

# NDWorks

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News for Notre Dame faculty and staff and their families

## Notre Dame adopts carbon, waste reduction goals

### Goal set to reduce carbon footprint by 2030

BY RACHEL NOVICK,  
OFFICE OF SUSTAINABILITY

The University has adopted a campus-wide Sustainability Strategy that sets ambitious goals for carbon and waste reduction over the next two decades. The highlight of the strategy is a goal of reducing the University's carbon footprint by 50 percent per square foot by 2030.

"We are looking forward to using this strategy as a tool to help us institutionalize a culture of sustainability here on campus," said **President Rev. John I. Jenkins, C.S.C.** "Sustainability is integral to

our mission as a Catholic university devoted to serving a world in need."

Pope Benedict XVI has frequently stressed the necessity of environmental stewardship for the cultivation of peace and human dignity, and has observed that "preservation of the environment, promotion of sustainable development and particular attention to climate change are matters of grave concern for the entire human family."

The strategy also outlines goals to divert 67 percent of campus waste from landfills by 2030, improve water efficiency, and expand sustainability education and outreach both on campus and beyond.

"We have made a great start: Our carbon emissions per square foot

have already declined 15 percent since our 2006-2007 baseline year. During that time, we have invested over \$10 million in energy efficiency, and we continue to invest in energy and water efficiency technology as well as recycling infrastructure," said **John Affleck-Graves**, executive vice president. "But in order to achieve the goals we have now set for ourselves, we need the entire campus community to rise to the challenge."

Over the last several years, Notre Dame faculty, staff and students have become increasingly engaged in campus sustainability initiatives. "Over 100 classes focusing on sustainability issues are taught each year," said **Heather Christophersen**, director of sustainability and lead

author of the strategy. "Dozens of students have signed up for the new minors being offered in sustainability and in energy studies. The new Green Ambassadors program for staff is quickly developing a campus presence with regular brown bag lunches on practical sustainability topics."

The University's \$2 million Green Loan Fund, a key component of the campus sustainability program, is used on an ongoing basis to fund projects as varied as high-efficiency data servers, environmentally friendly laundry equipment, real-time electricity metering in the residence halls, and the ever-popular annual CFL lightbulb exchange.

"We are grateful for the leadership

of Fr. Jenkins, Dr. Affleck-Graves, the Office of Sustainability and the many, many students who have worked to make this commitment possible," said **Patrick McCormick '12**, student body president. "Students stand ready to partner with administrators in the effort to integrate sustainability ever more deeply into the life of our university—an effort born from the conviction that a commitment to the environment is inseparable from a commitment to the fundamental dignity of the human person."

*For more details and information about how to participate in campus sustainability efforts, please visit [green.nd.edu](http://green.nd.edu).*

### Enter our 'Five Days of Christmas' contest and win prizes!

An updated **Today@ND** website—incorporating the feedback we've received since our June 1 launch—debuts Monday, Dec. 5. To encourage faculty and staff to take a look at the site and our other news tools, we're offering a "Five Days of Christmas" campus-wide promotion.

Beginning anytime beginning Friday, Dec. 2, log in to insideND with your netID and password and click the red "Five Days of Christmas" icon at the top of the page to join the insideND group.

Each day, Monday, Dec. 5, through Friday, Dec. 9, log in to the group to receive an email message with instructions on a task to be performed—for example, comment on a story on our Facebook page, click on a link in TheWeek@ND, send feedback or email a story link to a friend.

The contest will close at 5 p.m. Friday, Dec. 9. Those who complete all five tasks qualify to be randomly selected to win one of a number of prizes (just in time for Christmas!) including gift baskets from the South Bend Chocolate Company, the limited edition Notre Dame Christmas ornament, Notre Dame coffee mugs and more.

The contest is open to faculty and staff only. Look for more information at [today.nd.edu](http://today.nd.edu), in TheWeek@ND and on insideND.

### Mass for the Feast of Our Lady of Guadalupe

*Mass for the Feast of Our Lady of Guadalupe will take place at 5:15 p.m. Monday, Dec. 12, in the Basilica of the Sacred Heart.*

*At right, Nuestra Señora De Guadalupe, oil on canvas, dated Feb. 15, 1729, from the collections of the Suite Museum of Art. The painting was donated by Mr. Ignacio Aranguren, '52, his wife, Pirri and their sons Luis, '84; Ignacio, '85; and Santiago, '92.*



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## A great action movie but unbelievable, says Shakespeare scholar

### 'Anonymous' a conspiracy theory impossible of proof

BY CAROL C. BRADLEY, NDWORKS

What does a renowned Shakespeare scholar think of the new movie "Anonymous"—based on the premise that the true author of Shakespeare's plays was Edward de Vere, the 17th Earl of Oxford?

"I enjoyed it," says **Peter Holland**, associate dean for the arts and McMeel Family Professor in Shakespeare Studies. "Great fun? Yes. History? No."

The premise of the film, Holland says, depends on needing an explanation for why Shakespeare couldn't have written the plays. To Holland, it doesn't need an explanation. "He was a genius. They aren't like the rest of us—they are able to make quantum leaps the rest of us cannot make."

On the presumed controversy, he says, there are no serious Shakespeare scholars who think Shakespeare didn't write the plays. "There are a few bad scholars. But the film is so wonderfully excessive no one could

believe it." One plot line, he notes, has it that de Vere is both Queen Elizabeth's lover and illegitimate son.

But conspiracy theorists are impervious to argument, he says. "They say there are no written manuscripts—the number of period manuscripts that survived is minuscule. Why are we surprised? People assume that Shakespeare was already recognized as the world's greatest dramatist—but though his contemporaries knew he was popular and successful, his reputation developed over time."

For those who might be interested in hearing more, Holland participated

in a Web feature, "60 Minutes With Shakespeare," in which 60 scholars have 60 seconds each to address the topic, "Who Was William Shakespeare?" ([60-minutes.bloggingshakespeare.com/](http://60-minutes.bloggingshakespeare.com/)).

If people want to go see "Anonymous" and have a good time, "that's terrific," says Holland. "If they come out and want to see a Shakespeare play, that's great. But if they come out and want to pursue the authorship controversy—that would be disappointing."



