

NDWorks

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News for Notre Dame faculty and staff and their families

February 11, 2011

Developing the schools of the future

Two studies explore student—and school—achievement

BY RENEE HOCHSTETLER, OFFICE OF RESEARCH

As debate about how to improve education continues across the country, research currently under way at Notre Dame will significantly contribute to the conversation.

Mark Berends, a professor of sociology and education, is conducting two studies that seek to understand instruction's role in student achievement.



Berends

"It's not just about assessment data, and it's not only about evaluation," says Berends. "It's to help with school improvement efforts."

The first project, funded by a Walton Family Foundation grant awarded Notre Dame's Institute for Educational Initiatives (IEI), helps Catholic schools in nine U.S. cities report student achievement data. The schools then use the data to see levels and growth in achievement over time to assess challenges and opportunities.

Berends says that this is a new approach for some Catholic schools because they aren't subject to laws like No Child Left Behind that require public schools to report test scores. One of the challenges is the lack of uniform data: Schools choose their own student assessments and data structures, and while comparing institutions isn't a primary goal, doing so becomes tricky when formats vary.

"We're excited about the prospects of this because we think that over time this will be a great opportunity for ND and IEI to provide additional services to Catholic schools in this country," says Berends.

Berends also directs the National Center on School Choice (NCSC), an intercollegiate research center funded by the Department of

Education's Institute of Education Sciences (IES).

The center's What Makes Schools Work project examines student achievement in different types of public and private schools. The study surveyed roughly 2,500 teachers in 100 schools. The point, says Berends,

is to understand what's going on in the schools.

"There have been a lot of studies that looked at overall effects of charter schools versus public schools," he says. "This really goes deeper to understand the organization, instructional processes, teacher work lives and leadership differences

to see if that explains some of the differences in something like test scores."

Data analysis is currently under way, and findings will inform researchers, educators and policy makers who are interested in school choice—especially charter schools, a focus of the U.S. Department of Education.

If education is moving in the direction of charter schools, says Berends, then we need to know what to consider to implement them well. "A big part of this project," he says, "is looking at differences between charter, magnet and private schools compared to traditional public schools to understand where school choice can be effective and where it can present certain challenges."

As an independent center, the NCSC does not endorse a particular type of school.

The research will inform implementation, he says, but will not provide blueprints for how to create schools.

The project also looks at teachers' expectations in math instruction.

"When you're covering a topic in mathematics, what level of cognitive complexity are you expecting of students?" he says. "Is it lower-order simple basic skills, or analytical thinking and making connections?"

Teachers' responses to objective survey questions help researchers

understand the effect instructional differences have in the various types of schools.

When they complete the survey, participants can immediately see how their responses compare in their school, district and state. The survey is so specific that researchers can connect a teacher with a group of their students. That, says Berends, enables the teacher to see whether they need to adjust their course content to better address assessment standards.

Both the Walton Family Foundation and the IES grants enable unprecedented research and knowledge. "This has the opportunity to be really helpful for schools," says Berends.



Upcoming Notre Dame Forum and Forum-related events include keynote speech by former U.S. Sen. Evan Bayh, MCOB conference

Former U.S. senator and two-term Indiana governor **Evan Bayh** will be the keynote speaker for a featured event of the 2010-11 Notre Dame Forum on Thursday, Feb. 24.

Bayh's presentation, which is free and open to Notre Dame students, faculty and staff, begins at 7 p.m. in the Leighton Concert Hall of the DeBartolo Performing Arts Center. Tickets are required and will be available at the Performing Arts Center ticket office beginning one hour before the event. There is a limit of two tickets per person.

Bayh will address the role that government and politics play in the advancement of the common good

in a global economy. For more information, visit forum.nd.edu.

Coming in March is another Forum-related event, the Mendoza College of Business conference "The UN Millennium Development Goals, The Global Compact and the Common Good." The conference takes place Sunday evening, March 20, through noon Tuesday, March 22.

The conference will bring together leading businesses to outline their projects, especially those advancing the MDGs (Millennium Development Goals) designed to help alleviate dire poverty. Academics, government officials and NGO leaders will focus on some of the practical as well as the conceptual issues involved. For more information or to register, visit business.nd.edu/globalcompact/.



Bayh



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NEWS BRIEFS

UNITED WAY CAMPAIGN RAISES MORE THAN \$289,000

The University's 2010 **United Way** campaign raised \$289,433, with 805 individuals pledging.

Departmental fundraisers including Trivia Night, Race to New York, the "Get a Clue" Halloween Family Fun Night and the Food Services pie sale brought in \$17,936 of the total.

Lindsey McIntyre, Office of Budget and Planning, won two airline tickets to anywhere in the continental U.S., donated by Anthony Travel. **Thomas Kselman**, history, and **Yurianna Kim**, University Relations, won reserved parking spaces for 2011. **Ronald Ullery**, North Dining Hall, won a plot in the Notre Dame Community Garden and **Forestine Jackson**, psychology, won a group tour of the stadium.

FACULTY ARTWORK EXHIBITED

Works by Department of Art, Art History, and Design faculty members **Ann-Marie Conrado**, **Ingrid Hess**, **Paul Down**, **Andre Murnieks**, **Robert Sedlack** and **John Sherman** are on display in Andrews University's Art & Design Gallery through Feb. 20. The gallery is located in Smith Hall, 8385 Farm Oval Drive, Berrien Springs, Mich. Call 269-471-3278.

FM GLOBAL GRANT BOLSTERS FIRE PREVENTION EFFORTS

The University's **fire department** received a \$1,600 fire prevention grant from FM Global, one of the world's largest property insurers,

to fund fire safety awareness and prevention efforts on campus.

"The grant helped us get the word out to students about safety, and what the policies are," says **Fire Chief William G. Farhat**. One of the bigger fire safety issues on campus, he notes, is people ignoring fire alarms. "People shouldn't assume it's a false alarm. Evacuating is quick and simple, and keeps people safe."

Because fires continue to be the leading cause of property damage worldwide, over the past 30 years FM Global (fmglobal.com/grants) has contributed millions of dollars in fire prevention grants to fire service organizations across the globe.

HOLY HALF MARATHON

Start training now for the **Holy Half Marathon**, to be held Sunday, April 10. This year's events include a 13.1-mile race and a 10K race. The registration fee is \$35, with all proceeds benefiting the Center for the Homeless, St. Adalbert's Elementary School and Michiana Down Syndrome. The 2011 event also features a competition between colleges, with the winner being the college with the highest percentage of faculty participating. For more information, visit nd.edu/~holyhalf.

ND, IUSM-SB NOMINEES SOUGHT FOR 1ST SOURCE COMMERCIALIZATION AWARD

Nominations remain open through Feb. 28 for the inaugural \$20,000 **1st Source Commercialization Award** for faculty whose promising research discoveries have successfully moved from the lab to the marketplace.

