



# NDWorks

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News for Notre Dame faculty and staff and their families

October 14, 2010

## Twins are the focus of biometrics research

### Research may lead to advances in facial recognition technologies

BY WILLIAM G. GILROY,  
PUBLIC RELATIONS

Each year in August, the aptly named town of Twinsburg, Ohio, is the site of the largest official gathering of twins in the world. Open to all multiples — identical and fraternal twins, triplets and quads from newborns to octogenarians — the weekend's events include food, live entertainment, a golf tournament and a twins' parade.

The event also has become an important site for field research by Kevin Bowyer and Patrick Flynn of Notre Dame's Department of Computer Science and Engineering. Flynn has a twin sister, making this research especially relevant to him.

Flynn and Bowyer have been developing and assessing image-based biometrics and multi-biometrics technologies since 2001, including first-of-kind comparisons of face photographs, face thermograms, 3-D face images, iris images, video of

human gait, and even ear and hand shapes.

A biometric is a stable and distinctive physiological feature of a person that can be measured and used to identify that person; the fingerprint is the most familiar example.

In the wake of the terrorist attacks of Sept. 11, 2001, federal agencies have become increasingly interested in the feasibility of facial and iris recognition technologies.

Bowyer and Flynn have received two grants from the Federal Bureau of Investigation for research into the discrimination of identical twins. Even identical twins have unique irises. They are examining how iris biometrics performs in twins to confirm prior claims that biometrics is capable of differentiating between twins and to explore if human observers can make distinctions that current iris biometrics technologies cannot.

At the Twinsburg event, Bowyer and Flynn recruited volunteers to capture biometrical samples of identical twins. The volunteers sat at the center of a half-circle arc surrounded by five cameras that took high resolution color photographs from different angles. Volunteers also posed for iris and 3-D

face imaging cameras.

After acquisition and assembly of these field-collected data, the researchers then presented unlabeled twin and non-twin image pairs in equal numbers to another group of human volunteers on campus. These volunteers were told to record their opinion of whether the image pairs came from a pair of twins or from unrelated individuals.

Bowyer and Flynn's research indicates that the participants can correctly classify pairs of twins with 80 percent accuracy using only the appearance of the iris, a level that rules out the possibility of random guessing.

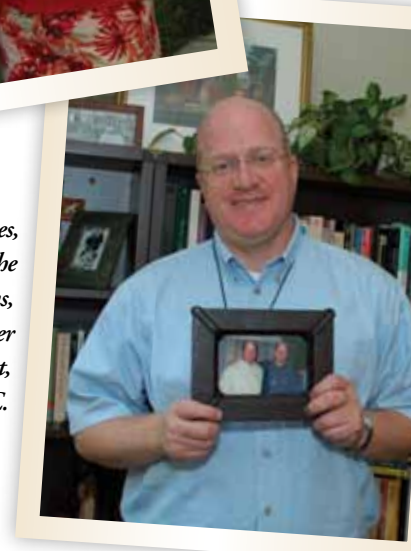
Their research suggests that iris images may be able to be used for purposes beyond those that are currently envisioned by the biometrics research community. The researchers plan on continuing to analyze data from the Twinsburg event to look closer at the feasibility of new types of automated iris image analysis. Initial results of their work appear in the Computer Vision and Pattern Recognition Biometrics Workshop and the International Carnahan Conference on Security Technology.



### SOME NOTABLE CAMPUS TWINS

*Fraternal twins Jennie Phillips, at right, assistant director of fitness and fitness facilities at RecSports, and Jocie Antonelli, Food Services nutrition and safety program manager.*

*At right, Rev. William M. Lies, C.S.C., executive director of the Center for Social Concerns, has an identical twin brother who is also a Holy Cross priest, Rev. Jim Lies, C.S.C.*



PHOTOS: CAROL C. BRADLEY

## She's on her way to Australia—with Oprah



PHOTO PROVIDED

### Elliott wins expenses-paid trip after her essay is selected

BY GENE STOWE, FOR NDWORKS

Noelle Elliott, the publicity and concert coordinator for the Department of Music, composed a quick essay on why she's Oprah's ultimate fan — and scored an all-expense-paid trip to Australia with the talk-show queen in December.

Elliott, a South Bend native who's watched the show since childhood, doesn't even remember what she wrote in the essay that was among 25,000 submitted to Oprah's website on the first contest day.

"I've always admired her as a woman and a businessperson," she

said. "I just was honest. I just blurted out everything I thought. My mom had watched it. My entire life I had grown up watching her."

Something about her words struck a chord, and someone from the organization called to gather elaborations on her answers for 45 minutes. But Elliott, who had attended the show before, ignored the e-mail invitation to Chicago for the Sept. 9 taping of the Sept. 13 show.

"They called me at home and said, 'We'd really like you to be on this show,'" she recalls, adding that Talia Walerko, her friend since third grade, went with her to the show and will join her on the Australia trip. "When we got there, I could tell something was a little different."

Different, even for Oprah, who once gave a car to everyone in the audience—an all-expenses-paid trip Down Under.

"You could have taken me to downtown Chicago," Elliott gushed when she got a chance to thank Oprah after the show. "As long as I was with you, I would be happy."

Afterward, with a happy scream-induced headache, she started filling out the voluminous paperwork required. Oprah is even covering the taxes on the trip's value.

Elliott checked "adventure," maybe hot air balloon rides and scuba diving, on the form asking her style preferences for the 10-day trip (other choices: relaxation, shopping). It's her first excursion out of the country.

"They created an entire website just for the viewers at that show," Elliott says. "They've been calling us on a weekly basis making sure we have everything in order."

"I haven't comprehended it. It's such a shock to me. I'm very excited. Still shocked that I'm going. There are a lot of things I have to get in order. It's an amazing opportunity for me."

Her tasks include preparing her husband, Don, and their four children, ages 5 months to 7 years, for the days she is away. She will document the trip on her blog, [bowchicabowmom.blogspot.com](http://bowchicabowmom.blogspot.com).

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## NEWS BRIEFS

### INFORMATION SESSION OFFERED ON EDUCATION BENEFIT

BY DEE DEE STERLING, OFFICE OF HUMAN RESOURCES

Many parents are confronted with the knowledge that a college education can be very expensive. The Chronicle of Higher Education estimates the cost for 2009-10 at an average of \$26,273 per year for tuition alone. At Notre Dame, we value not only education, we value YOU. As a result, Notre Dame provides educational benefits to the children of eligible employees who are attending Notre Dame, Saint Mary's or any other four-year accredited college or university.

"As parents, providing a quality education for your children is one of your highest priorities," remarked Linda Martellaro, classroom specialist in The Office of the Registrar. "For us, the educational benefit was a great motivational tool—our girls knew that if they did well in school, the benefit program would help to pay for their undergraduate education."

Wendy Barnes, admissions assistant in Notre Dame Law School, commented, "The tuition benefit is a true gift. For me personally it is an incentive to keep exceeding expectations in my job not only for my department, but for the University as well."

If you have junior high and/or high school-age children, we encourage you to bring them to an information session on Notre Dame's educational benefit, which takes place at 7 p.m. Thursday, Nov. 4, in the Hesburgh Library Auditorium. Representatives from

the Office of Human Resources, Undergraduate Admissions and Student Financial Services will be present to review educational benefits for Notre Dame, Saint Mary's and other four-year institutions, discuss academic preparation and admission requirements to Notre Dame and provide additional information on financial aid.

### SHOP SAFELY ONLINE

BY LENETTE VOTAVA, OIT

In celebration of National Cyber Security Awareness Month, here are a few tips on how to shop safely online.