Holland

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### 'ANONYMOUS'

Sebastian Armesto (left) stars as Ben Jonson and Sam Reid stars as Earl of Essex in Columbia Pictures' "Anonymous." Armesto is the son of Felipe Fernandez-Armesto, professor of history and William P. Reynolds Chair for Mission in the College of Arts and Letters.



### LOUIS MACKENZIE PHOTOGRAPHY EXHIBITION

Over *Under Sideways Down*, an exhibition of photographs taken in New York City by Louis MacKenzie, associate professor of French and chair of the Department of Music, will be on display through Friday, Dec. 30, at the Gallery at the Foundry, 1233 N. Eddy St., Commons, Suite 106.

## Galaxies form stars by recycling hydrogen gas and heavy elements, researchers find

Stars formed over billions of years

BY MARISSA GEBHARD, COLLEGE OF SCIENCE

A team of researchers from several universities and institutions, including Notre Dame physics faculty **Chris Howk** and **Nicolas Lehner**, has demonstrated how galaxies continue to form stars by recycling vast amounts of hydrogen gas and heavy elements throughout billions of years.

The researchers also identified large masses of previously undetected material surrounding galaxies, and described the large-scale flows of this gas. The results were published in three papers in the Nov. 18 edition of the journal *Science*.

The leaders of the three studies are Lehner of Notre Dame, Todd Tripp of the University of Massachusetts at Amherst, and Jason Tumlinson of the Space Telescope Science Institute in Baltimore.

The researchers used the Cosmic Origins Spectrograph on the Hubble Space Telescope to detect the mass in the halos of the Milky Way and more than 40 other galaxies. The process uses absorption lines in the high-resolution spectra of background quasars or stars to detect the gases in the clouds, which are invisible to other kinds of imaging. Data from the Large Binocular Telescope in Arizona, Keck in Hawaii and the Magellan Telescope in Chile were

also key to the studies by measuring the properties of the galaxies.

"We show that not only is there enough mass in the gas flows in halos of galaxies to sustain star formation over billions of years, but also the mass in the hot halos of star-forming galaxies is phenomenal—as large as the mass of gas in the disk of a galaxy," says Lehner.

Clouds of ionized hydrogen within 20,000 light-years of the Milky Way disk contain enough material to make 100 million suns. About one solar mass of that gas falls into the Milky Way every year, comparable to the rate at which our galaxy makes stars. The cycle could continue for several billion years.

Some of the galaxies that form stars at a very rapid rate, perhaps a hundred solar masses per year, can drive million-degree Fahrenheit gas very far into intergalactic space at speeds of up to 2 million miles per hour. This is fast enough for the gas to escape forever and never refuel the parent galaxy.

"We have observed hot gas in the process of moving out of a galaxy and into intergalactic space," Tripp says.

"Our results confirm a theoretical suspicion that galaxies expel and can recycle their gas, but they also present a fresh challenge to theoretical models to understand these gas flows and integrate them with the overall picture of galaxy formation," says Tumlinson.

## NEWS BRIEFS

### ALUMNI ASSOCIATION'S IRISH SHOP OFFERS HOLIDAY GIFTS

Visit [myNotreDame.nd.edu/IrishShop](http://myNotreDame.nd.edu/IrishShop) for Notre Dame DVDs, ornaments, jewelry and more. Proceeds benefit the programs and services of the Alumni Association.

### LAW PROFESSOR NAMED CONSULTANT TO U.S. BISHOPS' COMMITTEE ON RELIGIOUS LIBERTY

**Richard W. Garnett**, professor of law, has been appointed as a consultant to the United States Conference of Catholic Bishops' Ad Hoc Committee on Religious Liberty. The committee updated the bishops on religious liberty issues at the conference's meeting in Baltimore Nov. 14 to 16.

Garnett is associate dean for faculty research at Notre Dame Law School and a concurrent professor of political science. He teaches and writes about the freedoms of speech, association and religion, and also about constitutional law more generally.

### NOTRE DAME MEDIEVALIST RECEIVES MAJOR NEH GRANT

Professor **Kent Emery Jr.** and his team have been awarded a National Endowment for the Humanities (NEH) grant to produce the first critical edition of a key work by medieval theologian and philosopher John Duns Scotus.

The three-year, \$300,000 grant was one of the largest awarded by the NEH this year, according to Emery, a professor in the Program of Liberal Studies in the College of Arts and Letters and the University's Medieval Institute.



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

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

# Two new Moreau Fellows join the faculty

**Program aims to increase cultural awareness and diversity**

BY KARLA CRUISE, FOR NDWORKS

Hip-hop and boxing are not just entertainment for Notre Dame's two new Moreau Academic Diversity Postdoctoral Fellows, **Brian Su-Jen Chung** and **Jesse Costantino**; they're fertile ground for academic research.

Chung, in the American studies department, and Costantino, in English, joined the faculty fall semester 2011 as part of a University effort to enhance cultural awareness and diversity within the campus community. The program, supported by the offices of the president, provost, and college deans, was initiated last year with 11 new postdoctoral fellows representing a large cross-section of academic disciplines. During one-to two-year residencies, Moreau Fellows engage in research, teach classes and mentor students.

"We're operating in an increasingly

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Moreau scholars Brian Su-Jen Chung, at left, and Jesse Costantino

global and diverse environment, and it's important that we prepare our students for that experience," explains Susan Ohmer, who has worked collaboratively with vice president and associate provost Don Pope-Davis on the University's Diversity Advisory Committee. Concerning the Moreau Fellow applicants, Ohmer said, "We found that we have a very rich candidate pool, especially in departments where the disciplines focus on gender, race and ethnicity."

Chung, who received his Ph.D. in American culture at the University of Michigan, is currently teaching a course titled "Hip-hop is Dead! Race, Circulation and the Global Block," which examines the subculture dance and music phenomenon hip-hop within the context of global politics, economics and history.

"Like other forms of popular culture, hip-hop, specifically rap music, is a billion-dollar industry, and it's used to sell all kinds of

products," says Chung. "It's a mass-mediated expressive culture that shapes our social consciousness of race, gender, class and sexuality... Students are drawn to the artistry of hip-hop culture and are eager to learn more about its history."