Faculty researchers from Notre Dame and the Indiana University School of Medicine-South Bend (IUSM-SB) who are directly engaged in the successful commercialization of an ND or IUSM-SB technology are eligible.

Nomination information may be found at the Office of Technology Transfer's website, or.nd.edu/technology-transfer, under the "news and information" button. For further information, contact Richard Cox at the Notre Dame Office of Technology Transfer at ott@nd.edu or by phone, 631-4551.

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CAROL C. BRADLEY

FIRE DEPARTMENT ANNOUNCES PROMOTIONS, APPOINTMENT

In a ceremony at the firehouse on Wednesday, Jan. 19, Chief William Farhat announced the appointment of a new firefighter and promotions of several others.

From left to right: Mike Seamon, associate vice president for campus safety; Chief William Farhat; Lieutenant Michael Olinger; Assistant Chief Timothy Hoepfner; Captain Michael Holdeman; newly appointed Firefighter Richard Hotary and Executive Vice President John Affleck-Graves.

The fire axe Hoepfner is holding is a gift in honor of his promotion from Battalion Chief Tom Ottman of the Los Angeles City Fire Department. Chief Ottman's informal "Rudy Club" is a group of LAFD firefighters (and Notre Dame fans) who come as a group to ND home games and stay in the firehouse with their ND colleagues.

Dolly Duffy appointed new executive director of Notre Dame Alumni Association

BY BRENDAN O'SHAUGHNESSY, PUBLIC INFORMATION



CAROL C. BRADLEY

Elizabeth "Dolly" Duffy, associate director of the Notre Dame Alumni Association and a 1984 Notre Dame graduate, has been appointed executive director of the association, as well as associate vice president for University Relations.

Duffy, who was selected after a four-month worldwide search, will succeed Charles F. "Chuck" Lennon in July, upon the completion of his extraordinary run of 30 years leading what is arguably the most extensive alumni network in the nation. In cities and towns across the country, the Notre Dame Alumni Association plays a central role in maintaining a strong bond between the University and its nearly 132,000 living alumni. Under Lennon's direction, the number of clubs has grown from 151 to 276, of which 62 are international.

Since becoming the associate director of the association in early 2008, Duffy has led many of the organization's major initiatives. She directed the launch of a new online platform and strategy called **myNotreDame**, designed to help alumni more easily connect with one another and the University. Duffy also led a strategic review of all of the association's programs and initiatives, and she supported the creation of **ND Women Connect** with local chapters that assist in the professional and personal development of alumnae.

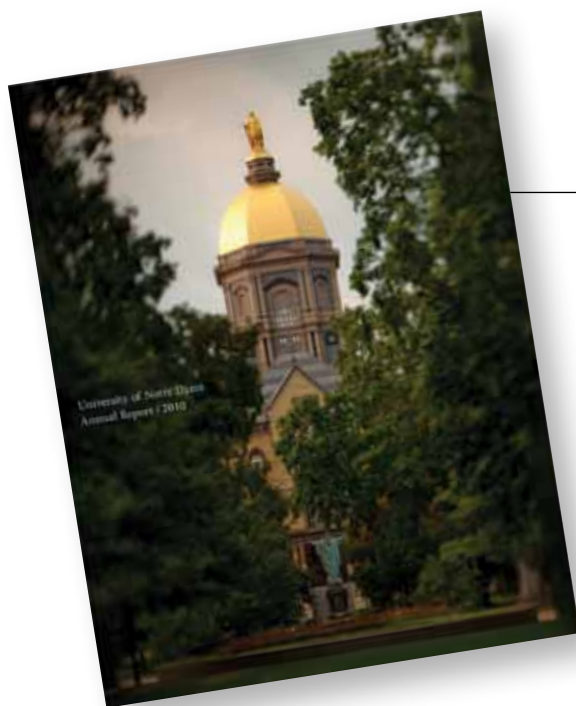
"I'm absolutely thrilled to build on the strong outreach, programs and service that Chuck and this wonderful staff have accomplished over many years," Duffy said. "It's an honor to have the opportunity to work with our alumni, parents and friends to deepen their connection to Notre Dame."

The affinity banking partnership with Bank of America supports the programs and services of the **Alumni Association**, including service projects, career development, academic programming and spiritual programs.

Apply online at alumni.nd.edu/creditcard or by calling 800-932-2775 and mentioning priority code UABGOP.

MIKE KLOSINSKI HONORED FOR FIFTH TIME BY LAUNDRY ASSOCIATION

Mike Klosinski, director of St. Michael's Laundry, has been voted the Ohio Valley Chapter of the Association for Linen Management (ALM) Laundry Manager of the Year for 2010. He has been the Ohio Valley Chapter Laundry Manager of the Year three times previously; in 2005, 2006 and 2008. In 2006, he was also named the National Laundry Manager of the Year by the ALM. This year he will compete again for the Heywood Wiley National Laundry Manager of the Year award, the ALM's most prestigious honor, at the June "Clean 11" convention in Las Vegas.



2010 ANNUAL REPORT AVAILABLE

The University's 2010 Annual Report, including highlights of Notre Dame's financial performance during the fiscal year, is available online at controller.nd.edu/annual-report/2010. This year's report includes a discussion of the economic challenges and opportunities that faced the campus during fiscal year 2010. In announcing the release of the report, Executive Vice President John Affleck-Graves noted that, "Thanks to the hard work of all on campus, we were able to weather the difficult economic conditions that placed unprecedented pressure on higher education. As a result, we remain fiscally sound and well-positioned to make further progress on our key priorities."



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Submit story ideas, questions and comments to internalcomm@nd.edu or contact Carol C. Bradley, 631-0445 or bradley.7@nd.edu.

Father Jenkins forms Advancing Our Vision initiative to support forward momentum

BY GAIL HINCHION MANCINI,
INTERNAL COMMUNICATIONS

University President Rev. John I. Jenkins, C.S.C., has established a leadership committee to identify 2 to 4 percent of the University's annual budget that can be permanently reallocated to advance Notre Dame's vision as one of the world's top research universities, while remaining committed to our Catholic mission and an unsurpassed undergraduate education.

Although much progress has been made in recent years toward that vision, Father Jenkins told the campus community Thursday, "It is clear that if we are to continue our momentum, we must invest in new initiatives."

He is asking the Strategic Funding Committee to undertake a thorough review to identify \$20 million to \$40 million in recurring expenses that can be redirected to fund these new initiatives. The initiative has been named "Advancing Our Vision;" its progress can be followed at the website AdvancingOurVision.nd.edu.

Primary among strategic priorities are resources for financial aid to meet the needs of undergraduate students and improve the undergraduate experience, for new faculty positions to further strengthen teaching and research, for graduate student support to make our packages more competitive with our peers, and for enhanced staff support and infrastructure for our educational mission.

"We recognize that one of our greatest assets is the loyalty of those who work at Notre Dame, and so we do not foresee involuntary layoffs as the result of this process," Father Jenkins wrote.