- Use a computer that you trust. Shopping from a public computer is dangerous. It could be infected with malware that steals credit card numbers or passwords.
- Shop at reputable sites. If you're not familiar with the site, check its consumer rating at [ResellerRatings.com](http://ResellerRatings.com). Review the site's privacy and return policies.
- Pay only through a secure site. Look for the lock symbol and https:// address when starting the payment part of the transaction.
- Credit cards offer greater protection under the law than debit cards, including the ability to dispute fraudulent charges.
- Keep a record of your order. Be sure to keep track of when

you placed the order, what you ordered and the order total.

- Visit the American Bar Association's Safe Shopping site for more tips at [safeshopping.org](http://safeshopping.org).

### IMPORTANT INFORMATION ABOUT CAMPUS SECURITY AND FIRE SAFETY FROM THE OFFICE OF CAMPUS SAFETY

The security of all members of the campus community is of paramount concern to Notre Dame. The University publishes an annual report outlining security and fire safety information and crime statistics for campus. This document provides suggestions regarding crime prevention strategies and important policy information about emergency procedures, reporting of crimes, law enforcement services on campus, fire safety, and information about support services for victims of sexual assault. The brochure also contains information about the University's policy on alcohol and other drugs, the SafeWalk program and campus shuttle service. You may view the document on the web at: <http://ndsp.nd.edu/crime-information-and-clery-act/safety-brochure-clery-act>. A printed copy of this brochure is available by sending an email request to [ndsp@nd.edu](mailto:ndsp@nd.edu) or by writing to: Office of the Director, University Security Police, 204 Hammes Mowbray Hall, Notre Dame, IN 46556.

## BUDGET OVERVIEW AND OUTLOOK FOR 2011 AND 2012 PUBLISHED

Watch for a link to the University Financial Update and Budget Outlook in your email

BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

An overview of the University's fiscal position, including a summary of the 2010 budget and the outlook for 2011 and 2012, has been published by Provost Thomas G. Burish and Executive Vice President John Affleck-Graves.

This year's edition of the annual report provides the supporting documentation to University President Rev. John I. Jenkins' September address to the faculty, when he outlined the importance of advancing core strengths during troubled economic times by practicing fiscal caution.

The report provides specific detail about how individual actions can translate to dollars that the University will reallocate to its core mission. These include reducing travel and entertainment expenses by \$2.5 million, energy consumption by \$1 million and \$600,000 by participating in the preferred vendor program for desktop and notebook computers.

Among other highlights:

- The University finished the year with \$19.4 million remaining in the operating budget. These funds were distributed to the colleges and divisions, and the University at large, to support strategic priorities.
- The Spirit of Notre Dame Campaign is highly successful, standing at \$1.75 billion as of

June, compared to a \$1.5 billion goal. In the final phases of the campaign, the Development staff is focusing on remaining priorities, such as undergraduate financial aid and endowed chairs. Faculty and staff gifts account for 1 percent of the \$1.75 billion.

The impact our sustainability efforts had on declining energy consumption is reviewed, and the report notes that Notre Dame's grade improved from a D- in 2007 to a B in 2010 in the College Sustainability Report Card.

Lastly, planning for the fiscal 2012 budget is underway. Though the economic climate is still volatile, Notre Dame has many aspirations. Achieving these aspirations will require the full commitment of the Notre Dame community. When the University is next able to undertake a major, transformative investment, it will focus on ideas that fit with Notre Dame's mission, positively impact the world, underscore our distinctive place in higher education and can be sustained, long term, with available resources.

The report is being distributed to each of us through our e-mail boxes. Print copies are available by contacting the Office of Budget and Financial Planning at 631-9137.



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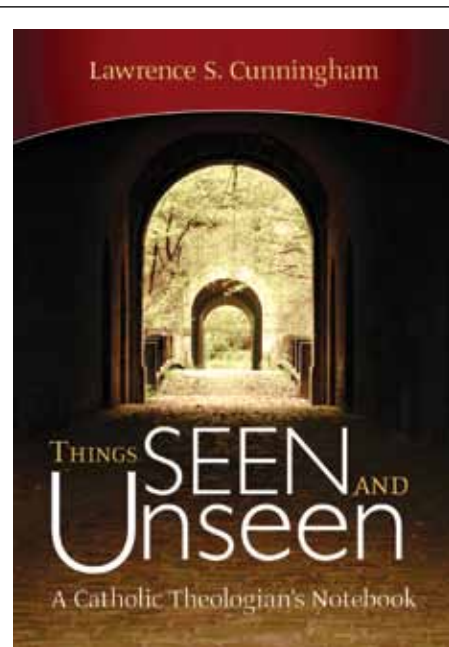
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The views expressed in articles do not necessarily reflect the views of NDWorks or the administration. Online PDF versions of past NDWorks can be found at [nd.edu/~ndworks](http://nd.edu/~ndworks).

Submit story ideas, questions and comments to [internalcomm@nd.edu](mailto:internalcomm@nd.edu) or contact Carol C. Bradley, 631-0445 or [bradley.7@nd.edu](mailto:bradley.7@nd.edu).



Ave Maria Press has released "Things Seen and Unseen: A Catholic Theologian's Notebook," (\$20), by Lawrence S. Cunningham, the John A. O'Brien Professor of Theology. The book offers memories, ideas, verses, quotations and reflections from his more than 20 years of teaching at the University.

CAROL C. BRADLEY



### THE 'TRIKE TEAM'

Utilities Department volunteers are testing out three-wheeled vehicles to get around campus, in lieu of driving trucks. "We wanted to see if it would be practical to use the bikes to reduce emissions, and make it easier to get around campus," says Paul Kempf, director of utilities. "And it's a healthy choice—they get exercise, and it's more time-efficient to get from place to place."

Left to right, Marlon Yoder, Jamey Bontrager-Singer, Joe Durand, Victor Hoang, Norb Brenner, Dan Juckett, Glenn Hayes, Bob Werner, Rich Warner.

# Benefits Open Enrollment

## Changes to PPO plan announced

BY GAIL HINCHION MANCINI,  
INTERNAL COMMUNICATIONS

The University's two HMO health insurance plans are undergoing very little change in 2011, but Notre Dame's PPO plan is undergoing noteworthy alterations.

For the first time, PPO members will be able to choose between the services of the Select Health Network, which includes St. Joseph Regional Medical Center, or the Community Health Network (CHA), which includes Memorial Hospital. In the past, PPO members automatically had been assigned to St. Joseph Medical Center.

It is not the case that this new option allows PPO members to use services from both networks. Rather, during the Open Enrollment period, PPO members will make the choice of one network or the other, and that will be their service provider for the year.

"It's important to understand that once PPO participants pick their hospital and network of choice, the services of the other option will be 'out of network' and more expensive to use," said Denise Murphy, director of compensation and benefits, Department of Human Resources.

Also changing for PPO members is the national network of medical services that provides coverage beyond local services. Currently provided by the Beech Street Corporation, those services now will be provided by Private Healthcare Systems.

Open enrollment for the new benefits takes place Oct. 20 through Nov. 5. A summary of the new

benefits package will be distributed by campus mail Oct. 18-20. Non-exempt employees will receive a paper enrollment form, but are encouraged to enroll online at [openroll.nd.edu](http://openroll.nd.edu).

Exempt employees are asked to enroll online at [openroll.nd.edu](http://openroll.nd.edu). The University continues to offer three health care plans: the Meritain PPO, Meritain Select HMO, which uses St. Joseph Regional Medical Center, and Meritain CHA HMO, which uses Memorial Hospital.