Chung's spring semester class, "Screening Asian Americans," focuses on Asian American histories and experiences as seen through the lens of U.S. mass media.

Costantino's interest in the intersections between class, race and aesthetics in American culture led him to study boxing, the subject of his dissertation research, which he completed at the University of California, Berkeley. A specialist in 20th-century American literature and visual culture, Costantino is teaching in Notre Dame's English Department the course "Violent Modernisms," which highlights social and political change in the works of selected American writers.

"What has been most gratifying about this course," says Costantino, "is how readily the issues in these texts translate into present situations.

For example, we spent this past week discussing the Occupy (Wall Street) protests and the corresponding discourses of violence and ideology in media coverage of the events. Students show tremendous interest in how slippery a concept like violence can be."

Chung and Costantino are the latest to join what has become a community of Moreau Fellows on Notre Dame's campus.

**Jessica Graham**, a 2010 Moreau Fellow in Notre Dame's History Department, describes that community as a supportive blend of formal and informal ingredients: "Formally, Maura Ryan and the other associate deans have scheduled a series of lunch workshops to help in our professional development and career advancement. Informally, we support one another in various ways. We call each other for help on the minor questions ("How do I file an expense report?") to the more urgent issues about career and life in general...It's a great group; there exists a true sense that folks are willing to lend an ear, advice, or help in any way they can."

# ND LEAD program will train the next generation of academic leaders

**Aim is to prepare faculty members for key leadership positions**

BY CAROL C. BRADLEY, NDWORKS

Earlier this year the University launched a new professional development program, **ND LEAD**, aimed at helping prepare faculty members for future leadership roles at the University—including positions such as department chair and directorships of centers and institutes. The program is sponsored by the Office of the Provost in collaboration with the executive education department in the Mendoza College of Business.

The goal of ND LEAD, says **Don Pope-Davis**, vice president and associate provost, is to provide individuals with management and leadership skills, and help the next generation of leaders gain a fuller understanding of the University's Catholic mission and the critical skills necessary for values-based leadership.

The program launched in August with a cohort of 16 participants. The group will attend seven sessions over the academic year, integrating a number of educational approaches,

from classroom instruction and individual study to small group and panel discussions. They will also have the opportunity to hear from current senior Notre Dame leaders about their leadership experiences and stewardship perspectives.

"Kudos to the administration for developing this program," says participant **Laura Carlson**, professor of psychology and associate dean of the Graduate School. "Leadership training is not one of the skills that is emphasized in graduate school, and yet many faculty members at some point in their careers assume an administrative position with leadership responsibilities, be it at the program, department, college or university level."

ND LEAD addresses this need, she adds, "by introducing philosophical, theoretical and practical approaches to leadership. An invaluable component is the opportunity to hear the professional stories of successful leaders at Notre Dame—what books they have read about leadership, what model of leadership they have adopted, what challenges they have faced, and what decisions they have made with respect to their career paths that led them to their current positions."

Says **Kenneth Henderson**,

professor and department chair in chemistry and biochemistry, "From a participant's perspective, the ND LEAD program is off to a great start. The mix of extended discussions with academic leaders and practical workshops on focused topics is very engaging. The quality of the program has been excellent, and I am sure all the participants are grateful for the time and thought provided by the session leaders.

"Running the program over the course of an academic year allows time for reflection, and has provided the opportunity for the group to interact between sessions. It has been a pleasure to work in such a collaborative and supportive setting with the other ND LEAD group members. While we are all aware of our local academic priorities, it has been fascinating to learn of very different perspectives from across the campus."

**Deb Rotman**, director of the Center for Undergraduate Scholarly Engagement, describes the program as "an interesting and productive approach to cultivating leadership on campus. We're not only learning about management theory and the kinds of things that come with executive education, but understanding what that means in



Back row, left to right: Jessica Hellmann, Mark Dehmlow, Edward Maginn, Christopher Kolda, Ken Henderson, Elliott Visconsi, Thomas Anderson, Tracy Kijewski-Correa, Daniel Philpott, Michael Pries, John Griffin, James Sullivan

Front row, left to right: Laura Carlson, Deb Rotman, Patricia Clark, Lance Askildson

terms of application at a Catholic university."

**Mark Dehmlow**, associate librarian and head of the Hesburgh Libraries Web department, adds, "The program has exposed us to practical advice about effective leadership from proven leaders across the University, and what I took away from the first session has already reshaped my approach to management. I not only have a clearer sense of ways I can grow my leadership capabilities, but

already I have a whole set of new tools for building up and supporting those I work with."

Says Pope-Davis, "Given the uniqueness and importance of the Notre Dame mission, it is essential that we consider and prepare leaders well in advance of the need actually arising. This program will not only strengthen the Academy's leadership pipeline, but will be an opportunity for participants to further develop their self-awareness as leaders and (their) management capabilities."



Miller

## HE LOVES HIS JOB

*Jeffrey Miller, video services associate for OIT Communications Services, says he has the best job on campus. He says that through videoconferencing, "I connect to the far reaches of the world. I've been all over the world and never left my office. How many jobs are there where, when you do your job, everybody smiles?"*

*He's connected the University to locations all over the U.S., as well as the Vatican; Burkina Faso; Uppsala, Sweden; Chile; Haiti; and Antarctica. A map of all locations visited can be viewed at [oit.nd.edu/videoconferencing/](http://oit.nd.edu/videoconferencing/). "I can say hello in 27 languages," he adds.*

*Miller does about 230 videoconferences a year, saving the University at least \$630,000 annually in travel costs. "Why travel when you can videoconference?" he asks.*

# The Medieval Institute

## A community of medievalists

BY CAROL C. BRADLEY, NDWORKS

The Medieval Institute, located on the seventh floor of the Hesburgh Library, is a scholarly and academic unit of the University that promotes research and teaching on the cultures, languages and religions of the medieval period (from roughly the fifth through 15th centuries).

The institute offers a home to more than 60 medievalists from across the faculty, says **Olivia Remie Constable**, the Robert M. Conway Director of the institute.