"I am certainly proud of Notre Dame and of you. We must not, however, let that justified pride give rise to complacency," he wrote. "Rather, drawing confidence and inspiration from our successes, we must build on them to make the next five years even more exciting for Notre Dame."

His letter adds that ongoing economic pressures played a role in the committee's formation, as revenue sources are static. Tuition increases are being kept to a minimum, donor giving and endowment income have not returned to pre-recession levels, and all of higher education is bracing for a downturn in research dollars as the federal government grapples with the deficit.

"So, rather than look outward at this time, we must for the immediate future look internally to identify resources that can advance our aspirations," he wrote.

Father Jenkins has asked Provost Thomas Burish and Executive Vice President John Affleck-Graves to co-chair the Strategic Funding Committee. They are expected to present their recommendations by the end of the academic year. Other members of the committee are:

- **Robert J. Bernhard**, Vice President for Research
- **Janet M. Botz**, Vice President for Public Affairs and Communications
- **Gregory P. Crawford**, Dean, College of Science
- **Rev. Thomas P. Doyle, C.S.C.**, Vice President for Student Affairs
- **William N. Evans**, Executive Committee of the Academic Council
- **Thomas A. Gresik**, Faculty Senate
- **Peter Kilpatrick**, Dean, College of Engineering
- **Ronald D. Kraemer**, Vice President and Chief Information Officer
- **Michael N. Lykoudis**, Dean, School of Architecture
- **Christine M. Maziar**, Vice President and Senior Associate Provost
- **Scott C. Malpass**, Vice President and Chief Investment Officer
- **Rev. James E. McDonald, C.S.C.**, Associate Vice President and Counselor to the President
- **John T. McGreevy**, Dean, College of Arts and Letters
- **Robert K. McQuade**, Vice President for Human Resources
- **Louis M. Nanni**, Vice President for University Relations
- **Nell Jessup Newton**, Dean, Law School
- **John A. Sejdinaj**, Vice President for Finance
- **Jack B. Swarbrick**, Vice President and Director of Athletics
- **Carolyn Y. Woo**, Dean, Mendoza College of Business

Linda Kroll, associate vice president for the Office of Budget and Planning, and **Drew Paluf**, associate vice president and controller, will provide staff support.

Similar work has been done by several of the nation's most prestigious universities, including Brown, Dartmouth, Duke, MIT and Princeton. Most face the challenge of solving budget deficits. "At Notre Dame, we are in the fortunate position to undertake this exercise not to meet a crisis and survive, but to continue our momentum and thrive," Father Jenkins said.

What's Next?

The Strategic Funding Committee begins its work next week.

Staff Town Hall meetings March 8-10 will review the initiative and provide an opportunity for questions and answers.

The deans will update faculty members.

The website AdvancingOurVision.nd.edu and ND Works will carry updates.

Spring Town Halls are scheduled

Six Town Hall meetings are being scheduled for Tuesday, March 8 through Thursday March 10.

The results of the 2010 ND Voice will be discussed. John Affleck-Graves, executive vice president, also is expected to give an overview of the state of the University's finances and the newly announced "Advancing Our Vision" initiative.

Each division will be given a designated meeting time. But staff members who cannot make the designated time are encouraged to attend another session.

Advancing Our Vision: Questions and Answers

These are a sample of Questions and Answers that are available on the website AdvancingOurVision.nd.edu. Visit the site for further information.

What is the purpose and proposed outcome of Advancing Our Vision?

Father Jenkins has established a Strategic Funding Committee of campus leaders to consider how to best apply our financial resources to support our vision of becoming one of the top research universities in the world while remaining fully committed to our Catholic mission and an unsurpassed undergraduate education. The committee will be chaired by John Affleck-Graves, executive vice president, and Tom Burish, provost, and will identify between 2 and 4 percent of current budget dollars to further support our core mission.

What instigated this initiative?

Since assuming the presidency nearly seven years ago, Father Jenkins and the University's leadership have worked to define the University vision and direct our energies toward realizing our future. This has influenced such decisions as whom we've hired, the building construction we've undertaken and the types of students we've recruited. This initiative examines how we use our resources in support of our strategic goals, and how we can do that in a sustainable way.

What is the timeline?

The committee has been asked to submit its recommendations by semester's end. Father Jenkins will review the committee's work and, in consultation with Tom Burish and John Affleck-Graves, decide on a course of action.

How will this impact jobs at ND?

This is not an exercise to cut jobs or freeze hiring. We recognize that the loyalty of those who work at Notre Dame is one of our most valuable assets, and we do not foresee involuntary layoffs as a result of this process.

Does this initiative mandate across-the-board budget cuts?

This is not an initiative to cut the budget. We expect the Fiscal Year 2012 budget to be slightly higher than the FY 2011 budget of more than \$1 billion. This work is to reallocate existing funds with a goal of identifying between 2 and 4 percent of dollars from current departmental budgets that can be applied toward new initiatives that will advance the University.

What's the difference between making cuts and reallocating funds?

Cuts imply a reduction in the total amount spent. In this case, it's not that the overall budget will decline, but that a portion of it will be allocated to initiatives aligned with our vision and goals.



Snow day? What snow day?

Heroic efforts by staff get the students fed

BY MIKE COLLINS, FOR ND WORKS

Former South Bend news anchor **Mike Collins**—in addition to being the public address announcer for Notre Dame football and hockey—works three days a week as an ID checker at the South Dining Hall. He paid someone with a four-wheel-drive vehicle to get him to work at the dining hall on Wednesday, Feb. 2, and offers his praise to the many Food Service and Building Service staffers who came to work and helped feed an army of students while the University was closed due to a snow emergency:

Some things are easier said than done, and shutting down a campus is one of those things, especially a campus where the vast majority of the students live within its borders. One way or another, those students have to eat. The staffs of the South and North Dining Halls went above and beyond the call of duty that day, and no one was turned away—everyone who wanted a meal got one.

If students forgot their IDs, or forgot they had signed up for the Wednesday Fast, it didn't matter. Security officers who came in Tuesday night, when the storm was a full gale, got hot meals too.

It was all due to a loyal, hard-working staff that cares about the University and the students.

My perspective of this amazing emergency operation came at the South Dining Hall, but the same stories were being told “up north.” I came in around 9:30

a.m. that morning, and was stunned at how much of the staff was already on hand and finishing up the breakfast routine—and getting lunch ready at the same time.

Common sense decisions by managers made the impossible, possible. A few regular food items were eliminated from the menu, but you had to look hard to find any difference from a pleasant day in September.

To tell the stories of all who did yeoman work to get the students fed would be impossible. Employees came in earlier than they were scheduled because they knew their help would be needed. Others found friends or relatives with four-wheel-drive vehicles to get them in on time. People who worked late the night of the storm kept their cell phones by their beds for a call to come in early the next day. Four South Dining Hall staffers were in at 5 a.m., 25 by 6 a.m. and 30 by 7 a.m.