The **Health Care Reform Act** passed last March has only a few requirements that must be adopted in 2011. One that is generating employee attention, based on the frequency of questions to *askHR*, is the provision to provide parental medical insurance to children up to their 26th birthday. Young adults who have access to insurance options through their work may not enroll. But those who do not may be on their parent's health insurance regardless of their marital status or status as a student.

**Other Health Care Reform points:** The legislation removes lifetime maximums for health care services; Notre Dame's policies had established \$2 million maximum, but that ceiling will be eliminated. Also,

- There will be no limits to durable medical equipment or to home health care and other essential benefits, a change that will impact PPO members.
- The new law limits reimbursements to over-the-counter medications.

Adding young adults to the University's benefits is one factor that's increasing the overall cost

of providing health care coverage, expected to be up 12 percent over the current year. Health care costs also are being impacted by the number of employees who have suffered serious illness. "We see a lot of engagement with wellness programs, but there has been a higher incident of illness that is driving the cost of premiums," Murphy said.

How those increases will translate to our monthly premiums costs depends on which of the three plans we elect, and whether we enroll as individuals, individuals plus 1 or as families. "Because costs among premium options vary more than past years, we hope every employee reviews their options carefully to make sure the plan they select best meets their needs," Murphy said. Faculty and staff can reduce their monthly premiums by \$10 (or \$15 if a spouse participates) by participating in the WebMD HealthQuotient.

**Dental and Eye policies:** Those who elect Delta Dental coverage will pay slightly smaller premiums this year based on a slight decrease in claims last year. Premiums will remain the same for the eye care benefits provided by EyeMed.

**New ID card:** For the first time in several years, Meritain will issue new health insurance information cards. By completing Open Enrollment before the deadline, cards should arrive in late December through the mail.

**What if I don't participate in Open Enrollment?** Those who do not participate will be assigned the same health care coverage and service network that they had last year and will not have the opportunity to use the Flexible Spending Accounts program.

## Irish Health Fair Oct. 20, 21

### Shuttles will provide transportation from campus buildings to RecSports

BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

The annual **Irish Health Fair** on Wednesday, Oct. 20, and Thursday, Oct. 21, will feature the 2011 benefit vendors, campus partners and community resources who can address wellness issues from head to toe and how to manage our health and health care all the way through retirement.

The event takes place from noon to 7 p.m. Wednesday, Oct. 20, and from 7 to 11 a.m. Thursday, Oct. 21.

New this year, the Office of Human Resources will have its first drawing of a \$1,000 prize to be awarded at the Health Fair to a faculty or staff member who has completed health screenings and the WebMD HealthQuotient survey by Oct. 15. Six more \$1,000 prizes will be awarded through 2011.

Free health screenings will be offered during the fair, and computers will be there for those who want to complete the HQ. In addition to the general health screenings, local health care representatives will be available to assess vision, foot problems and carpal tunnel syndrome. The St. Joseph Medical Center's traveling mammogram unit will be available both days outside of Rolfs Sports Recreation Center, as well as Oct. 22 outside Hesburgh Library for those insured by the Meritain PPO or Select HMO plan.

Newcomers to the fair include representatives of Health Advocate, the employee service that provides assistance with navigating the health care system and maximizing your health care benefits. Their service will help with clinical and administrative issues involving your medical, hospital, vision, dental, pharmacy and other health care needs, as well as assistance in identifying services for older parents.

Also new, special shuttles will pick up and drop off faculty and staff from 11:45 a.m. to 6:15 p.m. at a variety of sites including Mason Center, Eddy Street Commons, the Library Circle, Dorr Road, Main Building and Grace Hall.

The fair is family friendly—children are welcome—and includes a number of demonstrations that will help frame a healthy lifestyle. On Oct. 20, the RecSports staff plans a series of demonstrations of popular classes such as Zumba, Yoga and Stationary Cycling. Most demonstrations will take place between 5 and 7 p.m.

The Irish Health Fair represents the official kickoff of the Open Enrollment period for 2011 benefits, which extends through Nov. 5. Representatives of the various benefit providers will be on hand, as will counselors who can explain post-retirement issues including Social Security and Medicare.

Complete details of the fair are being posted at [healthycampus.nd.edu](http://healthycampus.nd.edu).

## Fade to black: Jill Godmilow's distinguished career in filmmaking

### Retiring professor recognized with tribute

BY NATALIE DAVIS MILLER,  
FOR NDWORKS

Professor and producer/director **Jill Godmilow** entered the world of filmmaking at just the right time.

"When the French New Wave showed up in art theaters—in New York City in my case—they made filmmaking look like something a human being could do; that you didn't need Doris Day and Rock Hudson to speak in cinema. It was a total revelation in the early '60s," says Godmilow. "My boyfriend said one day, 'Let's make a film,' and we did, in Spanish."

On Oct. 2, Godmilow was recognized for what turned into a career in filmmaking and teaching when the Department of Film, Television, and Theatre presented "Days and Nights of a Filmmaker: A Tribute to Jill Godmilow."

The two-day celebration began on Oct. 1 when alumni student filmmakers returned to campus to screen their student works and discuss their success, followed by the Oct. 2 screening of two of Godmilow's films, the documentary, "Antonia: A Portrait of the Woman" (1974), co-directed with folk singer Judy Collins, and "What Farocki

Taught" (1998).

"Antonia" was nominated for an Academy Award and received the Independent New York Film Critics Award for Best Documentary. Godmilow also received first prize at the Sundance Film Festival for her dramatic film feature, "Waiting For The Moon" (1987), a fictionalized account of the relationship between the real-life literary couple Gertrude Stein and Alice B. Toklas.

Given these accomplishments, additional accolades, and the making of several other films, Godmilow will tell you that her most rewarding moment in moviemaking was reinventing nonfiction filmmaking with her film "Far From Poland" (1984).

The film, about the Polish Solidarity movement, was shot entirely in New York City and presented the filmmaker with opportunities to stretch her craft. "I had to invent 100 techniques to do that, including reenactments of texts. That had never been done before. Now it's common," says Godmilow.

While Godmilow's work is primarily nonfiction, she did try her hand at more fiction work, only to see her efforts fall prey to the whims of financiers. Their loss became our gain when Godmilow found her way to the Notre Dame Film Department. After a successful career



Godmilow

in teaching and filmmaking, she'll be retiring in May 2011.

To upstart filmmakers following in her footsteps she advises, "Don't start working on a film project unless you have a completely fresh idea about *how* the cinema could provide insight into the subject—not just by description."

As for her future, she'd like to make radio documentaries for "a great listener-sponsored" station in New York City, she says. "Or else, move to Cuba and teach filmmaking there."

## WebMD HealthQuotient

The **WebMD HealthQuotient** survey is ongoing through Nov. 5. This survey collects information about the state of your health and provides you with a risk assessment and coaching on how to maintain a healthy lifestyle. Participants are asked to first get a basic health screening, available through the end of October, by calling *askHR*, 631-5900.

Individuals input their screening information and other data into the online tool managed by WebMD, available at [healthycampus.nd.edu](http://healthycampus.nd.edu).

Spouses on Notre Dame health insurance plans also can access the survey online. Spouses and employees with no access to computers can get a paper version of the form through the *askHR* helpline.

Screenings will also be administered during the Irish Health Fair Wednesday, Oct. 20 and Thursday, Oct. 21, and computers will be on hand for those who want to input their information immediately.