“We combine teaching, research and community,” she says. “We’re very broad-minded. Our faculty fellows come from a dozen departments, including the Law School. It’s wonderful to have such a large community of medievalists at Notre Dame.”

The institute’s seventh-floor space includes a reading room and library that houses more than 100,000 volumes, including primary and secondary source materials, reference

materials and scholarly journals. A paleography room houses manuscript catalogs. In addition, nearly the complete holdings of the Ambrosiana Library in Milan, Italy, are available on microfilm.

The space also includes a seminar room for classes, and carrels for graduate students. In addition, there are some offices for faculty and visiting scholars on the sixth floor.

An academic and teaching unit, the Medieval Institute offers undergraduate majors and minors, as well as a graduate Ph.D. in Medieval Studies. Typically there are 40 to 50 undergraduate majors, who also may participate in a study-abroad program based in St. Andrews, Scotland. Four to five graduate students are admitted annually to study for careers in academia, museums or libraries.

The institute is currently expanding the area of Byzantine studies—an integral part of medieval studies, focusing on the Eastern Roman Empire in the Middle Ages, notes Roberta Baranowski, associate

institute director. Expansion of Byzantine studies will include the addition of a new faculty position in Byzantine history and a faculty chair in Byzantine theology. A new Byzantine reading room, which will include an area devoted to Arabic and Near Eastern studies, will have its grand opening in late February.

With the goal of creating a vibrant community of medievalists, the Institute also sponsors lectures, conferences, colloquia, workshops and seminars. The Institute in 2015 will host the prestigious Medieval Academy of America annual meeting.

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Constable

CAROL C. BRADLEY



Baranowski

CAROL C. BRADLEY



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Top photo, Medieval Institute’s reading room on the seventh floor of the Hesburgh Library. Above, a new Byzantine reading room will include a separate area for Arabic and Near Eastern studies.

# The Ambrosiana Collection

## Cataloguing of Ambrosiana drawings nears completion

BY CAROL C. BRADLEY, NDWORKS

The **Ambrosiana Collection**, housed in the Medieval Institute, was created through an agreement between His Eminence Giovanni Battista Montini, then the cardinal-archbishop of Milan (later Pope Paul VI) and President Rev. Theodore M. Hesburgh, C.S.C. The collection includes microfilms and photographic copies of nearly all of the drawings in the Biblioteca Ambrosiana, Milan, Italy’s historic library founded in 1609.

In addition, the Frank M. Folsom Microfilm and Photographic collection includes photographs and negatives of more than 10,000 medieval and Renaissance manuscripts from the Ambrosiana Library, together with 50,000 photographs and 15,000 color slides of miniatures, illuminated letters and Old Master drawings.

**Robert R. Coleman**, associate professor of Renaissance and Baroque art history, has spent most of his career cataloging the 8,323 drawings and prints in the Ambrosiana’s collections, working from photographs and microfilm and traveling to Milan once a year to look at the originals. The catalogue database is searchable, and online at [medieval.nd.edu](http://medieval.nd.edu).

CAROL C. BRADLEY



The Ambrosiana Collection, above, houses microfilm and photographic copies of nearly all the drawings in Milan’s Ambrosiana Library.

How long has he been working on the project?

“Since 1982,” he says. “Forever.”

Of the prospect of the project all those years ago—cataloging and inventorying more than 8,000 drawings—he recalls, “It was terrifying. I hadn’t finished my Ph.D.”

Coleman’s academic specialty is Italian art from the sixteenth through eighteenth centuries, and he has worked extensively on Italian Old Master drawings, including those in the Snite Museum of Art. He was a contributing essayist to the book, “A Corpus of Drawings in Midwestern

Collections: Sixteenth-Century Italian Drawings.” A monograph, “The Ambrosiana Albums of Giambettino Cignaroli (1706-1770): A Critical Catalogue,” was published in 2011.

There’s still plenty of work to be done, says Coleman. A forthcoming book will be published by the University of Notre Dame Press. He continues to teach seminars on Italian drawings, using the collections of the Snite Museum.

“The Medieval Institute is a unique place for scholars to do research and study. This archive permits people to do initial research

CAROL C. BRADLEY



The institute’s Astrik L. Gabriel History of Universities Collection includes the armchair of the late Abbot Gabriel, one of the world’s foremost authorities on medieval education, who directed the institute from 1952 to 1975.

before going to Milan—whether studying manuscripts or drawings. Almost everything needed for a scholar to begin work on Italian drawings is right here.”

Today, nearly 30 years after he began, the catalogue and inventory is nearing completion.

Recently, he says, “I found three more I missed. I won’t be traveling to Milan as much as I used to.”

CAROL C. BRADLEY



Coleman



# Your United Way dollars: The Salvation Army

**Agency supports individuals and families with emergency aid**

**BY GENE STOWE, FOR NDWORKS**

The number of people seeking food at the **Salvation Army's** Walter A. Meyer Food Pantry increased by 50 percent this year—up to 3,000 from 2,000—as the economic downturn drove families to seek the help for the first time. The food pantry is one of the programs supported by United Way dollars.

“We have seen a considerable increase in the number of people coming in who need food,” says caseworker Jessie Bulosan. “There are a lot of new families coming in, too.”

The Salvation Army runs the program from January through October, then shifts focus to concentrate on holiday assistance including toys and food. Bulosan says the agency served 1,575 families last Christmas and expects to help a

similar number this year.

“We also help with emergency financial assistance,” she says. “People come in with disconnects on their bills, or if their utilities are already off,” and the agency can assist.

The emergency aid also helps with rent to avoid evictions, with funeral expenses, and with clothing and furniture for families who have suffered a fire or flood.

About 900 families have received such help this year, with much of the money coming from the United Way.

“Most of my budget comes from United Way. It’s something I can count on. It’s a very reliable revenue stream,” says Bulosan, adding that donations to the Salvation Army’s Red Kettle holiday collection are less predictable.

United Way distributes more than \$1.7 million to dozens of agencies aimed at meeting specific needs in St. Joseph County.

The Salvation Army gets help from United Way of St. Joseph County as one of the Basic Needs

programs under the income category. The program pays for electric bills and other needs.

Help from these programs enriches the entire community.