A year and a half ago, **Trung Nguyen** was in his native Vietnam. On Feb. 2, he woke up his father to drive him to work a little after 5 a.m. He spent the next six hours shoveling around the dining hall. His story is the story of dozens of other people.

When we closed at 2 p.m. after lunch, a couple of us walked the South Quad toward the circle to get a ride home. We stopped to watch students playing football or just having an old-fashioned snowball battle. A couple of students stopped and walked over and said, “Thank you for feeding us.” That sure beats staying at home for a snow day!

Training expands for online booking and expense tool

BY GAIL HINCHION MANCINI,
INTERNAL COMMUNICATIONS

All **travelND** and expense report training sessions are now open to campus. This tool and training is appropriate for all University personnel who submit non-travel expense reports.

Two types of sessions are being regularly offered. Although information on travel management will be provided, both sessions will benefit those who primarily manage entertainment and miscellaneous expense reporting:

A “lite” session is designed to introduce users to travelND and instruct them on the system basics, all within one hour. You'll learn how to book an airline flight, create an expense report, add out-of-pocket expenses, change and split FOAPAL

charges on an expense report and set up a personal travelND profile. Most users will find the “lite” version sufficient. Two sessions are offered every Thursday morning.

TravelND advanced is a two-hour session offered every Monday afternoon. The advanced version expands on “lite” version content with information on how to book hotel and car rentals, create a travel allowance per diem itinerary, request a cash advance and assign that to an expense report, itemize expenses, calculate mileage and attach electronic receipts to the expense report.

Sign-up for either session is available at endeavor.nd.edu. Type “travel” into the search box to register. Further information is available from the travelND help desk at 1-4289 or travel@nd.edu.

You have them. We need them.

Bright Ideas

Bright Ideas is Notre Dame's employee suggestion program. We are continuously seeking opportunities to use our resources more efficiently and effectively. When you have an idea, bring it to our attention!

Some “Bright Ideas” from ND staffers that have been implemented:

Presidential Award for Leadership Excellence

Improving Purchase Process for Guests in the Dining Hall

Limiting the Idle Times of Campus Vehicles

Safety Mirrors

Continuing Professional Education Program for CPAs On Campus



Submit your “Bright Idea” today at brightideas.nd.edu!

TAP begins 39th season of free tax preparation

Program aids low-income, disabled taxpayers

BY GAIL HINCHION MANCINI,
INTERNAL COMMUNICATIONS

Notre Dame and Saint Mary's College accountancy students in the Vivian Harrington Gray Tax Assistance Program (TAP) will provide free income tax return preparation to low-income and disabled taxpayers, as well as members of the international community, with several sessions available on campus through Monday, April 18.

As of Saturday, Feb. 12, accounting students, assisted by accounting faculty and local Certified Public Accountant volunteers, will provide income tax preparation help to U.S. citizens and legal residents whose tax earnings are at or below approximately \$40,000.

On campus, members of the Notre Dame community who wish for help on domestic federal and state returns can visit a clinic in the Center for Social Concerns from 2:30 to 5 p.m. Wednesdays through April 13, excluding March 16, when students are on spring break. Please bring Social Security cards for the taxpayer, spouse and dependents; a government-approved photo ID such as a driver's license or passport; tax documents that support the return, such as W-2s; and last year's federal and state tax returns, if available.

Notre Dame Downtown, 217 S. Michigan, is hosting a clinic for domestic returns from 5:30 to 8 p.m. Mondays through April 18, excluding March 14, when students are on spring break.

Students, faculty and community volunteers also staff clinics at the St.

Joseph County Public Library Main, River Park, Western and Center Twp. branches; Saint Mary's College; the Near Northwest Neighborhood Center, 105 Portage Avenue; and the Mishawaka-Penn Library.

For the Notre Dame and Saint Mary's communities, the TAP program also offers free tax return preparation services to international faculty, researchers, scholars, students and staff. The service is provided on an appointment-only basis between Feb. 14 and April 14. All

international students in F-1 or J-1 status who were present in the United States for one or more days during 2010 must file a tax return, even if they did not earn income. Make an appointment online at tapappt.nd.edu beginning Feb. 7.

TAP has brought together students, faculty and local CPAs for low-income assistance since 1972. Last year, the program helped local residents file more than 3,800 tax forms.

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Early Continuous Improvement project a win for all

HR group solves problems by identifying fresh approaches

BY MARY FEDERICO, FOR THE OFFICE OF CONTINUOUS IMPROVEMENT

When the 2009 **ImproveND** survey results came out, Tammy Freeman knew she had to act.

Hiring managers said open positions took too long to fill, the process was too time consuming, and the timing was unpredictable: A position could take from one to six months to fill.

Freeman, director of talent management for the Office of Human Resources, understood that these problems affected the entire University. But her team of four had its hands full processing applications—18,000 in 2009, and 2010 promised to be as busy. She needed a solution that didn't add more staff or cost more money.

This dilemma crystallized just as the University was introducing the **Office of Continuous Improvement (OCI)**, a group with expertise to help departments solve problems by identifying fresh approaches.

Their mission: to use that expertise to help campus units meet department and University goals.

Beginning in January 2010, the HR hiring process became one of OCI's earliest projects. Freeman lead a cross-divisional team comprised of HR staff Brandon Burke, Susan Hlade, Kara Palmer, Erin Putt, Kate Telesca and Lisa Yates. Mike Davey of Food Services and Bill Mountford of OIT represented hiring managers, and Shannon Cullinan and Julia Sama provided OCI support and guidance. "Our office helps teams like Tammy's examine their work in a new light. But the real solutions come from the teams themselves," says

New campus paper products promote sustainability

Higher recycled content, less packaging waste

BY MEREDITH ROWLAND AND RACHEL NOVICK, OFFICE OF SUSTAINABILITY

In a major step forward in sustainable purchasing, Notre Dame's Procurement Services has partnered with Kimberly-Clark Corporation to introduce bathroom tissue and paper towels on campus with significantly higher average recycled content and less packaging waste.

"This achievement was the result of a collaborative team effort on the part of Procurement Services, Building Services and the Office of Sustainability with an emphasis on product quality, economic savings and sustainable choices," said Procurement Specialist Tom Rogers. "The new coreless bathroom tissue contains more tissue per roll and has

no cardboard tube to throw away, resulting in a 47 percent reduction in packaging waste. Paper towels now come on bigger rolls, so they run out less often and require less packaging."

Overall, the product changes will result in 543 million BTU of energy savings and 513,000 gallons in water savings annually. That's the equivalent of more than 2,100 days worth of energy for a typical American household and 25 swimming pools' worth of water.

"We just received the first truckload of the new products and I'm excited about them for three reasons," said Chris Hatfield, associate director of building services. "First, we got a tremendous cost savings. Second, we've got sustainability improvements in almost every item we use. Third, we're building in more efficiency for our staff while still providing excellent customer service."

