Town Hall meetings also review ND Voice findings

BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

Notre Dame Executive Vice President John Affleck-Graves has called on University staff members to support the Advancing Our Vision initiative by submitting their thoughts about how the University can increase its efficiency to support the University’s strategic goals. Notre Dame’s founder, the Rev. Edward F. Sorin, C.S.C.; head football coach Knute Rockne; and President emeritus the Rev. Theodore M. Hesburgh, C.S.C., all led the University through transformational moments. Staff input is vital as the campus community considers how today’s generation of faculty and staff will make a transformative impact on the University, Affleck-Graves said in Town Hall meetings earlier this month.

“Are there moments in time that have made us a completely different University?” Affleck-Graves said. “Now is our time. We now have the chance to change Notre Dame. What are we going to do to make the world a better place?”

The Advancing Our Vision initiative focuses on supporting transformative momentum toward our goals as economic pressures continue to restrict revenue growth. Affleck-Graves reviewed those pressures, which are being felt across all significant revenue streams. Parents can shoulder only limited additional funding.

The fiscal 2012 budget reflects the University’s commitment to need-blind admissions and meeting full need for undergraduate students, and its commitment to enhanced support for graduate students. Faculty and staff pay increases that allow the University to make progress toward the goal of faculty salaries at the median of peers in the Association of American Universities and to maintain staff salaries at market-competitive levels. Core infrastructure support, mainly for new facilities, software and technology upgrades, and staff training also received some additional funding.

The University President Rev. John L. Jenkins, C.S.C. announced the Advancing Our Vision initiative in a letter to the campus community last month, calling on faculty and staff to identify overall savings of 2 percent to 4 percent of the University’s budget that could be dedicated to strategic priorities. Father Jenkins has established a committee to oversee this project and make recommendations by the end of June. Implementation of these ideas is to begin in the fall.

The timing is right, Affleck-Graves said, because so many top universities are experiencing economic challenges, while Notre Dame is stable. “It’s a great time for us to get good students and good faculty members. “The people who best know where we’re using resources inefficiently are you—the people who do things day to day,” Affleck-Graves said. “What are the areas where you say, ‘These aren’t the things we need to do? Give us your ideas.’

Any faculty or staff member can submit an idea about savings to AdvancingOurVision.nd.edu by clicking on the “Help Us: Give a Suggestion” button in the left column. Practical steps that have resulted in savings include buying office equipment and supplies from preferred vendors and using the new travelND online travel and expense management process.

Additional coverage on pages 4 and 5.

2012 budget growth lowest in 10 years

BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

The fiscal 2012 budget reflects a continued strategy of financial conservatism with investments in critical initiatives that advance the University’s mission and aspirations. The $1.175 billion budget shows the lowest increase in both revenues and expenditures in 10 years. It will enable the University to meet immediate needs and also maintain contingency funds, should the economy again turn downward.

Very few areas will receive increased allocations, and the increases reflect the goals of the administration and Board of Trustees in supporting Notre Dame’s forward momentum, including:

- Additions to undergraduate and graduate financial aid that display Notre Dame’s commitment to need-blind admissions and meeting full need for undergraduate students, and its commitment to enhanced support for graduate students.
- Faculty and staff pay increases that allow the University to make progress toward the goal of faculty salaries at the median of peers in the Association of American Universities and to maintain staff salaries at market-competitive levels. Core infrastructure support, mainly for new facilities, software and technology upgrades, and staff training also received some additional funding.

and the University’s endowment have not recovered to pre-recession levels, and pending state and federal budget cuts are likely to place pressure on research awards.

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Additional coverage on pages 4 and 5.

HARPER HALL DEDICATION

Harper Hall, the new home of the Mike and Josie Harper Cancer Research Institute—a novel collaboration between the University and Indiana University School of Medicine—was dedicated Tuesday, March 8.

Part of the funding for Harper Hall came from the foundation of Charles M. “Mike” Harper, left, a former South Bend resident and the retired chair and chief executive officer of ConAgra Foods. Harper made a $10 million contribution to Notre Dame to support cancer research programs, matched by a $10 million appropriation from the State of Indiana to Indiana University for the project.

The new building, located adjacent to Raclin-Carmichael Hall, home of the IU School of Medicine, South Bend, on the corner of Angela Boulevard and Notre Dame Avenue, contains 35,000 square feet of office and research laboratory space.
EGGLESON JOINS NONANO

Dr. Kathleen K. Eggleson has joined the Notre Dame’s Center for Nano Science and Technology (NDNano) as a research scientist working on topics related to the Ethical, Legal, and Social Implications (ELSI) and Environmental Health and Safety (EHS) of nanotechnology. In this capacity, she will help the center look at how advances in bottom-up-a-meter-scale science and engineering can have both positive and negative effects on humans and the environment. “The immense potential of nanotechnology to benefit the common good will only be realized when assessment of risks to the environment, public health, and occupational safety as well as consideration of ethical, legal, and social implications are conducted in conjunction with responsible research and development,” says Eggleson.