A note to those who take this survey every year: Each time you take it, you receive a score on a scale of 100 to zero, with 100 being healthiest. You may notice your score dropping this year, even though nothing about your health profile has changed. WebMD is recalibrating its scoring to give greater emphasis to life choices such as patterns of diet and exercise over characteristics we can't affect, such as our age, gender and ethnicity.

HR is calling the HQ the "Save Money, Win Money" opportunity for two reasons: Those who take the HQ earn a \$10 per month credit on their health insurance premiums; the credit increases to \$15 a month for those whose spouses take the survey. HR is also sponsoring six drawings of \$1,000 cash prizes to those who participate in the HQ. The first drawing will be at the Irish Health Fair. Subsequent drawings will take place on the last Fridays of January, March, May, July, September and November 2011.

## ND Voice

The **ND Voice** survey link has been delivered to our email boxes. Survey results are being collected through Wednesday, Oct. 20. Non-exempt employees will be invited to take the survey in proctored sessions arranged on a department-by-department basis.

ND Voice is the staff satisfaction survey administered every two years to determine areas where Notre Dame can improve as a workplace. As a result of past surveys, the University has introduced many professional training and education options and a performance management process, and updated its position structure and compensation program.

## Team Irish Awards

Notre Dame's TRiO Programs, which consist of Upward Bound and Educational Talent Search, exemplify the University's core values of teamwork, integrity, accountability, leadership in mission and leadership in excellence.

The Upward Bound program offers low-income, first-generation students support, tutoring, and guidance to help ensure they will be the first in their families to graduate college. The program was founded in 1966 by President Emeritus Rev. Theodore M. Hesburgh, C.S.C., to address serious social and cultural barriers to higher education. It has since served more than 2,000 area students.

Ninety Upward Bound students come to campus weekly for tutoring with Notre Dame students and to attend a residential Summer Academy to get a feel for life on a college campus while earning high school and college credits. Notre Dame's

Upward Bound participants have a 100 percent success rate in graduating from high school and enrolling in college.

Educational Talent Search (ETS), the second TRiO Program, was established in 1980 to help local elementary through high school students gain the skills they need to complete high school and enroll in college. The program is also open to adult learners and serves more than 800 students annually. ETS boasts an impressive 90 percent high school graduation rate.

Joining the TRiO Program staff on the field are two current Notre Dame students, Thuy Nguyen and Joel Viramontes, both alumni of Notre Dame's Upward Bound program.



PHOTOS: MATT CASHORE

TRiO Program staff includes Alyssia Coates, Myrtie Coleman, James Desits, Michael Harley, Rafael Marin, Warren Outlaw, Kathy Rand, Melissa Richmond, Debra Wisler and Sonya Woods-Watkins.

The University's department of Transportation Services was founded in 1916, when the Notre Dame garage was built to house the first automobile the University owned—a Cadillac given to President Rev. John W. Cavanaugh, C.S.C.

Remarkably, since that time there have been only three University chauffeurs, Johnny Mangan, who held the post from 1916 to 1956, Carl Paris, 1956 to 1976, and Marty Ogren, who has held the position since 1976.

The department, which evolved from providing vehicle maintenance services into a full-service fleet management agency, is recognized with the University's Team Irish award, presented to work groups epitomizing the University's core values of teamwork, integrity, accountability, leadership in mission

and leadership in excellence.

Transportation and aviation staffers are available seven days a week, 24 hours a day, year round to transport University officers and guests, in addition to managing the faculty and staff shuttle, golf cart rental, car rental for staffers on University business, driver training and vehicle acquisition and disposal. The department also handles the licensing, titling and registration of all University vehicles and motorized off-road vehicles.

Whether it's a trip to O'Hare to pick up a University officer arriving on a 2 a.m. flight, or handling recycling of tires, batteries and oil, Transportation Services employees stand by ready to offer courteous, cheerful, professional service.



Marty Ogren, John Nelson, Denny Navarre, Brenda Durrenberger, Fred Taghon, Adam Tirota, Dick Conrad, Chuck Cherry, George Navarre, Chris Paladino  
Aviation: Pat Farrell, Allen Troyer, Mike Fritz, Mike VanMeter, Carol Osmer



### UPCOMING NOTRE DAME FORUM EVENTS

#### The Global Marketplace & the Common Good

7 p.m. Wednesday, Nov. 3, Leighton Concert Hall  
The featured speaker for the signature Forum event is Thomas Friedman, Pulitzer Prize-winning New York Times columnist.

#### Dorm Discussions of Friedman Forum Event

Thursday, Nov. 4, dorm discussions will take place across campus in brother/sister residence hall pairings, offering an opportunity to reflect on Friedman's presentation. Student leaders will moderate each discussion.

For more information, visit [forum.nd.edu](http://forum.nd.edu).

## ND explores electric vehicle technology

Vehicles can travel up to 100 miles on a single charge

BY RACHEL NOVICK,  
OFFICE OF SUSTAINABILITY

Eaton Corporation is providing Notre Dame with state-of-the-art charging stations and Mitsubishi Motors North America is loaning the University an iMiev electric car for the next several months in order to test out the utility of incorporating electric vehicles into the campus fleet. The iMiev and demonstration charging stations were displayed on the Irish Green Friday and Saturday during the pep rally and tailgating for the Pitt game.

"We are looking forward to demonstrating this new and innovative technology at Notre Dame," said John Affleck-Graves, executive vice president of Notre Dame. "The project will help us to further understand the potential of electric vehicles as we strive to reduce our energy consumption and carbon footprint on campus."

The iMiev, or Mitsubishi Innovative Electric Vehicle, is a four-seater that can travel up to 100 miles on a single charge. Its carbon footprint is 70 percent less than that of a gasoline-powered mini automobile. The iMiev is currently available for sale in Japan and will be available in Europe and North America in 2011.

"Eaton offers a complete line of electric vehicle chargers for residential and industrial application and has a presence in communities across North America. We are excited about collaborating with Notre Dame to deliver this clean technology within the campus environment," said Jerry Whitaker, president of Eaton's Electrical Sector, Americas Region. "Quick-charging stations like Eaton's can maximize the utility of an electric vehicle by providing the capability to fully charge it in 30 minutes."

Eaton and Mitsubishi representatives were present on the Irish Green to answer questions about the vehicle and capabilities of the charging stations.



MATT CASHORE

Representatives of the Eaton Corporation, pictured here with Executive Vice President John Affleck-Graves, at right, were on campus Oct. 9 to display an electric car that will be on loan to the University for several months. The University is testing out the feasibility of incorporating electric vehicles into the campus fleet.

JAY TURNER



### OLDEST ALUMNUS

Richard Savage '30, with usher Willis Haynes. Savage, who turns 103 Jan. 7, is the University's oldest living alumnus. Savage was here for the Stanford game, "and got cold, but stayed for the entire game," says Cappy Gagnon, head of stadium security.

# Yes, I would like to help make a difference in my community!

Online United Way pledging available for the first time

BY CAROL C. BRADLEY, NDWORKS

With so many charities and so many causes competing for our donations, why give to the United Way?

Because the goal of the United Way—the umbrella organization that links multiple health and human services in the community—is to improve the lives of our friends and neighbors right here in St. Joseph County—something that improves the quality of life for all of us.

Your donation this year means more than ever—the Indiana Association of United Ways has agreed to match new pledges, and increases in pledges.

Here are some figures that reveal the extent of the problem:

- The poverty rate in South Bend is 17 percent
- 73 percent of students in St. Joseph County receive free or reduced-price school lunches
- 29 percent of pregnant women in the county receive no prenatal care
- The 2008 high school graduation rate in St. Joseph County was 68.5 percent
- Only 23 percent of Indiana workers have a college degree or higher

The United Way's theme is **Live United**—asking community members to give, advocate and volunteer for the common good. It's helping create a world where individuals and families achieve their potential through education, income stability and healthy lives.