All of the new products are

certified either by Green Seal or the Forest Stewardship Council. Green Seal is the largest US-based eco-labeling organization and conducts a stringent life cycle assessment of each certified product's impact on the environment and human health. The Forest Stewardship Council logo ensures that wood products are sourced from responsibly managed forests.

The new contract with Kimberly-Clark is part of a broader effort to prioritize sustainability in campus procurement. Other initiatives include reduced pricing for Office Depot's Green-Top recycled copy paper, delivery of Office Depot supplies in reusable totes, and paperless expense reporting through the travelND program.



MATT CASHORE

The Office of Continuous Improvement team: Left to right, Julia Sama, Carol Mullaney, Shannon Cullinan and Heather Hakanen.

Cullinan, associate vice president for continuous improvement.

As the project unfolded, the team examined every detail of the hiring process, identifying and removing unnecessary steps and unexpected bottlenecks. They also gained important and surprising insights about meeting the needs of hiring managers.

Six months later, the team had accomplished three important changes:

- They reduced the average time to fill a position from 85 to 27 days, and made the process more predictable.
- They freed up hiring managers' time, in part by taking on tasks previously done by those managers.
- They improved the quality of candidates passed on to hiring managers by modifying the screening process.

The change has been a relief and a revelation to hiring managers.

"Previously, I saw myself, the hiring manager, as the bottleneck to the process," wrote Charlie Castline, assistant director of student accounts. Castline used to review every application—sometimes as many as 150—before narrowing the field. Today, an HR hiring manager prescreens applications and presents Castline with a narrower field of qualified candidates.

"It was unbelievable the amount of time Erin Putt took off of our (hiring managers') plates, and she brought tremendous expertise to the process," Castline says.

In the course of the project, team members also learned how to use new process improvement methods and tools, which they now apply to other HR process challenges. Tammy calls these techniques her team's "secret weapons," and she fulfilled a personal goal by becoming certified in their use.

OCI has since partnered with several campus units working toward similar measurable successes. Several examples are on the OCI's website at continuousimprovement.nd.edu, as is information about using OCI's tools and techniques.

Is Your Mobile Device Secure?

Devices are targets for data thieves

BY LENETTE VOTAVA, OFFICE OF INFORMATION TECHNOLOGY

Everywhere you look, you can see someone using a mobile device. From iPads and iPhones to Blackberries, e-readers, and other popular devices, they have quickly become part of our everyday lives.

Many people have their personal information stored on these devices, as well as access to email accounts, online banking accounts and other sensitive data. As a result, these devices are targets for thieves who feed an underground economy built on stolen data and devices.

Do you know if your mobile device is secure? Here are six simple steps to help secure your mobile device and keep your personal information safe:

- **Require a password, passphrase or passcode to use the device.** Different mobile devices have different capabilities, but using a STRONG PASSWORD to lock your device helps secure your data. And it can even prevent pocket dialing!
- **Enable remote wipe.** Instructions can be found on the secure.nd.edu website for iPads, iPhones, Blackberries and some Android devices. If you have an iPhone or iPad and use Exchange, you already have remote wipe capabilities. Simply log into Outlook Web Access at owa.nd.edu. Select "Options," then "Mobile Devices."
- **Set your device to automatically wipe if the passcode is repeatedly entered incorrectly.** This may be an inconvenience if your mobile device ends up in the hands of a small child. However, if it is lost or stolen, your data won't end up in the hands of someone who wants to steal your identity.
- **Enable encryption** if your device supports it.
- **Disable Bluetooth if you don't use it.** This will help protect your mobile device from being attacked, and extend the battery life.
- **Set your device to require you to tell it to connect to Wi-Fi.** This will help protect your mobile device from being attacked.

Remember, smart phones and other mobile devices can be easily misplaced, and are often targets for theft. Taking these simple steps can help ensure that your device will not provide identity thieves with your personal information or the sensitive information of others. For additional information on how to keep your mobile device secure, visit: secure.nd.edu/mobiledevice/index.shtml.



Administrative Services promotes team building



Coach Brian Kelly (print shirt) spoke to several newly merged Administrative Services departments about team building.

'Core Expectations' sets the tone for work, relationships

BY COLLEEN O'CONNOR, FOR NDWORKS

In July of 2010, several departments within Administrative Services merged to form a new group called **Warehouse, Delivery and Transportation**, headed by Marty Ogren, associate director. At that time, four core expectations were developed to facilitate the consolidation of Central Receiving, General Services, Mail Distribution, Recycling, Surplus Property, Warehouse and Transportation. According to Ogren, "This has set the tone for how we work and how we relate to each other." They are:

GET IT DONE!
(Let's be clear, we are here to do a job!)

HOW CAN I HELP?
(We will create a culture of teamwork!)

RESPECT
(We will treat each other with respect!)

FUN
(We will have fun!)

At one of its first team meetings, the newly formed group invited Coach Brian Kelly to speak, and he graciously accepted.

The message has spread to other groups within Administrative

Services, who have adopted this rallying cry as their own. In fact, interest has moved outside of Administrative Services and even Business Operations. The expectations have been printed on wallet-sized cards and distributed throughout the unit. Anyone wishing to obtain copies of the card may do so by contacting Gayle Wilson at gwilson1@nd.edu.

According to Amy Coughlin, director of administrative services, "The partnership of teamwork and respect has proven integral to the success of all our departments, while the presence of fun enables us to tackle even the most challenging moment in a given day with patience and a smile."

James Lyphout to retire as Notre Dame's VP for business operations

Has overseen a remarkable period of campus growth

BY MICHAEL O. GARVEY, PUBLIC INFORMATION

James J. Lyphout, vice president for business operations, will retire from his position, effective June 30.

"The University is immensely grateful to Jim for his quarter-century of service," said Notre Dame's president, Rev. John I. Jenkins, C.S.C. "While we regret the departure of such a talented and devoted leader, we wish him a happy retirement and are pleased that he will always remain an irreplaceable member of the Notre Dame family."

Elected vice president by Notre Dame's Board of Trustees in 1999, Lyphout had served for the previous three years as associate vice president for business operations and from 1984 to 1996 as assistant vice president for business affairs.

Lyphout's responsibilities have included oversight of the campus infrastructure as well as the planning and design of all construction projects, including the development of the 2002 and 2008 campus master plans.

He oversees the Office of Sustainability, utilities, custodial services, landscape services, warehouse and delivery services, mail, and transportation, as well as most auxiliary campus operations,

including food services, the Licensing Department, the Hammes Notre Dame Bookstore, ND Marketplace, St. Michael's Laundry, Cedar Grove Cemetery, the Morris Inn and the Conference Center at McKenna Hall.

Lyphout also manages the facilities of Notre Dame's remote campuses, such as the Notre Dame London Centre, the Keough-Notre Dame



Lyphout

Study Centre in Dublin, and the Hank Environmental Research Center at Land O'Lakes, Wis.