ANNUAL FATHER TEO RD PROGRAM

The fourth annual Father Ted Run, benefiting TRiO Programs, takes place at 9 a.m. Sunday, May 1, starting from the Jordan Hall of Science. The event includes 5K and 10K runs and a family walk. For more information and registration, visit nd.edu/upbound. TRiO programs on campus include Upward Bound and Educational Talent Search.

COMMUNITY UNIVERSITY DAY ENGAGES STUDENTS AND COMMUNITY IN A DAY OF SERVICE

Student Government welcomes members of the campus community to get involved in two major spring activities, CommUniversity Day Saturday, April 2, and the Bald and the Beautiful cancer fundraiser April 13 to 15.

CommUniversity Day annually engages students and community members in a day of service. Faculty and staff can join such activities as fire hydrant painting, storm sewer identification, paths cleaning and preparing community gardens for planting. Details on getting involved are at CommUniversityDay.nd.edu.

Also planned, families can enjoy games, face painting and an Easter egg hunt during a children’s party from 1 to 4 p.m., on Irish Green. All members of the faculty and staff also are welcome to participate in a CommUniversity Day food drive by dropping off food April 2 at the Robinson Community Learning Center, where a community picnic will take place from 4 to 6 p.m.

The Center for Social Concerns also is a CommUniversity Day partner.

DEBARTOLO PERFORMING ARTS CENTER WINS FOUR ADDY AWARDS

The DeBartolo Performing Arts Center received four ADDY Awards from the Michiana Chapter of the American Advertising Federation. The second issue of Exposition, covering events at the center during November and December 2010, focused on the 100th birthday of legendary Japanese filmmaker Akira Kurosawa, won both a 2011 Gold ADDY in the Arts Magazines category, and a Best of Show in the Print Advertising category. The awards recognize the best in creative work in the Northern Indiana/Southwest Michigan area.

WHAT WOULD YOU FIGHT FOR? ADS WIN NATIONAL AWARDS

The Higher Education Marketing Report, which annually recognizes outstanding university communications work in Educational Advertising Awards, has recognized Notre Dame’s “What Would You Fight For?” television ad series with several awards. The series will be featured in an upcoming issue of the publication.

The Educational Advertising Awards is the largest educational advertising awards competition in the country. This year, more than 2,500 entries were received from more than one thousand colleges, universities and secondary schools from all 50 states and several foreign countries. The “Fighting For” series won a Best In Show award (just 17 entries received this award) and a Gold Award in the “Television Advertising: Series” category (the category’s top award). In addition, “An Irish Blessing,” a 30-second television spot narrated by Promest Tony Biriche, won a Bronze Award in the “Television Advertising: Single Spot” category. Judges for the Educational Advertising Awards consisted of a national panel of higher education marketers, advertising creative directors, marketing and advertising professionals and the editorial board of Higher Education Marketing Report.

The year’s “What Would You Fight For” series highlighted the research, scholarly achievements and social initiatives of Notre Dame faculty and students. To view the videos, visit fightingfor.nd.edu.

NDWorks will continue production under the guidance of managing editor Carol Bradley. The Week@ND and calendar.nd.edu will be maintained by Jennifer Laiber.
One person’s entire inbox was deleted by spammers

BY CAROL C. BRADLEY, NDWORKS

The email said, “Your inbox is full,” and warned that your account would be frozen if you didn’t take steps. When you clicked the link, it took you to a website that asked for your NetID and password, and you typed them in. Big mistake. You’ve been “phished.”

The result? Tens of thousands of spam emails go out under your name and email address.

You don’t find out until your inbox fills up with bouncing emails and nasty messages from people wondering why you’re sending them Viagra ads. And the University blocks your account—for real—at least until you change your password:

“I have heard people joke about how lame many phishing scams are, but people at Notre Dame still fall for the scams,” says Ron Kraemer, vice president for information technologies and chief information officer. “Falling victim to these scams can result in debilitating computer infections, identity theft and—in some cases—having our entire University email system blacked out from online services.”

Phishing scams are fraudulent emails that mimic legitimate ones in hopes of gaining access to your user name, password, bank account numbers or credit card information to steal your identity. Many of the scams originate in foreign countries—Russia, Romania, Nicaragua and South Korea.

Why do they want access to your email accounts?

Spammers are only one link in a “stolen economy” of crime, says David Snell, OIT’s director of information security. There are spammers looking to send more spam at the bottom of the heap, followed by credit card number thieves, the people who handle merchandise bought with stolen credit card numbers, those who perpetrate identity theft and the criminals who coordinate the whole operation. It’s sort of like the Mafia, says Snell, or the old days of Prohibition with the bootleggers at the bottom and Al Capone at the top.

When you click on a link in a spam email, you’re redirected to a fake (”spoof”) website—often nearly identical to the real website for PayPal, eBay, your bank or credit card company—where you’re asked to type in sensitive information.