The United Way operates the 2-1-1 information and referral call center, a service available to those in need

24 hours a day. The 609 agencies in the database represent 1,878 available assistance programs.

Last year, your tax-deductible contributions to the United Way helped raise more than \$3 million dollars county-

wide, which leveraged to \$6 million in community impact through sponsorships, in-kind gifts, grants and matching funds.

This year, Notre Dame moves to an E-Pledge system, allowing employees to fill out pledge forms online. Pledges may be made by payroll deduction through the year (pledges must be completed by Thursday, Dec. 23), or you may make a one-time donation.

To access the system, visit [giveUW.nd.edu](http://giveUW.nd.edu). Paper forms may be downloaded at [hr.nd.edu/nd-faculty-staff/united-way-campaign/](http://hr.nd.edu/nd-faculty-staff/united-way-campaign/), or you may request a form through the *askHR* helpline, 631-5900.

United Way funding focuses on three broad areas:

**Education**—helping children prepare for school and graduate

**Income**—helping adults get good jobs, manage their money and become financially independent

**Health**—helping people be safe, active and smart about health choices

Pledges may also be designated directly to United Way partner agencies and affiliates. For a complete list, visit the United Way of St. Joseph County's website, [uwsjc.org](http://uwsjc.org).

You may also choose to check the box to designate 5 percent of your total pledge to go to the Employee Compassion Fund, which assists Notre Dame employees with catastrophic needs.

For more information, contact the *askHR* helpline, 631-5900.



## WORKING FOR THE COMMON GOOD

# The Holy Cross family unites to help the hungry in Northern Indiana



## Committee aims to coordinate food drives

BY LISA WALENCEUS, FIRST YEAR OF STUDIES

Sometimes, great ideas start with a very simple question.

"Mike (Geglio, Office of Budget and Planning) and I were tasked with looking at food drives on campus as a part of our work for 'Supervising With Impact,'" explains Bill Hedl, lieutenant of training and technical services for Notre Dame Security. "There were so many—we thought, 'How powerful would it be if we could bring them together for one three-week period before the holidays?'"

That simple question was the genesis of the Holy Cross Harvest, a united effort to coordinate food drives across the campuses of the University of Notre Dame, Saint Mary's College and Holy Cross College, to maximize the impact of the food they bring to people in

Northern Indiana who are in danger of going hungry in these difficult economic times.

Donations collected during the Holy Cross Harvest, which will start on Oct. 25 and end on Nov. 19, will be given to the Food Bank of Northern Indiana. Faculty and staff are asked to contribute food items, while students will give monetary donations. Watch for updates in *TheWeek@ND*.

"The Holy Cross Harvest will help

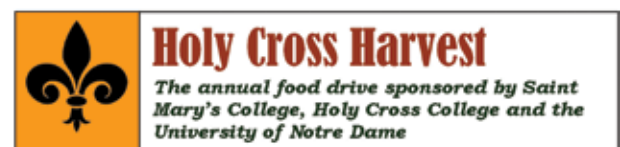
idea on how bad the situation is here in Michiana, just look at the story of the St. Joseph County Community Food Pantry. In 2007, that pantry provided food to about 350 families a month. Today, it is providing emergency food assistance to over 2,300 families each month."

In April 2010, Feeding America, the nation's largest network of emergency food providers, released a report predicting that the number of individuals and families needing emergency food assistance will remain high and may even grow higher over the next decade.

The generosity that is an integral part of our Holy Cross community supports many successful food drives by organizations on all three campuses, like Notre Dame's Center for Social Concerns, Saint Mary's Division for Mission, and Holy Cross' Student Government Association. Bringing these efforts together will make a real difference for thousands in our larger community by streamlining the costs of collection for the Food Bank and maximizing its inventory at a time of peak demand.

"This event offers the rare opportunity for the three schools to stand together

in solidarity with those who live with hunger on a daily basis," says Carrie Call, director of the Office for Civic and Social Engagement at Saint Mary's College. "Working together, we can do more."



us provide much needed nutritional food for our roughly 185 member agencies that collectively help over 150,000 people annually," says Lisa Jaworski, CEO of the Food Bank.

"We are already getting calls from people worried about making ends meet during the upcoming winter season," she continues. "To get an

# Consider contributing to the Employee Compassion Fund

Fund aids employees with emergency financial needs

BY CAROL C. BRADLEY, NDWORKS

When you fill out your United Way pledge, consider checking the box to designate 5 percent of your total pledge for the Employee Compassion Fund, which offers support to Notre Dame employees with catastrophic needs. Last year the fund raised \$6,254.

Some who fill out a United Way pledge may be unaware of the option to designate 5 percent of their total pledge to the fund, says Jessica Brookshire, assistant director of University events and protocol. Contributing to the Compassion Fund isn't automatic—a box on the pledge form must be checked.

One of the employees helped by the fund is **Kathy Troth**, administrative assistant in biological sciences. She's happy to tell her story about benefiting from the fund, she says. "That's my way of helping pay back what they did for me."

Earlier this year Troth's brother in Florida was diagnosed with stage five lymphoma, and a transplant of stem cells from his own blood had failed—his only hope for survival was a donor stem-cell transplant.

Preliminary testing showed that Troth and her sister were both matches, but her sister—also in Florida—was ruled out as a donor for medical reasons.

"They called and wanted me in Florida in two weeks," Troth says "I flew down for more testing, and flew back home—there was a 10-day delay and I couldn't see staying the whole time."

She returned to Florida for four days of shots, and

a five-and-a-half hour procedure to harvest her stem cells. "They take the blood out of one arm, filter the cells, and the blood goes right back in the other arm."

The Compassion Fund helped pay for her airfare, hotel room and the bus from the airport to where she was staying. The Compassion Fund, she says, "is a fantastic idea, and it helps people who have financial or medical crises—the kind of thing you can't plan for."

Sadly, Troth's brother suffered complications and passed away July 20. "We tried, but things didn't work out. But without the Compassion Fund, I wouldn't have been able to at least try and help him."

Donations to the Compassion Fund are held in an account at the Family and Children's Center. Payments from the fund need not be repaid, and the payment is not taxable.

Recipients must have been employed at the University for six months, and resources available through the United Way must be exhausted before applying.

Application forms, policies and instructions can be downloaded at [hr.nd.edu/nd-faculty-staff/benefits/](http://hr.nd.edu/nd-faculty-staff/benefits/) or obtained by calling the *askHR* helpline, 631-5900.



Troth

## 'GET A CLUE' HALLOWEEN FAMILY FUN NIGHT SUPPORTS UNITED WAY

Facility Operations is sponsoring the second annual **Halloween Family Fun Night** at Stepan Center, 6:30 to 9:30 p.m. Friday, Oct. 22.

Festivities are based on the board game Clue, but with a Notre Dame twist. Fun activities will be available for all at this family event, which includes trick-or-treating. Costumes are welcome!

Tickets, \$3 for adults and \$1 for children, will be available at the door or in advance at Mason Services Center. Proceeds benefit the Notre Dame United Way Campaign and the Employee Compassion Fund. Dinner will be available for purchase, and silent auction items will also be offered. For more information, call 631-5615.



# Arts and Letters creates calendar to raise money for mammograms

Calendar features survivors from the campus community

BY MEG MORRISON, FOR NDWORKS

Noting a number of breast cancer survivors in the Notre Dame community, English professor Dolores Frese decided to feature them in a calendar.

