Notre Dame's sports information office had only two full-time staff members at the time, and one was leaving. Heisler was offered the job.

When he was hired as assistant sports information director, he says, "The office was Roger and myself and a handful of students. Back then, the overall athletic administration was small enough that, if (then-athletic director) Moose Krause wanted to have an administra-

tive staff meeting, he could just yell down the hall."

These days, there's a full-time sports information staff of 10, plus several dozen students, many of them under the direction of sports information director Bernie Cafarelli. "We still use quite a few students, but expectations of coaches are much greater. As our teams have improved, coaches are interested in promotions and in how many fans will attend their games," Heisler says.

What does the sports information office do? "We're responsible for any information that goes out about Notre Dame athletics," he says. "We deal with the media, the general public, the University community, alumni and lots of other constituencies. When you call it 'sports information,' you get all sorts of calls about all sorts of things." The office plays host to all home events—which, on a football weekend, may mean hosting hundreds of visiting media—and provides statistics and results for all games, home and away.

The biggest change in the job over the years is the enhanced commitment to a 26-sport program, as the University has developed a top-flight program capable of competing for national titles in a number of sports, says Heisler. And the media world has changed—and continues to change—dramatically, with the addition of blogging, multiple websites, and innovations such as video streaming of events. "Our website has become the place where we publish and broadcast, maybe a dozen times a day."

These days, Heisler spends his time mulling over Web strategy and social media options, working with Notre Dame broadcast partners like NBC and ISP,

assisting with football scheduling, helping athletics director Jack Swarbrick research higher-level video

production and digital distribution models for the University. He is often called upon to serve as the athletics spokesman on "global" issues beyond games and events. Part of Swarbrick's senior staff, Heisler is also administrator for the men's lacrosse team.

His cell phone still chimes regularly, thanks also to email, texting and a 24-hour news cycle. "We're constantly trying to reinvent ourselves in terms of how we offer information about Notre Dame. Everyone we deal with has a website, and even the traditional print outlets are into video."

It's a big change from the days when he started out typing press releases on a manual typewriter. Even the future of traditional print pieces such as media guides is a question—the NCAA recently eliminated printed media guides as a recruiting tool.

These days he doesn't get to do as much writing as he used to. "That's what got me into it. That's what got a lot of us into the business." He's filling that void working with Swarbrick on a holiday annual of athletics profiles.

But it's still all about figuring out what people are interested in reading and watching, Heisler adds. "The basics haven't really changed."

MIKE BENNETT/LIGHTHOUSE IMAGING







# On the move

## Development joins Investment Office at Eddy Street Commons

BY CAROL C. BRADLEY, NDWORKS

Portions of the Department of Development made the move to new quarters in Eddy Street Commons the first week in June, joining the Investment Office, which made the move earlier this spring.

Offices moving include arts and law advancement, advisory councils, corporate and foundation relations, information services, research, gift planning, regional development and talent management. Units remaining in Grace Hall are the annual giving programs and donor services.

In addition to expanded staff space, the new offices provide conference rooms, donor entertainment suites and a dramatic new Notre Dame-themed central welcoming area.

"This has been very exciting for us," says Micki Kidder, assistant vice president for development. "It's been a project like no other. The new space will provide much more of a collaborative environment. People are very energized about the move. I thank the whole department for their positive approach to this, and their work ethic. They came together to make this a seamless transition."

The biggest fear, says Kidder, is that the Department of Development will be viewed as "off campus."

"We continue to be a part of the Notre Dame campus," she says, "and look forward to future collaboration with fellow staff, faculty, students, alumni and visitors."



Kidder



The new offices feature a dramatic new central welcoming area (above center). Mary Andersen and Patty Smith (lower left) share adjoining workspaces. "New is good," says Smith. "The office spaces are beautiful, and it's nice to be together rather than spread out on different floors." Receptionist Betty Russo finished packing her office in Grace Hall Friday (lower center) and started unpacking in the new space on Monday morning (lower right). "It was a long time coming, and all at once it hit!" she says. Center right, one of the new conference rooms offers a stunning view of campus.