Here’s all you need to know to protect yourself: The University will NEVER request your NetID and password in an email. Neither will the Notre Dame Federal Credit Union, your bank, PayPal or the Internal Revenue Service.

The scams work because they scare people, Snell says.

“The most recent email scam to hit campus—the one telling you your inbox is full—is very typical. "When people clicked on the link, it took them to a website that wasn’t a Notre Dame site. Over a hundred people went to the site, and there were 20 compromises.”

Snell finds out about a security breach when the University starts to get complaints from Hotmail, MSN and other third-party providers, who then block email from the nd.edu domain, typically for 72 hours. The University also monitors for outbound spam and abusive behavior, and takes action proactively says Snell, “We identified many of the compromised accounts before they were able to send large quantities of spam, and we’re taking active measures to limit the amount of mail that can be sent from an account to prevent future compromises.”

But spam isn’t all there is to worry about.

Spurious websites, attachments and downloads can infect your computer with viruses or malware. A person with your NetID and password could potentially access any University service you’re authorized to use—they could change your contact information or insurance beneficiaries, or read your email as another way to gain information for identity theft. At least one person on campus had their entire inbox deleted by a spammer.

To protect yourself, use the official, published Web address, address and telephone numbers of organizations you do business with, and contact them directly if you think an email is suspicious. Rather than click on a link, go directly to the website by typing instead of clicking a link or cutting and pasting from an email the site’s address into the address bar. You can also contact the OIT helpdesk at 631-8111 or forward the email to phishing@nd.edu.

If you think you’ve been hooked by a phishing scam, report it immediately to limit potential identity theft. On campus, email breaches should be reported at secure.nd.edu/goes-wrong/report_event.shtml. For phishing FAQs and a quiz to test your email scam savvy, visit oit.nd.edu/email/phishingfaq.shtml.

The bottom line, Snell says, is turn on your brain before opening your email. “It’s a personal responsibility to yourself, the University and the people you deal with who might be exposed.”

St. Michael’s Laundry offers

Service resulted from ND Bright Ideas program

BY COLLEEN O’CONNOR, NDWORKS

Convenient, timesaving, cost effective and eco-friendly... for busy people, what’s not to like about two new laundry kiosks providing 24-hour drop-off service at St. Michael’s Laundry?

The idea came from a suggestion to the Bright Ideas program, brightideas.nd.edu.

The secure, locked boxes, installed at both the Main Plant (located off Juniper Road north of the Notre Dame Federal Credit Union) as well as at the Laundry Distribution Center (adjacent to the A-15 parking lot, behind the Main Building) are available to faculty, staff and students.

To begin service, it is necessary to register at either location, at which time customers will be given a gray personalized laundry bag. Registration will be used primarily for e-mail notification of laundry updates or questions related to dropped-off garments.

Same day service is available upon request via a note visible as soon as the bag is opened. The Laundry will follow care instructions noted on clothing labels unless a visible note is left in the bag requesting other treatment.

While students are welcome to register for the new drop-off laundry and dry cleaning service and receive their personalized bag, it is important to note that no student “bundles” are to be placed in the kiosks. But coded student wash/dry bundles will continue to be handled as they have been in the past.

For more information, call 631-7422 (Main Plant) or 631-7565 (Distribution Center).

Phished again!

Robinson Community Learning Center receives $10,000 Shakespeare grant

Program will serve 20 to 25 inner-city youth

BY CAROL C. BRADLEY, NDWORKS

The Robinson Community Learning Center (RCLC) has been awarded a $10,000 Better World Books LEAP (Literacy and Education in Action Program) grant for a six-week intensive summer Shakespeare program for inner city youth.

The summer camp will serve 20 to 25 youth ages 10 to 17, using “Romeo and Juliet” as the focal work. Participants will receive instruction in the essentials of theater through a variety of workshops including voice, text analysis, stage combat and set design.

The RCLC Shakespeare Company performs two full plays per year, and participants compete annually in the English-Speaking Union National Shakespeare Competition, in partnership with Shakespeare at Notre Dame, says Jennifer Knapp Beaudert, RCLC manager.

“The program provides children with a safe and enriching place to be in the summer,” she says. “It also builds literacy, public speaking skills, confidence and teamwork. It’s the most wonderful learning experience—for both the kids and adults who participate in the program.”

RCLC Shakespeare Company member Charell Luckey, a junior at Adams High School, competed for the title of Indiana State Champion at the ESU competition in Indianapolis on Feb. 27. She was named first runner-up and received a cash prize.

Better World Books (betterworldbooks.com), a for-profit social venture founded by Notre Dame graduates Christopher ”Kreece” Fuchs and Xavier Helgesen, collects used books and sells them online to raise money for literacy initiatives worldwide.