It's part of the College of Arts and Letters' 10th annual "Race to Raise the Most," an informal competition

between teams in the college to raise funds for free mammograms and other screenings for women in St. Joseph County who would not otherwise be able to afford them.

"We decided there were so many breast cancer survivors right here in the Notre Dame community that we would feature them in the calendar, and people would have a yearlong reminder of the cause," Frese says. "We thought it'd be a good thing to feature women who have been

through this and are back to work and are having a good life and a full life—and there are plenty of them."

The third-floor department offices in O'Shaughnessy Hall and the Department of Film, Television, and Theatre teamed up to create and sell the calendars.

The calendar features administrators, faculty and staff, according to Lynn McCormack, senior administrative assistant to the chair of the English department, who donated her time to coordinate the project.

"We tried to get a good cross-section of people across campus. We didn't want it to be just Arts and Letters," she says. In addition to featuring a variety of people, the calendar features different campus locations.

Familiar faces in the calendar include Frese; Dorothy Anderson, who recently retired as an administrative assistant in theology; theology professor Ann Astell; Karen Heisler from film, television and theatre; and the



At left, theology professor Ann Astell with Dorothy Anderson, who recently retired as an administrative assistant in theology.



## MORRIS INN STAFFERS

The Morris Inn has 11 staffers who've been on the job for more than 25 years. The longest serving is Sue Tuttle, at 44 years—she began working the front desk as a high school student. Front row, Pat Murphy (28), Norma Boyer (36), Sue Tuttle (44), Forrest Callender (39). At rear: Carol McFarlane (35), Ila Bigford (28), Jim Gloster (32) and Rick Kane (29). Not pictured are Don Newsom (29), Eileen Fodge (34) and Julie Scott (29).

Alumni Association's Chuck Lennon, his wife, Joan, and family.

"Everybody chose a place on campus where they would like to be photographed, so it's also a wonderful set of scenes from the ND campus," Frese says.

Over the years, the friendly competition has raised almost \$70,000. This year Frese and her team hope to raise at least \$10,000.

"The idea originated with us, but we were very fortunate to have these

people donate their services," Frese says. Heather Gollatz-Dukeman contributed the photography; Leslie Berg, administrative assistant in the Center for Undergraduate Scholarly Engagement, donated her time to design the calendar; and Linda Lange and her staff at DCL Services in O'Shaughnessy Hall produced it. Other anonymous benefactors contributed to cover the costs, so all proceeds from the calendar go directly to United Health Services.

The calendar (\$10) is now on sale in all O'Shaughnessy Hall third-floor offices and the Film, Television and Theatre office, 230 DeBartolo Performing Arts Center.

Calendars can also be purchased by contacting Lynn McCormack, 631-4702 or [mccormack.12@nd.edu](mailto:mccormack.12@nd.edu).

To follow the Arts and Letters challenge, visit [al-race-to-raise-the-most.blogspot.com](http://al-race-to-raise-the-most.blogspot.com)

## SERVICE ANNIVERSARIES

The University congratulates the following employees who celebrate anniversaries in October, including 30-year employees **Barbara J. Hellenthal**, biological sciences; **Penny L. Medina**, Custodial Services; **Warren G. Outlaw**, TRiO programs; and **Sharon A. Veith**, human resources.

### 25 years

**Cindy A. Barnett**, Legends  
**Hue Q. Hoang**, DeBartolo building managers  
**Julie A. Scott**, Notre Dame Conference Center  
**Christopher L. Vitale**, Central Receiving

### 20 years

**Salem P. Davis** and **Stephanie D. Lane**, Hesburgh Libraries  
**Larry W. Fries**, Hammes Notre Dame Bookstore  
**Karen Kirkpatrick** and **Sandra A. Sanders**, Custodial Services  
**Colin D. Layman**, Food Services  
**Jean L. Rinehart**, St. Michael's Laundry

### 15 years

**Rebecca J. Albertson**, Reckers  
**Kristie L. Clark**, Hesburgh Libraries  
**Rebecca R. DeBoer**, University Press  
**Denise A. Hock**, integrated communication services  
**Donna A. Houston**, sign shop  
**Suzanne D. Raymond**, Mendoza College of Business  
**Karen E. Reynolds**, Greenfields  
**Laura L. Schultz**, Food Services

**Lucille M. Spaulding**, procurement services  
**Peggy L. VanKirk**, Fatima Food Services

### 10 years

**Jeremy D. Brown** and **Larry A. Peer**, customer support services  
**Timothy D. Connor**, sports information  
**Margaret A. Dawson**, security  
**Mary J. Elias**, athletic community relations  
**Kathleen F. Fischer**, arts and letters  
**Robert E. Franken**, student activities

**Robert A. Guthrie**, **Gregory Matz** and **Bruce Stump**, operations and engineering  
**Patricia Guzowski**, Center for Transgene Research  
**Loren Hagey** and **Viola Staltari**, Food Services  
**William E. Mountford**, integrated communication services  
**Barbara J. Patnaude** and **Jo A. Raatz**, development  
**Claire E. Shely**, arts and letters  
**Heng Wang**, Mendoza College of Business  
**Timothy S. Wilson**, Enterprise Systems

## NEW EMPLOYEES

The University welcomes the following employees who began work in September.

**William E. Ackerley**, **Nakesha Alexander** and **Andrea H. Britton**, Office of Research  
**James R. Allen**, utilities  
**Roy E. Bronkema**, international student services  
**Marilyn J. Chrzan**, biological sciences  
**Ronald S. Coppersmith**, civil engineering and geological sciences  
**Candace J. Davenport**, development  
**Ashley N. Gant** and **Laura M. Gumbiner**, psychology  
**Stacey K. Goepfrich** and **Kenneth M. Marciniak**, customer support services

**Shawn C. Heingarten**, Army Science  
**John R. Kabara**, Food Services  
**Matthew Kennington**, Naval Science  
**Lawrence A. Koepfle**, SAPC projects  
**Gregory L. Macklem**, Reilly Center  
**Charlene C. Malott**, research and sponsored programs accounting  
**Charles Morrison**, aviation  
**Hilary S. Nawrocki**, Office of Academic Mission Support  
**Lisa M. Neel**, registrar  
**Michael A. Piechocki**, St. Michael's Laundry  
**Natalie M. Rojas**, Kroc Institute  
**Alan M. Turner**, track and cross country  
**John J. Waller**, Alliance for Catholic Education  
**Jennifer A. Wittenbrink**, Robinson Center



Hellenthal



Outlaw



Veith



## RecSports has something for everyone!

### FAST classes still available

A wide variety of RecSports Faculty and Staff Training (FAST) classes are still available, including cycling, toning and yoga. Beginning Oct. 25, all fitness, dance and martial arts classes are 50 percent off.

### Work Off Your Weekend! with RecSports Personal Training

After splurging on hot dogs, burgers and nachos all weekend, Monday is the perfect time to get yourself back on track. Receive 10 percent off on all Personal Training packages on any Monday during football season. Offer is valid Sept. 6 through Nov. 29 on MONDAYS ONLY. Visit [recsport.nd.edu](http://recsport.nd.edu) for details.

To take advantage of any of these programs, visit [recsports.nd.edu](http://recsports.nd.edu) and go to RecRegister.

WORKING FOR THE COMMON GOOD

# Creating affordable, sustainable housing

PHOTOS PROVIDED



## Architecture grad aims to remake an industry

CAROL C. BRADLEY, NDWORKS

*If the Great Recession has taught us anything, it is that the formulas we use to define wealth and value are not set in stone. As awful as the last couple of years have been, they present an opportunity to reflect and press reset on a system that has not worked. Much of what went wrong centered around my profession, the home building industry. My hope is that in working together for the common good, we can learn from where things went wrong to build a better tomorrow.* —Marianne Cusato '97.