When Kolleen Bennett, an intake social services worker, overheard a recent visitor mention that he needed a resume to improve his chances at a job, she and others pitched in with advice, formats and a referral to WorkOne.

“He said he had never had anything that nice before that showcased his abilities and his talents,” Bulosan says.

PHOTO PROVIDED



A caseworker meets with a client about a bill.



Help us reach our goal of \$300,000. We're almost there!

# Your United Way dollars: Parents as Teachers

**Parents find support and keep track of child's development**

**BY GENE STOWE, FOR NDWORKS**

When Sandra Hoff suggested that David and Michelle Miller should take their 3½-year-old son, Braydyn, to the library, Michelle’s first thought was: He has lots of books here in the house.

“But she stressed that when you put them in new environments that furthers their vocabulary—he learns new words,” recalls Michelle, who’s happy she took the advice. “He was so grateful and kept thanking me over and over again. It’s something so simple, but I never thought it would make such a big impact on him.”

That’s the kind of difference that Hoff’s Parents as Teachers program can make—free—for any family in St. Joseph County with children prenatal through preschool.

Hoff has recently revived a local presence of the international Parents as Teachers program with the support of United Way, Memorial Health System and Community Coordinated Child Care.

“We give the parents the support they need—emotional support and other kinds,” says Hoff, a former kindergarten teacher with a master’s degree in education. “We help them keep track of their child’s development—social, developmental, intellectual, language and motor skills.”

“We explain to the parents exactly where their child is and find ways to help them help their child keep progressing. We’re trained in red flags. If they’re experiencing some kind of delay, we may refer them so they can get the kind of help they need.”

Hoff, who received training from the St. Louis-based Parents as Teachers National Center Inc., visits

once a month for 60 to 90 minutes with the parents and child, bringing an activity and teaching the parents what it reveals about the child.

“When she came in September, she brought a bag full of blocks and a train set he could build around the living room,” Michelle says. “We were all sitting on the floor playing with him. She stresses that we need to make sure we do that more often with him.”

“We bring some handouts that they can keep that better explain some of these things,” Hoff says. “We also share a book. We emphasize reading. We want to make sure parents are reading every day, so we give them some tutorials in that.”

“We try to work with the parents. We want them to be sure that they know they are their child’s best teacher. We’re only a visitor. We want to build up their strengths and have them realize they have some answers.”

“It’s helping us develop our skills to give to Braydyn,” David says.

The Millers, who both work, learned about Parents as Teachers from Braydyn’s day care provider. They have arranged their schedule so both of them are together with him more often.

“She’s also given us tips about discipline and getting Braydyn to cooperate with us,” Michelle says. “She has really given us good ideas about how to incorporate Braydyn’s growth into different activities to further his mental growth, his physical growth.”

“Things we never thought of as a big deal are a big deal for a child.”

## UNITED WAY DONATION

*Ryan Cummings, Centerplate general manager, presents Jessica Brookshire, associate director of public affairs, with a donation of \$2,369.12 for the University's United Way campaign. Centerplate served food for free and accepted donations for the United Way during the pre-opening launch of catering facilities in the Compton Family Ice Arena.*

CAROL C. BRADLEY



## SERVICE ANNIVERSARIES

The University congratulates those employees who celebrate significant service anniversaries in November and December, including 30-year employees **James M. Desits**, TRiO Programs, and **Jayne E. Schlutt**, Hesburgh Libraries.



CAROL C. BRADLEY

Desits



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Schlutt

### 25 years

**Norma L. Aguilar**, Custodial Services  
**Pamela K. Batalis**, Business Operations Service Center  
**Lawrence R. Briggs**, North Dining Hall  
**Sharon I. Gray**, Huddle  
**Dorita A. Jennings** and **Michele Moser**, Food Services Support Facility  
**Colleen M. Jones**, Hammes Bookstore  
**Dennis B. Payne** and **Ann M. Pugh**, Landscape Services  
**Elaine M. Savely**, Hesburgh Libraries  
**Carol L. Schaal**, Notre Dame Magazine

### 20 years

**Alejandra Botello**, Custodial Services  
**Kurt R. Dering**, Maintenance Repairs  
**Rebecca L. Kruzel**, security  
**Thanh H. Le**, Custodial Services  
**Alan J. Pecze**, Food Service Support Facility  
**Gregory A. Scott**, South Dining Hall  
**Patricia A. Wilkom**, health services

### 15 years

**David G. Davidson** and **Beverly L. Esters**, Custodial Services  
**Brian J. Egenderfer**, Enterprise Systems

**Daniel T. Patterson**, South Dining Hall  
**Carole Pilkinton**, Mary J. Szekendi, Hesburgh Libraries  
**Rex E. Rectenwal**, Food Services administration  
**Robert B. Richman**, EIS  
**Louis M. Wilber**, Vending

### 10 years

**Rosa T. Escalante**, Morris Inn  
**DeeAnne M. Goodenough** Lashua, chemistry and biochemistry  
**Tracy B. Grimm**, Institute for Latino Studies  
**James B. King**, Corby Hall  
**Jody Klontz**, Center for Civil and Human Rights  
**Natalia Lyandres**, Hesburgh Libraries  
**Jaime L. Mburu**, security  
**Christine M. Meszaros**, UNDERC  
**Ray Phillips**, Office of the University Architect  
**Tatiana H. Prokrym**, Hesburgh Libraries  
**Marci Ullery**, student affairs  
**Teri L. Vitale**, development

## NEW EMPLOYEES

The University welcomes the following employees who began work in October:

**Ashley Bennett**, DeBartolo Performing Arts Center  
**Lauren E. Bohn**, chemical and biomolecular engineering  
**Kathleen L. Brothers**, athletics event marketing & ticketing  
**Joseph C. Casper**, Procurement Services  
**Amanda Downey**, Gender Relations Center  
**Anna H. Duchossois** and **Marquita Gordy**, Robinson Learning Center  
**Douglas A. Gustafson** and **David R. Sullivan**, Compton Family Ice Arena  
**Jimmy R. Jones**, aerospace and mechanical engineering

**Mary Sue Mackey**, Hesburgh Libraries  
**Kevin R. McAbee**, biological sciences  
**Dwight Niles**, fire protection  
**Matthew J. Olovson**, Office of Institutional Equity  
**Justin S. Pontius**, chemistry and biochemistry  
**Stephanie Purcell**, Provost Office  
**John P. Rowley**, Army Science  
**Heather E. Ryan**, Office of Housing  
**Anita Sareen**, development  
**Michael Wiens**, marketing communications

## ‘The Mother of the Huddle’

CAROL C. BRADLEY



Hiatt

**Her first job was working at the cigarette counter**

BY COLLEEN O'CONNOR, FOR NDWORKS

Forty-four years ago, **Helen Hiatt** came to the Huddle for a job interview. “I thought I would be there for an hour or so, but the manager at that time, Mr. Farrell, asked me if I could start that day,” says Hiatt. She’s been at the Huddle ever since.