The organization has raised more than $9 million for library and literacy projects, at the same time diverting nearly 49 million books from landfills. Better World Books got its start in a business incubator at the RCLC, sponsored by the Minnesota College of Business’ Gigt Center for Entrepreneurial Studies; the organization’s first book collection site was housed at the Robinson Center.

Phishing Scam Prevention

Robinson Community Learning Center receives $10,000 Shakespeare grant

The RCLC Shakespeare Company brings Shakespeare to inner-city youth ages 10 to 17. A recent grant from Better World Books will fund a six-week intensive program focusing on “Romeo and Juliet.”

St. Michael’s Laundry offers

24-Hour drop-off

Service resulted from ND Bright Ideas program

BY COLLEEN O’CONNOR, NDWORKS

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Provis outlines gains and next moves in address to faculty
BY GAIL HINCHION MANCINI, INTERNAL COMMUNICATIONS

Notre Dame is advancing its reputation as a leading research University, and it will continue to do so through a formula that supports incremental growth while "grabbing unexpected opportunities" to support transformative change, Provost Tom Burish said in a late February address to the faculty.

"Notre Dame is becoming more and more of a premier university," he said, noting the improved ranking of traditionally strong programs and a growth in sponsored program funding.

In the latter case, research grant proposals topped 1,000 in 2009-10 for the first time in history and the dollar value of those requests has grown, including requests with a budget greater than $5 million, Burish said.

"This growth is due to your work—the work of the faculty," he said. While the number of awards received has not changed greatly, the size of the awards has, he added. And Notre Dame remains the nation's leader in National Endowment for the Humanities fellowships. These improvements exceed the progress of some of the other leading national research universities.

"Everyone is getting better. We're getting better, and in some cases we have gotten better faster than any other top research universities," he said. His focus on research issues during his presentation reflected the fact that it was in this area, as opposed to undergraduate education and Catholic character—the other two main components of Notre Dame's vision—that Notre Dame has the greatest challenges and greatest opportunities at present. "We must continue to improve in all three areas," Burish said, "but we have the most ground to cover in the research and graduate education area.

Burish added that available comparative data are a few years old and do not yet capture many of the investments Notre Dame has made in recent years. Other improvements Burish noted:
- The number of tenure track faculty has increased from 765 to 800 during the last five years.
- The library budget has experienced about a 25 percent growth in five years, from just less than $20 million to about $25 million. The acquisitions budget has grown 40 percent over a similar period.
- Undergraduate financial aid has grown from about $5 million in the early 1990s to an estimated $160 million next fiscal year, making Notre Dame "one of the most competitive financial aid programs in the country."
- Meetings to consider the need-based education during an economic crisis, the University has increased aid by 40 percent in the past five years.
- Graduate financial aid support has increased by 45 percent in the past five years.
- Notre Dame faculty salaries remain slightly lower than the median of preeminence national research universities, but the gap is closing, with the average salary of the three faculty ranks ranging from 90 percent to 96 percent of the Association of American Universities median.
- Assignable academic space has grown by almost 360,000 square feet since 2005.
- Research computing and internationalization are both enhanced by new leadership, Burish said.

added. Research computing has managed the significant expansion of servers and CPU cores. And Notre Dame's international footprint has expanded by the addition of buildings in Rome and London, an office in Beijing, and a full-time Notre Dame representative in Santiago, Chile. Meanwhile, Nick Entriken, associate provost and vice president for internationalization, is finishing the University's first campus-wide strategic plan for internationalization, which was skillfully begun by Julia Douthwaite last year.

Burish described transformative change as "doing things you haven't done before. It's not running faster. It's jumping." Notre Dame has, in its history, experienced transformative change, one example being the retooling of the Main Building, and hence the blueprint for the university, after a 1879 fire to "a structure bigger and more grandiose and ambitious," Burish said.

ND looks to transformative ideas as it plans for the future
Significant progress seen in Northeast Neighborhood redevelopment

Urban Outfitters comes to Eddy Street Commons this summer
BY COLLEEN O'CONNOR, FOR NDWORKS

Six objectives were identified early on for the revitalization of the Northeast Neighborhood: improve the appearance of the neighborhood, provide new housing alternatives, create a pedestrian commercial district, connect the campus and the community, sustain and enhance neighborhood diversity, and preserve the area's architectural heritage.

All these objectives are well on their way to being met, as the area on the south border of the Notre Dame campus continues to develop, offering more and more opportunities for shopping, dining, lodging and living in the shadow of the Dome.

Eddy Street Commons, the mixed-use, new urbanist neighborhood immediately south of Angela Boulevard, is adding its 15th retail tenant, Urban Outfitters, this summer—in large part due to activism on the part of ND's student community.