The numerous projects Lyphout has overseen during his tenure include construction of the DeBartolo Performing Arts Center, Jordan Hall of Science, Harper and Raclin-Carmichael Halls (both in conjunction with Indiana University), and the Eck Hall of Law.

SERVICE ANNIVERSARIES

The University congratulates the following employees who celebrate significant service anniversaries in February:

25 years

- Debbie K. Bernhard** and **Dorothy M. Snyder**, Hesburgh Libraries
- Phillip G. Corporon**, Mendoza information technology
- Daniel E. Crimmins**, food services administration
- Kevin J. Dobecki**, operations and engineering
- Kathleen A. Rand**, TRiO Programs
- Patti Strauch**, mathematics
- Richard B. Strebinger** and **Michael A. Swadener**, aerospace and mechanical engineering
- Holly Webb**, food services support facility

20 years

- Jerome J. Keultjes**, security
- Sue A. Mansfield**, golf course administration
- Diane Dabaj**, Rolf's Sports Recreation Center

15 years

- Vicki L. Armour**, Waddicks
- Bluthers L. Kasey** and **Mary T. Grunwald**, custodial services
- Beverly R. Harbor**, Morris Inn
- Michael A. Lund**, food services support facility

10 years

- Kevin J. Hardy**, Eck Tennis Pavilion
- Judith A. Hatcher** and **Lanh N. Tran**, custodial services
- Peter F. Horvath**, Law School dean's office
- Sheila L. Hughes**, health services
- Shelin Mathews**, enterprise systems
- Arnetta L. Overton**, South Dining Hall
- Donna Sheer**, research and sponsored programs accounting

NEW EMPLOYEES

The University welcomes the following new employees who began work in December and January:

- Rita Baxter**, athletic event marketing
- Allison Maddox** and **Andrew W. Frye**, development
- Kim M. Daniels**, Law School dean's office
- Jennifer C. Addis**, human resources
- Cheryl K. Snay**, Snite Museum
- Christopher J. Glick**, Loftus
- Sheri Cheek**, accounting and financial services
- Ian Farr**, fencing
- Carol A. Kraus**, theology
- Donald C. Bishop**, admissions
- Jennifer R. Snyder**, investment office

March 2011 OIT Technical Training Courses

PowerPoint 2007: Advanced
Tuesday and Thursday,
March 1 and 3,
8:30 a.m. to noon

Photoshop CS5
Wednesday and Thursday,
March 9 and 10,
1 p.m. to 4:30 p.m.

Excel 2007: Intermediate
Tuesday and Thursday,
March 1 and 3,
1 p.m. to 4:30 p.m.

Excel 2010: Use as a Database
Thursday, March 10,
8:30 a.m. to noon

Word 2007: Preparing Your Dissertation
Wednesday, March 2,
1 p.m. to 4:30 p.m.

insideND
Wednesday, March 23,
9 a.m. to 11 a.m.

Outlook Calendaring
Friday, March 4,
8:30 a.m. to noon

Access 2007 Intermediate
Monday, Wednesday and Friday,
March 28, 30 and April 1,
8:30 a.m. to noon

Contribute 5
Tuesday, March 8,
1 p.m. to 3:30 p.m.

Office 2010: What's New?
Tuesday, March 29,
1:30 p.m. to 3 p.m.

Software Licensing
Wednesday, March 9,
9 a.m. to 10 a.m.

View the complete schedule at oit.nd.edu/training/documents/discoverit.pdf and register for classes at endeavor.nd.edu.

Join the training listserv for updated information on courses and schedules. Call the technical training office, 631-7227, or email training@nd.edu.

The professor, the monsignor and Sherlock Holmes

Crowe's new book compiles "Sherlockian" essays of noted Catholic cleric

BY CAROL C. BRADLEY, NDWORKS

Life is full of coincidences that in fiction would seem incredible.

The story of **Michael J. Crowe's** new book, **"Ronald Knox and Sherlock Holmes: The Origins of Sherlockian Studies"** (Wessex Press, \$32.95) has a startling number of coincidences—and just as many unlikely Notre Dame connections.

The story really starts more than 35 years ago, a time when there was a local Sherlock Holmes society, "The Solitary Cyclists."

Crowe, the Rev. John J. Cavanaugh, C.S.C. professor emeritus in the Program of Liberal Studies and an expert in the history of the physical sciences, was a founding member and a dedicated Sherlockian [noun, *a devoted fan of or an expert on the adventures of Sherlock Holmes.*]

A chance meeting

One day Crowe got a letter from a 15-year-old boy who wanted to join the group. **Steven Doyle's** father was stationed at Notre Dame teaching in the Air Force ROTC program, and Doyle, who'd received a matched set of the Sherlock Holmes stories for Christmas, wrote a letter to the group's contact, Michael Crowe. He received a handwritten note from Crowe, addressed to "Mr. Doyle," inviting him to join and noting that annual dues were \$2.

"Then I had a sudden fear—oh gosh, they don't know I'm a kid," Doyle recalls. "I wrote again and fessed up. He wrote back and said it would be OK." Doyle doesn't remember much about that first meeting, only that he wasn't yet old enough to drive, and his father had to drop him off.

Doyle attended the group for a year or so, until he got a little older, acquired his first car and developed an interest in girls. Doyle's role in the early part of the tale ends here—but he will return at the dénouement of our story.

Enter the monsignor

At one of those meetings of the now-defunct "Solitary Cyclists," Crowe had presented to the group a memorable essay he had written on **Msgr. Ronald Arbuthnot Knox** (1888-1957), a convert from Anglicanism who at one time was said to be "the most celebrated Catholic priest in England."

Today, says Crowe, the only people who have heard of Knox are "over 70, Roman Catholic and well-read." But Knox was well known in the early 20th century for his translation of the St. Jerome Vulgate Bible into English, and wrote many works of Catholic apologetics.

Like his peer and friend G.K. Chesterton, Knox also wrote detective novels—several of which ("The Viaduct Murder," "The Footsteps at the Lock") are still in print. Along with Chesterton, Agatha Christie and Dorothy Sayers,

he helped found the Detection Club, and created a "ten commandments" of sorts for writers of detective novels, including: "No accident must ever help the detective, nor must he ever have an unaccountable intuition which proves to be right."

"Higher Criticism" of Sherlock Holmes

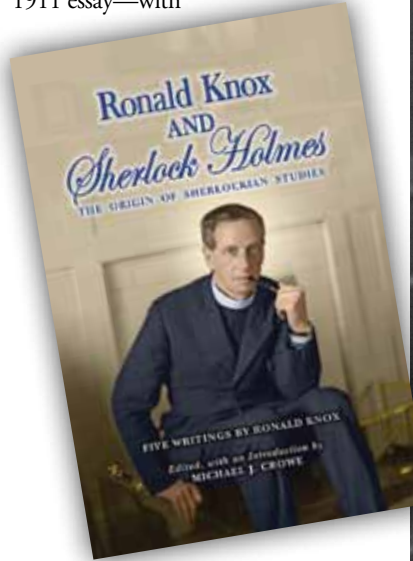
The witty Knox (who, biographer Evelyn Waugh noted, was remembered at Eton as "the cleverest boy who ever passed through that school"), and who had been interested in Sherlock Holmes from the time

he was a boy, in 1911 wrote a satirical essay "Studies in the Literature of Sherlock Holmes."