Hiatt, who is legally blind, will celebrate her 90th birthday next June. She works the lunch crowd from 11 a.m. to 2 p.m. Monday through Friday—she doesn’t work football weekends. Her job is to make sure the dining area is stocked with straws, utensils and napkins.

“When I started in 1967, my first job was working at the cigarette counter, where we sold cigarettes, fruit and gum. I worked there for many years until Notre Dame stopped selling cigarettes. Then they moved me to another cash register,” says Hiatt. “The football players would stop in after practice and come to me with their problems. Both Joe Theismann and Joe Montana called me their second mother, and from there I became known as ‘Mother of the Huddle.’”

Now, she says, some of the professors’ children call her “Grandmother of the Huddle.”

When asked what has changed in 44 years, Hiatt replied, “Everything.” Her favorite part of the job is the people. “Everyone is so good to me, and my manager, Jim (LaBella), is the best!” says Hiatt.

## Like a violinist being able to play a Stradivarius

Rare organ adds a new dimension to music studies

BY CAROL C. BRADLEY, NDWORKS

The anonymous loan of a rare 17th-century Northern Italian chamber organ—installed earlier this year in the DeBartolo Performing Arts Center’s Reyes Organ and Choral Hall—is transforming students’ understanding of early Italian music, says **Craig Cramer**, professor of music. “It adds a wonderful dimension to our organ studies.

“It’s tuned in meantone temperament,” says Cramer. “Eight acoustically perfect thirds. It’s a pure sound, so relaxed and beautiful.”

Playing an instrument such as this is a great benefit to music students, he adds. “It enables students to learn about how 17th-century music should sound. They can hear the original pipes—how they speak. They can do fine gradations of touch, and see how that affects the expressiveness of the music.”

Cramer equates playing the instrument to a violinist being able to play a Stradivarius, or a researcher working with primary materials.

Says Cramer, “The transformation of their understanding of early Italian music is remarkable to watch—and to hear.”

PHOTOS: CAROL C. BRADLEY



*Above: Craig Cramer plays a 17th-century Italian chamber organ recently installed in the Reyes Organ and Choral Hall, DeBartolo Performing Arts Center.*

*At right: The organ can be played with an electric blower/motor, but sophomore Benjamin Stone typically pumps the instrument by hand, with the ropes on the side, for recitals. “He’s learned to control the wind so it is calm and delivered without any interruptions,” says Cramer.*



# Homeless Come Home

**Book a blend of true crime, investigative journalism and ethnography**

BY CAROL C. BRADLEY, NDWORKS

It started with a bare-bones wire service story that ran in the newspaper in late July 2006—a body had been found along the north bank of the Kansas River in Topeka, and four homeless people had been charged with kidnapping and felony murder.

**Benedict Giamo**, associate professor of American studies, who has written extensively on homelessness in America, found himself fascinated with the story of the life and death of David Owen, 38, an advocate for the homeless and a registered lobbyist.

“It was a tragic irony that he was tortured and killed by four of the same homeless souls he sought to get off the street,” Giamo says. “It wasn’t a ‘whodunit,’ it was a ‘why-dunit.’”

Giamo’s book on the crime, “Homeless Come Home: An Advocate, the Riverbank, and Murder in Topeka, Kansas,” was published by the University of Notre Dame Press in September. It’s a true-crime story, a documentary combining social analysis and investigative journalism.

Owen’s “single-minded mission of tough Christian love,” which he

called “Homeless Come Home,” was based on his belief that all homeless people could and should be reunited with their families. He was known for giving the homeless phone calling cards and urging them to call their families—but he was also known for destroying their camps and taking their belongings.

Owen, who had been born with cerebral palsy and had a long history of legal and mental problems, would not take no for an answer.

“He had a sense that he would save the world,” says Giamo. “Many with whom he came in contact—social workers, police, pastors—feared his fanaticism and aggressive approach would be his downfall.”

They were right.

The four defendants in the case, Charles Hollingsworth, Carl “Outlaw” Baker, John Cornell and Kimberly “Baby Girl” Sharp, became upset with Owen when he wouldn’t leave their homeless camp. He was tied to a tree with a rope around his neck, kicked in the head and left

to die of asphyxiation. His badly decomposed body was found by a police search dog several weeks later.

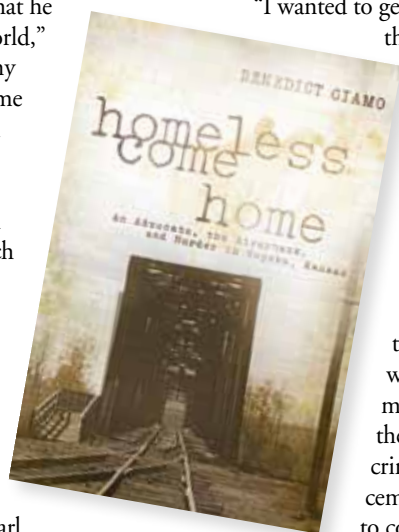
Giamo traveled to Topeka to attend the preliminary hearings and interview homeless advocates, city council members and legislators, as well as Owen’s friends, family and pastor. After the four defendants in the case were convicted and sentenced, he also was able to talk to the judge, prosecutor, deputy district attorney and the Owen family.

“I wanted to get their take on the crime,” Giamo

says. “Judge (Thomas) Coughlin viewed it as a senseless crime, one of the most heinous he’d ever adjudicated.”