This publicly traded American company, targeting the ages 18 to 30, sells clothing, footwear and housewares. It joins 14 other businesses in Eddy Street Commons, located on either side of the full-service hotel. However, years has delayed the commencement of the development of the area's architectural heritage. infill development can resolve by spring, at which time land assembly can be completed. This situation will hopefully be resolved by spring, at which time infrastructure and utility work can begin. The Northeast Neighborhood Revitalization Organization (NNRO), with the South Bend Heritage Foundation as its agent, is the developer of this property. The plans call for approximately 75 single-family detached homes to be built. The NNRO is currently sponsoring a name competition for this subdivision. Submit suggestions to Margaret Taylor, mtaylor@nd.edu.

Currently there are no plans drawn for the "Five Points" commercial district. Ultimately, it will be redeveloped after the State Road 25 widening project is completed by the end of 2013.

The Notre Dame Housing Office plans for Phase 2 of Eddy Street Commons, located on either side of Eddy Street between Napoleon and Howard, have not yet been

developed. Plans for this phase will be determined by the market response to Phase I. The development of the area known as the "Triangle," bounded by Napoleon Street on the north, Georgania Street on the west, and State Road 23 on the south and east, is on hold temporarily until land assembly can be completed. The situation will hopefully be resolved by spring, at which time infrastructure and utility work can begin. The Northeast Neighborhood Revitalization Organization (NNRO), with the South Bend Heritage Foundation as its agent, is the developer of this property. The plans call for approximately 75 single-family detached homes to be built. The NNRO is currently sponsoring a name competition for this subdivision. Submit suggestions to Margaret Taylor, mtaylor@nd.edu.

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ND Voice results underscore high employee engagement

BY GAIL HINCHON MANCI, INTERNAL COMMUNICATIONS

Reviewing the results of last fall’s ND Voice employee satisfaction survey, Bob McQuade, vice president for Human Resources, noted that 70 percent of staff participated. Satisfaction measures improved in all areas of emphasis, according to the results, a summary of which can be found at evp.nd.edu.

The highest scoring areas of satisfaction relate to how staff think and feel about the University and are personally committed to going the extra mile on her behalf. Among overall findings:

• Among 2010 scores that comprise engagement, 97 percent say they understand the University’s goals and strongly believe in them. 95 percent recommend Notre Dame as a good place to work and 90 percent say they plan to stay at the University and are not looking for work elsewhere.

• 74 percent of respondents have a favorable view of their immediate manager, up from 63 percent in 2006.

• 71 percent of respondents have a favorable impression of Notre Dame’s pay and benefits, up from 52 percent in 2006.

• 60 percent feel favorably about development and training, up from 49 percent in 2006.

Since the first survey six years ago, the results have been used to identify initiatives that can improve the workplace environment for staff. As a result of this year’s survey, the University will focus efforts on building and enhancing positive manager-employee relationships, says McQuade. Every division will be asked to examine the issue of manager-employee relationships and develop actions towards enhancing this area of focus.

McQuade said the focus on manager-employee relations answers feedback he and John Affleck-Graves, executive vice president, consistently receive from employees who are frustrated they have no means of commenting on their supervisors’ management skills, or how well they build relationships with their staff.

Focusing on manager-employee relationships may help impact other areas where satisfaction is less strong, such as whether employees feel respected or whether they believe employees are held accountable in an equitable way, McQuade says.

As part of this effort, the Offices of Human Resources and Finance will initiate a pilot program to explore ways that staff can simply but effectively provide managers with feedback on how they interact with their staff.

Will the Advancing Our Vision project look for savings among unrestricted funds only, or will it also consider changes to restricted funds?

A: We will be looking at both restricted and unrestricted funds.

Are the savings being sought through Advancing Our Vision to be one-time only, or permanent?

A: Both. There may be some one-time only savings, but we are also seeking savings that recur every year. For example, by adopting the savings opportunities available through travelINT, we could save $1 million per year on our travel costs. We are most interested in recurring savings, because those savings will allow us to expand our faculty and staff.

What improvements would you see happening across the academy through the Advancing Our Vision Initiative?

A: The needs are different, depending on the college. In science and engineering, space is a primary concern. In Arts and Letters, particularly the humanities, scholarship and library resources are needed. We are absolutely committed to all those needs.

Does the Advancing Our Vision initiative assume that certain divisions are overspending in relation to other institutions?

A: We have visited many of our peer institutions and we believe that we are a better run university than many, and way ahead in terms of efficiency. While every division could probably identify some opportunity for savings, this initiative has not predetermined that some divisions will be able to make a greater contribution than others.

Other Topics

How are we doing on our green initiatives?

A: We’re pleased that the progress we’ve made promises to result both in energy and cost savings over the long run. We have spent about $10 million on making our buildings more energy efficient, and our new buildings are LEED certified. As a result, even though we’ve grown the campus, we’re using less energy. We’ve worked hard on recycling and have reduced waste. One area we’ll like to improve on is reducing waste in the dining halls.

The federal government is casting a critical eye on higher education in regard to its tax-exempt status. How does Notre Dame hold up under this scrutiny?