After Hurricane Katrina, architect **Marianne Cusato '97** was invited to the Gulf Coast by her mentor Andres Duany to be part of a group of architects looking at how houses fit into the community, and how communities fit together to form coastlines.

"We were broken up into teams, and the challenge was to come up with a dignified alternative to the FEMA trailer," says Cusato.

Cusato designed the first Katrina Cottage, conceived as a small, permanent home that would provide affordable housing for displaced residents and emergency workers.

Today Cusato's Katrina Cottages ([cusatocottages.com](http://cusatocottages.com)), which range from 308 to 1,807 square feet, are

sold nationwide by Lowe's. The affordable, compact and easy-to-build plans have been featured in USA Today, The Wall Street Journal, The New York Times, CNN and other major news outlets.

"This is a smart way of building," she says. "There's a use beyond disasters."

The cottages were designed at the peak of the housing bubble, she says, "When homes were getting bigger, overblown and overstuffed. The cottages represent a simplicity that is refreshing."

In 2005, she notes, we were at the height of the housing bubble, with 2 million houses going up every year. This year, the figure is 300,000.

Still, she says, this is the most optimistic time for housing in 50 years.

"We never should have been building two million houses a year. Why don't we design for what we want, not for what the next owner might want? Instead of adding a little patch of stucco or stone, why

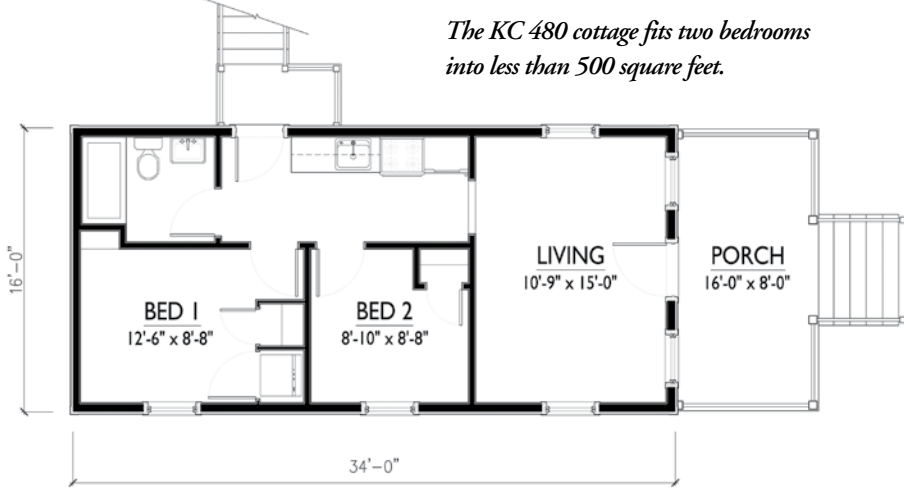


Cusato

not build a front porch you can actually use? Austerity isn't ugly—it's putting your money where it matters. To make a difference in the global economy, we need to put our personal economies in order. If we all do a little bit, it will make a big difference."

Ideas like these will make our country stronger, she adds. "There's nothing more sustainable than a building you want to take care of."

The KC 480 cottage fits two bedrooms into less than 500 square feet.



# Construction administrators work behind the scenes

## Enormous impact on campus

BY COLLEEN O'CONNOR FOR NDWORKS

They are not movie stars, but they have their own trailers on site. Their workweek is not 40 hours, but whatever time is needed to get the job done—and sometimes that means literally working around the clock and around the calendar, including Christmas.

They are Notre Dame's construction administrators, **Butch Layman**, **Ray Phillips** and **Chuck Hums**, who together with their boss, **Doug Schlagel**, director of construction and quality assurance, all work out of the Office of the University Architect. Together, they're responsible for the timely and precise completion of all campus construction projects, including facilities, roads and sidewalks.

It's difficult to find the right person for the job, said Schlagel. "It's tough to find the right experience, the right temperament, and the willingness to do something a little differently, as the work of the construction administrator at Notre Dame is about managing a process and coordinating the efforts of several campus units as opposed to managing people. I could not be more pleased with my staff." Between Layman, Phillips and Hums, they have 130 years of relevant job experience.

PHOTOS: CAROL C. BRADLEY



Layman

Typically, a project starts with design documents, which can take months to develop, and in some cases, be quite voluminous. For example, the design documents for the new ice arena are more than 400 pages in total. All stakeholders of a project, for example, Athletics, OIT, Fire Safety, Food Services, etc., are asked to review the construction documents pertaining to their operation and sign off on them. The Office of the University Architect must convey up front what the project will look like at the end. "We can't have someone say, 'This is not what I expected,'" said Schlagel.

At the same time the drawings are created, a master schedule is prepared. According to Layman, "the schedule is very important at Notre Dame; many times, the academic schedule drives the construction schedule."

"The end date controls the start date," said Phillips. All campus projects MUST meet deadlines.

Once the documents have been



Phillips

fully approved by all concerned, and the Office of the University Architect is comfortable with every aspect, they are sent out to bid. "There are basically three forms of construction project delivery," said Schlagel. General Lump Sum Bid is the oldest form of contract delivery. Essentially, the owner (Notre Dame) separately manages an architectural firm and a contractor. With Construction Management at Risk delivery, the owner hires an architectural firm and a construction manager who work together during the design phase to refine the project design and confirm the construction budget.

The construction manager assumes the risk, guaranteeing a price and budget before the project even begins. With the third form, Design/Build, the owner selects a single entity responsible for the architecture, engineering and construction. This is the fastest method, as construction can begin before designing is complete. Notre Dame has utilized all



Hums

three forms of delivery.

According to Schlagel, "the construction administrator is a traffic cop at an intersection with 10 roads." He is a conduit between the contractor, the service providers and the user. It is about quality assurance, or as Schlagel says, "making sure we get what we paid for."

Additionally, all four agree that safety throughout the process is a primary concern. "Nothing is worth a person's life," said Phillips.

The busiest, most compact time of the year is between the Monday after Commencement and Orientation day in August. There is not a minute to spare. Since May 17 this year, Layman, Phillips and Hums have individually overseen multiple student-related projects, such as the renovation of Stanford and Keenan residence halls. Crews are literally working 24 hours a day to complete interior bathroom renovation, new student room lighting as well as roofing repairs and window



Schlagel

replacement.

Other summer projects include Lewis Hall interior work, Legends interior work, expansion of the Endowed Chair memorial, ground breaking for the new building for the Alliance for Catholic Education (ACE), road milling and paving as well as stadium repairs.

According to Layman, "There has been a job in the stadium every year for the past 14 years that must be completed before opening the season." Additionally, they are overseeing the ongoing construction of the new ice arena; renovation of the old Joyce Center Ticket Office for the Student Athlete Welfare and Development Office; renovation of the Grace Hall Development Office; Geddes Hall fourth floor build-out; and Harper Hall Cancer Research Center in conjunction with I.U. Projects they completed this year include Stinson-Remick Hall, Purcell Pavilion, Biolchini Hall and Ryan Hall.

# Town Hall meetings 2010

Questions asked and answered in September's Town Hall meetings  
with Executive Vice President John Affleck-Graves

**Q:** Given financial pressures, will we increase the student population?

**A:** No. Increasing the size of undergraduate classes would make this a less personal place. Feeling part of the family, not feeling anonymous, is an important part of the undergraduate experience. We hope to continue to grow the graduate programs.