At the time, "higher criticism" of the Bible was in vogue—a form of literary analysis that focused on the sources of documents. In his essay, Knox mockingly described in the

lofty terms of literary criticism the structural elements of a Sherlock Holmes tale: *Exegesis kata ton diakonta* ("client's statement of the case") and the *Anagnorisis*, wherein the apprehension of the villain takes place.

The essay was read to societies in Oxford and London, and was read by Arthur Conan Doyle himself. Thus Knox is credited—in that 1911 essay—with



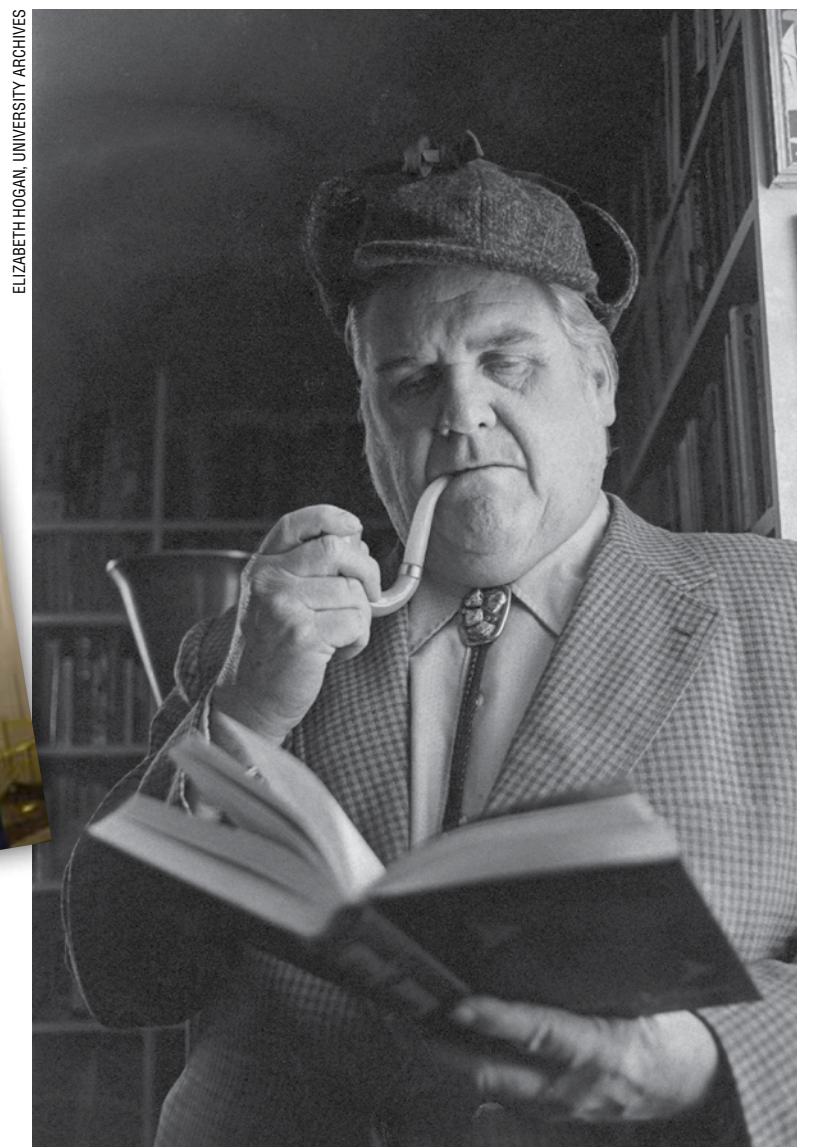
creating from whole cloth the notion of "Sherlockian studies"—called "The Grand Game" by generations of loyal fans—treating Sherlock Holmes as if he actually existed, and Conan Doyle's stories as based on historical fact.

Arthur Conan Doyle wrote to Knox in 1912, expressing his amusement—and amazement—at the essay. "That anyone should spend such pains on such material was what surprised me. Certainly you know a great deal more than I do, for the stories have been written in a disconnected (and careless) way, without referring back to what had gone before."

An essay lost, found—and then published

Michael Crowe's essay on Knox was never published—it contained an unpublished letter from Arthur Conan Doyle to Knox he didn't have permission to print. But he did give one copy to friend and Notre Dame graduate **John Bennett Shaw '37**, cautioning him that he must never show it to anyone else.

Shaw (1913-1994), who donated to the Hesburgh Libraries Special Collections the 2,000-volume G.K. Chesterton collection and the 2,000-item collection of the works of English engraver and



ELIZABETH HOGAN, UNIVERSITY ARCHIVES

Hesburgh Libraries benefactor John Bennett Shaw '37, dressed as Sherlock Holmes. Shaw, who donated the Eric Gill and G.K. Chesterton collections, also amassed one of the world's largest collections of "Sherlockiana." The discovery of an unpublished essay by Michael J. Crowe in Shaw's collection at the University of Minnesota led to the recent publication of Crowe's eighth book, "Ronald Knox and Sherlock Holmes: The Origins of Sherlockian Studies."

typographer Eric Gill, also amassed one of the world's largest collections of "Sherlockiana." The collection was eventually transferred to the University of Minnesota, where physician and Sherlock Holmes aficionado Dr. Richard Sveum located a copy of Crowe's unpublished essay and wrote to him, suggesting that he publish it and perhaps turn it into a book.

The return of Steven Doyle

Sveum put Crowe in touch with specialty publisher Wessex Press, the premier publisher of Sherlockiana in the world. Crowe contacted the press co-director who (plot twist!) is revealed to be none other than **Steven Doyle**, whom Crowe had

last met as a 15-year old high school student.

Crowe updated the essay as the introduction to "Ronald Knox and Sherlock Holmes," which includes Knox's "Studies in the Literature of Sherlock Holmes." The book was published just in time for the 100th anniversary of the original presentation of Knox's essay.

In Crowe's introduction to the book, he notes that Knox complained about his fame as the purported inventor of "The Grand Game."

"The sad irony," Knox wrote, "is that my one permanent achievement was setting the groundwork for all the Sherlockians that followed."

THE NOTE THAT OPENED THE DOOR

Steven Doyle, left, with **Michael J. Crowe**. Doyle kept the second letter Crowe wrote to him 35 years ago, inviting the 15-year-old Doyle to join the South Bend Sherlock Holmes society, "The Solitary Cyclists," a brief note, Doyle adds, "I am everlastingly grateful to have received."