A: The University takes all compliance requirements very seriously. For the past 15 years, senior administrative leaders have met on a regular basis to discuss tax and compliance matters with our outside advisers to ensure proper internal controls are in place. We believe this to be a best practice relative to our peers.

There are pictures of Martin Luther King Jr. with Father Jenkins all over this campus. Why don’t we have Martin Luther King Day as a holiday?

A: Our practice is that if the students are in session, we don’t take a holiday. For example, we also have classes on Labor Day and Presidents’ Day. We tend to group our holidays to maximise the opportunity for students, who come from all over the country and dozens of international settings, to visit their families.

There is only one event per year where staff are able to bring their families. Is it possible to increase opportunities for family activities by offering family pricing for events?

A: The Opening Mass and Picnic is a wonderful way to start the year off, and we welcome families for Mass and a picnic meal and family entertainment. In addition, RecSports has introduced bi-weekly family entertainment such as bowling, ice skating and swimming, at little or no cost. Employees are offered discounts at the DeBartolo Center for the Performing Arts. In addition, most men’s and women’s sports competitions offer discounted or free tickets. We will continue to look for ways to include families in our activities.

Town Hall Q & A session

ND Voice

How did you choose to focus on building positive employee relations with managers as a result of ND Voice?

A: The data pointed to a few areas where improvement is needed, but the common concern came down to a question of how people are treated. We feel if we can make movement there, we’ll see positive impact in other areas, such as accountability.

How are we going to address our low satisfaction scores in the area of accountability?

A: The accountability scores are lower than we like, but we believe that focusing on manager-employee relations will have a significant impact in this area.

Will the performance management tools such as 360-degree evaluations be part of this effort to improve employee-manager relations?

A: The Offices of Human Resources and Finance are initiating a pilot program to create an evaluation tool to provide feedback to managers. This will not be a classic 360-degree evaluation, but will include a means to provide feedback. We hope to create a simple process that will provide basic, useful feedback and insight on how an individual’s leadership style affects their people.

How can we devise a system for people to give feedback to their supervisors while assuring there is no retribution against them?

A: This is a challenge, especially in smaller departments. We expect to explore this issue during the pilot.

Vision to be one-time only, or permanent?

A: Both. There may be some one-time only savings, but we are also seeking savings that recur every year. For example, by adopting the savings opportunities available through travelINT, we could save $1 million per year on our travel costs. We are most interested in recurring savings, because those savings will allow us to
Events include stargazing, memoir writing and raffle

BY CAROL C. BRADLEY, NDWORKS

Each year, the St. Joseph County Public Library hosts a book to bring readers together for a community-wide discussion. The second annual One Book, One Michiana, April 1 through May 7, this year features “Rocket Boys,” NASA engineer Homer Hickam’s memoir of his life in Coalwood, W.Va., where a group of young boys dreamed of launching rockets into outer space—a group of young boys dreamed of his life in Coalwood, W.Va., where Homer Hickam’s memoir engineer

michiana

Public Library selects a book to bring

BY CAROL C. BRADLEY, NDWORKS

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

Cortney Cox

Annual Fund

Anne-Marie Campbell

Sylvia Armas-Abad

central receiving

Jake S. Adams

languages and literatures

Susan A. Feirick,

Pamela D. Foltz,

Libraries

Christine L. Broadbent

and mechanical engineering

Arezoo Ardekani,

Kimberly S. Hahn,

Registrar,

10 years

15 years

20 years

ND employees

Friday, April 15, 8:30 a.m.–noon

insideND

Wednesday, April 13, 9-11 a.m.

Dreamweaver CSS: Basic

Friday, April 15, 8:30 a.m.–noon

Software Licensing

Wednesday, April 20, 9-10 a.m.

N O T R E  D A M E

Women’s Golf League

The Notre Dame Women’s Golf League, spring kickoff takes place at 5:30 p.m. Tuesday, April 26, in the Warren Golf Course indoor facility off Douglas Road. Enter through the gate east of the Douglas Road pavilion. Members of the Notre Dame Women’s Golf Team will be on hand to offer tips, so bring a club or two. A short meeting and refreshments follow in the clubhouse. The league begins Tuesday, May 24, at the nine-hole Burke Memorial Golf Course. Tee times are available between 4 and 5:44 p.m. Divisions (flight) will be based on handicap, which will be established after playing three rounds. The league runs through Tuesday, Aug. 9, with the annual tournament and banquet Tuesday, Aug. 16. Membership dues are $18, and greens fees are $9. Registration deadline for the league is Friday, May 6. Participation in the league is open to current Notre Dame employees, wives of current employees, ND retirees and a Notre Dame pension check or the wife of a retiree receiving an ND pension check or the holder of a Notre Dame Courtesy Card.

League applications will be available at the kickoff meeting. Contact League Secretary/Treasurer Lori Maurer, 631-4667 or lmaurer@nd.edu for more information or to request an application.

ND participates in One Book, One Michiana

professor of aerospace and mechanical engineering, will give a presentation on techniques for photographing the night sky. No registration required. Call 251-3700 for more information.