**Q:** Has the University considered making this a smoke-free campus?

**A:** We are committed to a healthy campus. When it comes to our campus smoking policy, we have always followed the guidelines put in place by the community. Currently, that means that we do not allow smoking within 25 feet of any campus building or stadium or in University vehicles. We also prohibit the sale, distribution or advertisement of tobacco products on campus.

**Q:** Is the University planning a buyout program to encourage staff retirement?

**A:** Some of our peer institutions have instituted buyouts to encourage retirements; they tend to be institutions that also have had layoffs. We have explored the possibility of buyouts, but are not considering them at the moment.

**Q:** We hear a lot about research and the research agenda. What are your plans to grow research?

**A:** We plan to continue to grow research at Notre Dame; it is a significant goal. While the economy has affected our ability to foster growth at the rate we would like, we are pleased about where we are today. This is a very important area for us as we look to have a positive and lasting impact on the world. As we discuss future directions, we will invest in currently strong programs by developing centers of excellence as world research leaders.

**Q:** Is the University increasing relying on on-call staff to ease the chronic shortage of workers, and are those who fill those positions being fairly treated in regards to benefits and time off?

**A:** We have fluctuating seasonal demands. During various events that open and close the academic year, we need more people and use temporary, on-call help to smooth these fluctuations. We are still hiring full-time help, but for positions that have year-round, full-time demands. Temporary employees do not receive the same benefits as full-time employees, and therefore many of them would like to become full-time. We have very little position turnover on campus and understand that it is frustrating for them not to be hired as permanent staff.

**Q:** It seems nothing is being done with poor performers. How and when do you plan on working with this?

**A:** We are working with poor performers, but most often, this occurs behind the scenes. We work to give them opportunities to help them learn and correct any issues. In last year's performance management cycle, a number of employees received "requires improvement" ratings. Two to three percent of employees with performance that required improvement separated from the University.

**Q:** How can a merit pay system provide incentive when the salary pool is so small there is little difference between what a poor performer receives and what an outstanding employee gets?

**A:** As you all know, salary increases have been modest over the past two years. This has been primarily due to a conscious decision that Father John, Tom Burish and I made at the beginning of the current economic crisis: that we would sacrifice many expenses in order to preserve jobs. To date, we have been able to avoid any budget-related layoffs in a time when other universities are cutting hundreds of positions.

**Q:** Management and leadership make decisions that impact our jobs without consulting with us about what the impact might be. What can be done?

**A:** Your input on ND Voice has been critical in improving management communications. It will be administered again this fall. HR Consultants (formerly known as HR Business Partners) also are helpful in addressing these issues. Further, if you have an idea that will improve on a work process, submit it to the new online suggestion box [brightideas.nd.edu](http://brightideas.nd.edu), or you may call the askHR Customer Call Center to send an idea if you do not have access to a computer. All ideas will be reviewed. We may not implement each one, but you will get a response if you include your name.

**Q:** Parking continues to be a frustration. Has there been any progress in making this easier for employees?

**A:** Our parking is free, but most of it is on the periphery of campus. On the ImproveND survey, 25 percent of employees said they would be willing to pay a parking fee in order to park more closely to their offices. But as we developed a plan, we received strong feedback: Employees do not want to pay for parking. We have abandoned that idea for the time being. We still have not determined whether we need to build a parking structure. If we do, there will be a fee for using it.

**Q:** To make season tickets more affordable to everyone, could we consider a payment plan?

**A:** We have looked into this before and found some problems that would make such a plan difficult. However, we hear this request so often, it may be time to examine this again.

**Q:** Is there a list that describes what discounts employees qualify for around town?

**A:** A summary of the major discounts is available online on the HR web page at [hr.nd.edu/benefits/discounts](http://hr.nd.edu/benefits/discounts). We will also develop other ways to share this information in addition to the website.

**Q:** Would we improve campus safety if the fire department were to upgrade to include ambulance service?

**A:** The fire department staff is certified in Emergency Medical Technician skills. While we don't have an ambulance, we contract with the City of South Bend for priority service that averages a five-minute response time. These features effectively cover our needs.

**Q:** What can or has been done to make third-shift employees comfortable in buildings that reduce the air conditioning or heat to realize sustainability goals?

**A:** The University was turning off the air conditioning late at night when there is little occupancy. When we learned that temperatures were reaching the mid-80s, we revised the program. During the third shift, air conditioning resumes when the building temperature reaches 80 degrees. It is essential that we reduce our carbon footprint, and changing the heating and cooling patterns in buildings with little occupancy has been very successful in helping us do that.

**Q:** The health problems on third shift are unique, but the services for advising us on answers are not available to us. What should we do?

**A:** The new Health Advocate program provides trained health and insurance professionals who can tackle questions like how to find good resources for your medical problems. Call for a conversation with a trained professional at 866-695-6822.



Construction on the Stayer Center begins next June.

**Q:** In some buildings, there is not a place for employees to secure their personal belongings. Can this be addressed?

**A:** Yes. Everyone should have a place to securely store his or her personal property. Facilities Operations will look into this issue to see if further storage areas are needed.

**Q:** Among our older buildings, how does the University determine which will be updated?

**A:** A long-term plan to update residence halls is already under way; a long-range plan to update other campus buildings will be presented by Business Operations by the end of this year. We realize that some areas of our older buildings are in poor shape. But it's more efficient for us to address all the problems in a building in one project.

**Q:** Does HR have a service to help employee spouses who have lost their jobs?

**A:** HR sponsors a dual career service that currently serves spouses of newly hired faculty and staff. The service has also helped some employees whose spouses are jobless. Contact askHR at 631-5900 to set up an appointment with the Dual Career Specialist.

**Q:** Will we consider expanding opportunities for those who want to get their degrees?

**A:** HR's professional development department has developed a program that provides college classes on campus through the associate degree level. Those who want to go on to earn a more advanced degree may enroll in classes at local colleges using our tuition reimbursement program that provides up to \$500 tuition assistance a year.

**Q:** Is Anthony Travel a part of the new TravelND program?

**A:** Yes. First, it will serve as our partner as we launch an online system for booking Anthony Travel. Working with Procurement Services, the on-campus agency will provide phone and walk-in travel planning, and 24/7 support for travelers whose plans have hit a glitch. It now is

waiving its \$30 booking fee, so your department will not be charged for their services.

**Q:** Are there any new building projects coming up on campus?

**A:** We expect to start construction of the Stayer Center for the Executive Business program next June. We are seeking funding for other projects, but fundraising has been difficult in this economy.

**Q:** How will the health care reform legislation affect us?

**A:** We estimate the preliminary increase in costs for 2011 will be approximately 3 percent of the overall increase for the year. Longer-term increases for other changes through 2014 will be higher.

**Q:** Are we taxed on our health insurance?

**A:** No. We are currently not taxed. A few changes as a result of health care reform are coming that may affect this. The amount we will be able to set aside for pre-tax flexible spending accounts will be reduced from \$5,000 to \$2,500 in 2012. In 2011, we will no longer be able to use flexible spending account dollars for over-the-counter medicine. In 2012, our W-2 form will display the value of the health plans provided by the employer. These changes may raise taxes for some individuals in the future.

**Q:** What is the update on our plans to purchase a building in Rome?

**A:** We completed the purchase in May and now have begun the process of planning for its renovation.

**Q:** Will we consider 360-degree performance evaluations?

**A:** We have looked into it. We need to find a way to make it easy to administer, and to make sure employees feel comfortable with the confidentiality of the process.