Giamo tried to conjure Owen, whom he’d never met, from the trials, the transcripts, the crime scene, the cemetery. “I was trying to convert him into a three-dimensional, flesh and blood person. I was intrigued by his advocacy, his extremism. His complexity and disability made him sympathetic.”

This was the first time, he



says, that he had seen the homeless as perpetrators, not victims.

“This was new for me. This is a different breed of homeless,” he says.

At the time, 7 of 10 homeless in Topeka struggled with mental health issues, and 60 percent of the clientele of the Topeka Rescue Mission had been convicted of a crime resulting in incarceration.

“These were the recalcitrant homeless. I have sympathy for the homeless, but there’s nothing that justifies kidnapping and murder.”

When engaging in advocacy, Giamo says, “It’s important that we do with people, not for, and that we don’t try and exert power over helpless people. Owen angered the people he was trying to help.”



Giamo

## St. Michael’s Laundry cross-training program



PHOTOS: CAROL C. BRADLEY

**Maximum use of staff leads to lower costs, increased productivity**

BY COLLEEN O’CONNOR FOR NDWORKS

How many jobs/desks/positions do you cover, in addition to your own? If you are St. Michael’s Laundry’s **Sharon Riffle**, the answer is 12.

Riffle’s primary position is dry cleaning, where she has worked for 10 of her 15 years at the laundry. As part of her training, she attended dry cleaning school in Maryland for one week of instruction in dry cleaning operation, use of chemicals, etc., and was issued a dry cleaning certification upon completion. Now that St. Michael’s offers wet cleaning, a more sustainable alternative to dry cleaning, Riffle has undergone formal instruction for that as well.

In addition to operating the dry cleaning unit, Riffle is skilled in steam pant pressing, hot head pant pressing, dry clean silk pressing and church pieces and drapery pressing—all dry cleaning functions. She’s also proficient with the ironer system, which includes pressing and folding linens at 350 degrees, linen soil sort, operating the medium clothes dryers, storeroom operation, bundle assembly and final assembly, at which time everything is inspected, checked out, bagged and given to the driver. In addition, she works with two plant software systems, ABS, which counts pieces/poundage and generates FOAPAL charges, and SPOT, an

over-the-counter and departmental check-in/out system.

According to Riffle, “No one understands someone else’s job until they do it themselves. With cross-training, you understand the whole process, which helps to prioritize better. It also helps to get along better with others.”

Cross-training at St. Michael’s Laundry is not new, but it is now a priority under director **Mike Klosinski**.

“We have grown, poundage-wise, to approximately 2.1 million pounds of laundry per year, putting us at 85 percent of capacity,” says Klosinski. “We must cross-train to keep production going. We make it a part of everyone’s development plan during the performance review process. Our goal is a minimum of three skills per person. We give everyone a choice of which skill they would like to learn next.”

Even the two maintenance positions are cross-trained—as DOT-certified drivers for pick-up and delivery. Only one of the 23 functions at the plant, tailoring, is not cross-trained because it’s a specialized skill.

**Kim Haughee** has worked at St. Michael’s for 18 years. She is currently trained in six skills, including the handling of student bundles; running the small, medium and large dryers; summer sheet orders, which is filling orders from residence halls for special events; and invoicing. The invoicing process involves the laundering of items, such as uniforms, rented from St.

Michael’s by campus departments.

**Tina Arndt**, a six-year employee, has been cross-trained in five skills and was recently promoted to lead customer service representative at the main plant. She also fills in as lead customer service representative at the CCO (Campus Call Office) located off the A-15 parking lot. “I like the fact that I can work in different areas,” says Arndt.

**Jean Rinehart** has been at St. Michael’s for 16 years and is lead customer service representative at the CCO. Skilled in five areas, Rinehart finds cross-training helpful with her performance review and enjoys the challenge of new skills. “It is exciting to learn new jobs,” she says.

Those learning new jobs are expected to meet the same production standards as the primary holders of each position. For example, based on the equipment and industry standards, 34 pairs of pants should be pressed per hour, 65 pieces bagged per hour and 900 towels machine-folded per hour.

“Cross-training not only allows us to ensure the best service for our customers on a daily basis, but also to empower our employees to reach their full potential,” says David Harr, associate vice president for Auxiliary Operations.

Hours of operation for both St. Michael’s Laundry locations are Monday through Friday, 7 a.m. to 6 p.m. After-hours drop boxes are also available at each location. For more information, visit [laundry.nd.edu](http://laundry.nd.edu).



Top and left, Sharon Riffle, St. Michael’s Laundry, removes ink stains from a shirt. Bottom right, St. Michael’s director Mike Klosinski.



BARBARA JOHNSTON

## TRAVELIND TEAM

The travelIND Team has worked tirelessly over the past 18 months to design, develop and implement a revolutionary travel booking and expense reporting system that fundamentally changes the way the University community arranges travel and submits expense reports for reimbursement.

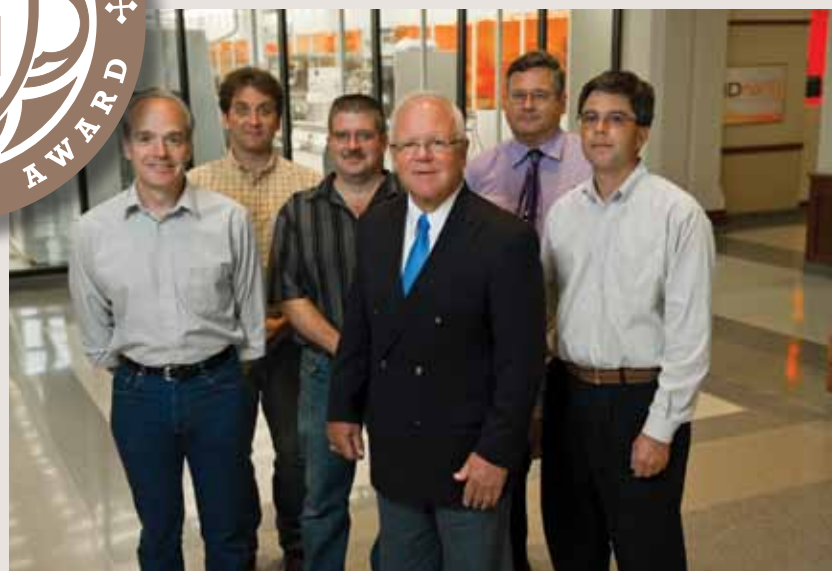
In addition to offering significant process efficiency and compliance improvements, the travelIND program promises to generate savings through contracted pricing arrangements with air carriers, car rental companies and other travel-related companies.