At 6 p.m. Thursday, May 5, at the German Language and Literature Building, 52807 Un- newed Ave., ND alumni Dr. Steven Gable and Vicki McIntyre present a discussion of Packing for Mars: The Curious Science of Life in the Void, by Mary Roach. The talk offers insight into the gritty details of astronaut life. Preregister at librarylife.org or call 271-5144.

The Hammer Nutrition Desk Bookstore is sponsoring both art and written word contests for students in grades six to 12. Prizes will be awarded, and the winning entries will be displayed in the lobby of the bookstore. Entries for the art contest will be accepted from Friday, April 1 through Monday, April 18. Winners will be announced on Friday, April 22. Entries for the written word contest will be accepted from Monday, April 18, through Monday, May 2, with winners announced on Saturday, May 7.Visit ncatalo\ng.com for details.

In addition, a raffle is being held for a personalized and autographed football signed by Coach Brian Kelly. Entry forms are available at all SICPL locations from Friday, April 1, through Thursday, May 5, with one entry allowed per library visit. Attendees at One Book programs during these dates will receive a bonus entry form. The winner will be announced at the One Book, One Michiana Celebration event on Saturday, May 7, at the Main Library. You need not be present to win. For more information and a complete list of events, visit librarylife.org/onebook/.
Holy Cross brothers participate in Rush Alzheimer’s study

Commitment includes donating brain for autopsy at death

BY CAROL L. BRADLEY, NDWORKS

Two members of the campus community, Bro. Larry Stewart, C.S.C., archivist for the Holy Cross Midwest Province Archives Center, and Bro. Roy Smith, C.S.C., director of development for the Midwest Province, are undergoing annual testing—and will donate their brains for autopsy at death—in hopes of advancing research into Alzheimer’s disease.

The two brothers participate in the ongoing Rush University Medical Center Religious Orders Study, which has led to breakthroughs in the understanding of Alzheimer’s—and offers tantalizing clues to possible interventions.

Aging-related diseases afflict about 10 percent of those older than the age of 65, and nearly half of those older than 85. Currently, a definitive diagnosis of Alzheimer’s can be made only after death, by examining the brain under a microscope following autopsy.

At the time the study was developed in 1993, it was thought that the elderly would be altruistic—and more accustomed to thinking about mortality—than the average person, and thus more willing to donate their brains to science, says study director Dr. Robert Wilson, senior neuropathologist at Rush University Medical Center, Chicago.

“The study was proposed to a bishop in Chicago and approved,” says Wilson, “and we set out to recruit. Most of what we know about Alzheimer's comes from observational studies like ours. We see our data as preliminary. We are trying to recruit more African-American participants,” he says. “I thought it might be helpful, and helpful to the Alzheimer’s cause.”

Brother Larry saw Brother Roy participating in some of the testing—walking a line to test his balance—and thought it looked interesting.

Brother Larry has a degree in virology from Notre Dame and a Ph.D. in physiology from the University of Texas, Austin, and had previously volunteered for exercise-related studies. He loves memory games and crossword puzzles, and does a sudoku puzzle daily, so the cognitive tests sounded interesting too.

“And my parents both died of Alzheimer’s,” he adds. “My brother and sister and I wondered if we'd inherit it too.”

With all his years of teaching high school biology and using specimen slides, the notion of donating his brain didn’t faze him. “That didn’t bother me at all,” he says.

The goal of the study is to obtain reliable clinical and psychological data on individuals 65 or older with no prior diagnosis of Alzheimer’s.

“We know that 10 percent of those older than the average person, and thus more willing to donate their brains to science, says study director Dr. Robert Wilson, senior neuropathologist at Rush University Medical Center, Chicago.”

The ongoing study, which has resulted in more than 100 published papers, offers researchers 17 years of clinical data on more than 1,200 participants, and brain tissue from more than 350. The data will help researchers to understand the relationship between cognitive decline and the progression of disease pathology.

Researchers conduct yearly assessments of participants’ performance on cognitive performance tests (long- and short-term memory, language, perception), participants fill out a questionnaire covering medical and family history, and neurological assessments are performed by trained nurse clinicians. The results can be compared from year to year.

At the time the study began, says Wilson, “We knew very little about the brains of those with Alzheimer’s disease, but not a lot about those with no—or mild—cognitive impairment. Most past epidemiological research only collects clinical outcomes—which became dementia, who did not.”

Meet Ron Kraemer, OIT’s new VP and chief information officer

When Ron Kraemer was a 10th-grade student, his field of interest was helping the University of Wisconsin, attracted by a cohesive executive leadership group. “Right from the initial conversations I had with the leadership team here, I just got the feeling everyone was on the same page,” he says.

Brother Smith, left, and Brother Stewart.

The quality of conversation and partnership has remained a consistent theme. The openness of the library staff in discussing the future challenges was complemented by faculty discussions about supporting the classroom experience.”