Mr. Truland [club president] & I have discussed your fine letter & hope you will be able to join us on the 24th. MJC

Crowe recently spoke to Doyle's Indianapolis-based Sherlock Holmes group, "The Illustrious Clients." At the conclusion of the talk, Doyle and Crowe recounted the remarkable history of their contacts. And here's another amazing thing—although it took Crowe hours of sorting through his basement to find it, he located and presented Doyle with the "fessing up" letter Doyle had written to him so many years ago.

Doyle says, "Here you are, confronted with your 15-year-old self. You're a kid, and you go on and live a whole life, and the wheel turns and here it comes again. My life has been so enriched. When Mike wrote back and said 'Yes, we'd like you to come,' the door opened. It all started with that letter. I never dreamt I'd be reunited with it."

The brief letter from Crowe, Doyle pointed out, read, "We hope you will be able to join us." "I joined," Doyle says, "and a lifetime of Sherlockian adventure was ahead of me."



PHOTO PROVIDED

Robinson Center celebrates 10th anniversary

BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

Creating the opportunity for productive community dialogue



Celebrate!

The Robinson Community Learning Center will celebrate 10 years of service with an open house from 5:30 to 7:30 p.m. Friday, Feb. 18, with music by Kennedy's Kitchen. Special guests will include Notre Dame President Rev. John I. Jenkins, C.S.C.; President-emeritus Rev. Edward A. "Monk" Malloy, C.S.C.; and U.S. Rep. Joe Donnelly (D-Ind.) will be on hand for the event.

Above: Notre Dame football student-athletes and students pose with Robinson Center staff and students.

Top right: Actors from the Robinson Shakespeare Company get ready backstage for their performance of Shakespeare's "The Merchant of Venice" at Washington Hall.

Below: Friends and neighbors joined Notre Dame students to enjoy food and activities such as sidewalk-chalking at the Robinson Center's annual block party.

PHOTOS: MATT CASHORE



As the **Robinson Community Learning Center (RCLC)** celebrates 10 years as a University-sponsored community center in the Northeast neighborhood, it is relationships, not place or programming, that the staff considers the center's crowning achievement.

Place and programming are, of course, mainstays. Some 500 residents per month of all ages enjoy after-school tutoring, computer training, continuing education, and wellness activities. The various volunteer opportunities bring an estimated 300 Notre Dame students to the center each year; of these, 100 undertake weekly tutoring duties. Neighborhood children win local, state and national recognition in programs as varied as Lego Robotics, Youth Entrepreneurship and the Robinson Shakespeare Company.

Building relationships was at the heart of the vision articulated a decade ago by then-president **Rev. Edward A. "Monk" Malloy, C.S.C.**, and his then-assistant **Lou Nanni**. Both were painfully aware of how little the University and the residents of its closest neighborhood had in common. Neighbors had little love for students and a lot of mistrust for the University.

As the center's staff was assembled, their aim was to make RCLC more than a University-sponsored place where the neighborhood would gather. It was to draw upon the basic tenets of Catholic social teaching to create a focal point of mutually beneficial partnerships.

As the staff held true to this purpose, a resource has

evolved that cannot be duplicated elsewhere, although many in the community have requested the blueprint. The unique ingredient, says **Jennifer Knapp Beudert**, RCLC manager, is "a culture of belonging and partnership."

Peter M. Miller, University of Wisconsin, Madison, professor of Educational Leadership and Policy Analysis, saw this at work in 2006 when he evaluated the program. His report concludes: "It's apparent the RCLC partnership process has avoided the common hierarchical pitfalls that plague other town-gown collaborations and effectively developed into a horizontal relationship that is rooted in humility, faith in neighborhood capacity, and hope for the future."

One of the most visible outcomes of successful relationship building has been the partnership among local residents, the University, the City of South Bend and other nonprofit groups that has physically transformed the neighborhood. Eddy Street Commons is framed by Innovation Park, a medical center and cancer research facility, all jewels in South Bend's revitalization plans. High-end single family houses line Notre Dame Avenue, surrounded by a number that have been rehabilitated by the Northeast Neighborhood Revitalization Organization (NNRO).

Across from RCLC on the east side of Eddy Street, land is being prepared for new low- to moderate-income NNRO housing in the "triangle" between Eddy Street Commons and State Road 23. Longtime triangle residents were relocated to other neighborhood units as their homes were leveled to prepare that site. The voices of the remaining holdouts are balanced by those who tell Robinson Center staff member **Marguerite Taylor** that their new homes have greatly improved

their living standard.

Says Taylor, RCLC is "the glue" that binds a number of groups and community partners working toward revitalization. "This is where the plans take place," says Taylor. "Residents feel like they're heard, and something happens."

Annie Cahill Kelly of the Center for Social Concerns was on board in the early stages of RCLC program planning. As local residents were asked what they'd like to see in the center (a computer lab, they advised), Cahill Kelly saw the community organizing principle of subsidiarity in action. "Working at the lowest level where issues can be addressed, by the people who will be affected."

Today, she says, "Community ownership is so evident and prevalent. Ten years later, it's not a place for ND people. It's a community center."

Notre Dame undergraduates volunteering at the RCLC have also benefited from this partnership as their work with neighborhood residents allows them to experience boundary-spanning relationships and increase their awareness of social issues.

Alumna **Molly Kinder**, one of the first students to be involved in RCLC, says she had just moved into the neighborhood but was unfamiliar with her neighbors when she was asked to join the RCLC planning committee.

"Perhaps the most important legacies of the experience for me was learning the value (and pleasure) in listening to people of all walks of life - and not just serving, but truly partnering with, the community," she says. These lessons have served her well in her role as a senior policy analyst for the Center for Global Development, she says.

Knapp Beudert assumed the RCLC

leadership role last year when original director **Jay Caponigro** was appointed to director of community engagement. Seeing the center with fresh eyes, she has observed that for every group: adults, aging adults, and Notre Dame and community students, "when someone walks through that door, he or she feels like the most important person here."

Using RCLC as a home base, the Take Ten program has managed to bring a bit of that philosophy into the community. Through participation in the Center for Social Concerns, undergraduates enter partner schools to help students learn conflict resolution skills through this school-based violence prevention curriculum.

The program reaches more than 8,000 students a year in 16 schools, the Center for the Homeless in South Bend, all Boys & Girls Club sites and community centers. Research on the effectiveness of Take Ten indicates its participants internalize the importance of peaceful resolution, and use their Take Ten skills to resolve conflict.

With nine years at the helm and a new challenge to create impactful relationships in a larger community arena, Caponigro ponders RCLC as a model for productive community dialogue. "How do we create a culture where diverse contributions are considered, and problems are to be solved without criticism but with a mutual focus on solutions?"

Ten years from now, RCLC's achievement may again be measured not in programming or place, but for the teaching role it played in helping form relationships that lead to those answers.