Transitioning almost 3,000 travel and expense reports per month to an electronic reporting system, replacing nearly 1,200 American Express travel cards with integrated Chase Visa travel cards, and coordinating and channeling as much University travel through one preferred vendor as possible will result in significant savings for the University.

Throughout the project, the team maintained a positive, collaborative attitude that represents the very best of Notre Dame, as it worked closely with internal partners such as the OIT and Procurement Services/Controller's Group, with senior leadership and with external vendors to achieve superior results.

Recognized with the Presidential Team Irish award, the travelIND Team epitomizes the University's core values of teamwork, integrity, accountability, leadership in mission and leadership in excellence.

**Team members: Vaibhav Agarwal, Chris Corrente, Sandra Fenwick, Kara Finch, Nancy Fulcher, Jacquelyn Fuzey, Mike Geglio, Shobha Kamat, Rob Kelly, Diane Kennedy, Lancia Marvin, Lisa Weinberg, Paul Van Dieren**



MATT CASHORE

## NANOFABRICATION FACILITY TEAM

Moving a nanofabrication facility from one location to another is not for the faint-hearted.

The move from Fitzpatrick Hall to the new Stinson-Remick Hall of Engineering was carried out in stages throughout 2010, on time and on budget. This was particularly important because of the large number of campus researchers who depend on the lab—more than 100 faculty members, visitors, post-docs and graduate students.

By working together and by showing sustained levels of commitment and competence, this team of just six was able not only to create a facility that is the envy of the academic nanoelectronics community, but also to do it in a way that meshed smoothly with the research enterprise going on around it.

The team members' careful attention to schedule and research project deliverables allowed researchers in the Midwest Institute for Nanoelectronics Discovery (MIND) and the Notre Dame Center for Nano Science and Technology to stay on schedule and maintain productivity throughout the move.

The completion of the project resulted in considerable cost savings to the University, and the end result is a state-of-the-art clean room laboratory that supports ongoing research in nanoelectronics, microfluidics, microelectromechanical systems, nanomagnetism, optoelectronics and others, as well as teaching in the College of Engineering.

Recognized with the University's Presidential Team Irish award, the Notre Dame Nanofabrication Facility Team epitomizes the University's core values of teamwork, integrity, accountability, leadership in mission and leadership in excellence.

**Team members: Keith Darr, Robert Dunn, Patrick Fay, Mark Richmond, Mike Thomas, Mike Young**

# Chef Miller a leader in use of sustainable seafood



## Recognized at New Orleans event

BY GENE STOWE,  
FOR NDWORKS

**Chef Don Miller**, Notre Dame's executive chef who spearheads the dining-hall focus on local and responsible food, was honored in October for his stewardship at the Chefs Collaborative National Summit in New Orleans. He was one of the five finalists for the group's Sustainer award.

Under Miller's leadership, Notre Dame became the first university in the nation to participate in the Marine Stewardship Council (MSC) Chain of Custody certification that ensures seafood was harvested sustainably.

A handful of others, such as Stanford, University of California, Berkeley, and Yale, have joined the sustainable-fish schools.

"We were out in the forefront of it understanding the problems

and the issues," Miller says. "The biggest single impact that mankind can make in helping with sustainability is deciding what they're going to eat that day."

To help Notre Dame diners choose responsibly, Miller ordered 36,000 pounds of MSC-certified fish last year for Sorin's at the Morris Inn, Legends and the dining halls.

That's 85 percent of the wild fish served on campus, and one-third of the total seafood, which mostly comes from fish farms where tilapia, shrimp, catfish and other species are raised with sustainable aquaculture practices.

With the MSC certification for wild-caught fish, he says, "I can tell what day it was caught, what boat caught it, and how it was caught through Chain of Custody."

A third-party firm conducted an annual audit of the Notre Dame operation in October to ensure that it continues to meet strict MSC standards—among other things, examining the physical layout and making sure that purchase orders



MATT CASHORE

Miller

and point-of-sale records match.

"We have to have our seafood segregated from all the other seafood and labeled as Chain of Custody seafood," Miller says.

The chef got hooked on sustainable seafood in the late 1990s, when Father Edward "Monk" Malloy, C.S.C., then president, forwarded an email complaint to Miller about the Chilean seabass served at a banquet.

The diner was shocked at the University's marine-stewardship faux pas, plating the threatened species that was likely caught by trawling, which endangers the seafloor, or a longline hook that could imperil the also-threatened albatross.

"I said, 'Oh, my gosh, I've got to get into this,'" Miller recalls. "I want to be a good steward."

He joined the collaborative ([chefs collaborative.org](http://chefs collaborative.org)), aimed at boosting sustainability with education and networked buying power, soon after the heads-up email caught his attention. He also joined an advisory board for a seafood company in Chicago.

"I went in and filleted fish at night

and got to understand the issues as much as I possibly could," he says. "For years, we thought the oceans were this great abundance that would never run out."

"It's obvious to everyone now that's not the case. There's a real possibility that by 2025 there may not be any wildlife seafood commercially available in the ocean."

The threat to seafood runs deep. Sophisticated equipment on fishing trawlers—a sort of mega-industrial-strength version of the hobbyist's sonar fish finder—enables commercial crews to pick the ocean clean.

"They can find a school of fish and take it out entirely," Miller says, adding that trawling nets dragging the sea floor also ruin nesting areas and remove down-the-food-chain fish, further upsetting the ecosystem that supports the growth of desirable species.

The effort for sustainability dates to the 1970s, Miller says, when a National Geographic television special reported the death of dolphins in tuna nets.

"A group of chefs got together and said, 'Let's take tuna off our menus,'" he says. "The movement grew, and they became the Chefs Collaborative."