Kraemer has outlined some plans to improve upon campus infrastructure, such as improving OIT response times, solidifying the infrastructure and making IT staff more and more accessible to those they serve.

An interesting service responsibility committed to by Kraemer is to be in charge of Parade, which he has enthusiastically enjoyed his first Notre Dame home football weekend. Conversations about poor cell phone reception were more frequent. As the Fighting Irish worked through their full schedule, Kraemer and OIT worked with Notre Dame’s cellular providers to improve service.

Kraemer has also seen a progression, service has improved and Kraemer is looking to the first game next year when 80,000 fans can sit in their seats and watch the game on their smart phones.

In an effort to raise awareness of and respect for diversity, in late February Business Operations sponsored a staff event in recognition of Black History Month. Held at Stepan Center, the celebration included samplings of African-American cuisine provided by Notre Dame’s Catering by Design. A cultural program, with no prior diagnosis of Alzheimer’s.

The traditional thinking is that mild cognitive loss is part of normal aging, he notes. What the research has found “is that the very early changes in memory and thinking skills are a result of the same disease process at late-life dementia. The early, small changes are the first signs of a long, slow death—Alzheimer’s or its variants.”

The study is already leading to novel strategies for improving cognitive function—for example, physical activity combined with cognitive activity such as videogames that reward users for getting better at multitasking. Another approach has been to train people in more complex, real-world type situations that draw on many skills at once—dancing, taking acting classes or training to be a teacher’s aide in an inner-city school.

The Religious Orders Study is a remarkable story, Wilson says. “The view of the disease is very different now than when we started this study, in no small part to the things we’ve learned directly from the study. Another remarkable feature is the dedication of the participants. All of us feel very special to be a part of it, and we intend to make every bit of use out of the tremendous sacrifice of the participants.”

Participants (degree only) are still being recruited for the ongoing study. For more information, contact Traci Cabrin, study manager, 800.977.7874 or Traci.Cabrin@rush.edu, or visit rush.edu/rums1099611542043.html.

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“Docs in Pink,” a Pink Zone luncheon sponsored by the College of Science in collaboration with the Notre Dame women’s basketball team and two South Bend physicians, brought together researchers, doctors, nurses and cancer survivors to build relationships and raise money for the fight against cancer.

Keynote speaker for the event was Anne Thompson, a 1979 graduate of Notre Dame and member of the Board of Trustees. Thompson, chief environmental affairs correspondent for NBC News, is a breast cancer survivor approaching her fifth cancer-free year. “Here at Notre Dame, my spiritual home, I have found something else that helps me fight this disease, and that is community,” Thompson told the crowd in the Purcell Pavilion ahead of the Feb. 12 Notre Dame-Rutgers basketball game, where pink-shirted cancer researchers were honored.

Thompson discovered that breast cancer had affected many of her colleagues who worked on a book to celebrate the 35th anniversary of coeducation at Notre Dame and the 90th birthday of Rev. Theodore Hesburgh. “I am a cancer survivor, and I humbly stand on your shoulders,” she told researchers in the room. “For those of us who are sick, we are busy living with cancer, not dying from it.”

Sharon Stack, the Anne F. Dunne and Elizabeth Riley Science Director of the Mike and Josie Harper Cancer Research Institute, and Dominic O. Vachon, director of the Ruth M. Hillebrand Center for Compassionate Care, also spoke to the group. Stack urged more cooperation on innovative and integrative multidisciplinary research on the causes and consequences of cancer.

Vachon described how Ruth Hillebrand, who died of cancer in 1994, received her diagnosis in a late-night phone call from a doctor who then hung up. “Like the Hillebrands, we are here today to turn this suffering into compassion,” he said. “The caring way we provide treatment makes a major difference in how people cope with this challenge and even in how they recover from it.”

Provost Thomas G. Burish, who has been a member of the American Cancer Society National Board of Directors, recognized the cancer clinicians at the event. “While our focus is cancer, may our legacy be life,” he said.

Dr. James P. Kelly, president of Cardio Thoracic Surgery, and Dr. Rafat Ansari, president of Michiana Hematology Oncology and Medical Director of Oncology Services at Memorial Hospital, recognized the researchers.

“We are winning on this disease,” Ansari said. “Most of the benefit has come from early diagnosis.”

Courtney Rauch, an undergraduate majoring in applied and computational mathematics and statistics who has been diagnosed with a rare type of breast cancer, gave the invocation. Cancer survivor Joan Lennon of the Women’s Task Force—Foundation of St. Joseph Regional Medical Center gave the benediction.

The luncheon raised money for people not otherwise able to pay for diagnostic services. College of Science dean Gregory Crawford, who hosted the event, reported that a 24-hour Spin-a-Thon at Knollwood Country Club—one collaboration involving the College of Science and the women’s basketball team—raised $30,000.

BY GENE STOWE, FOR THE COLLEGE OF SCIENCE

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