

NDWorks

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News for Notre Dame faculty and staff and their families

The circadian clock of the heart: It's more than jet lag

Study has implications for shift workers

BY WILLIAM G. GILROY,
PUBLIC RELATIONS

A new study conducted by a team of scientists led by **Giles Duffield**, assistant professor of biological sciences and a member of the Eck Institute for Global Health, focuses on the circadian clock of the heart, using cultured heart tissue. The results of the new study have implications for cardiovascular health, including daily changes in responses to stress and the effect of long-term rotational shift work.

Previous studies by a research group at the University of Geneva demonstrated a role for glucocorticoids in shifting the biological clock, and characterized this effect in the liver.

The Notre Dame study, which appeared in the Oct. 23 edition of the journal PLoS ONE, reveals that time-of-day-specific treatment with a synthetic glucocorticoid, known as dexamethasone, could shift the circadian rhythms of atria samples, but the time-specific effect on the direction of the shifts was different from the liver. For example, when glucocorticoid treatment produces advances of the liver clock, in the atria it produces delays.

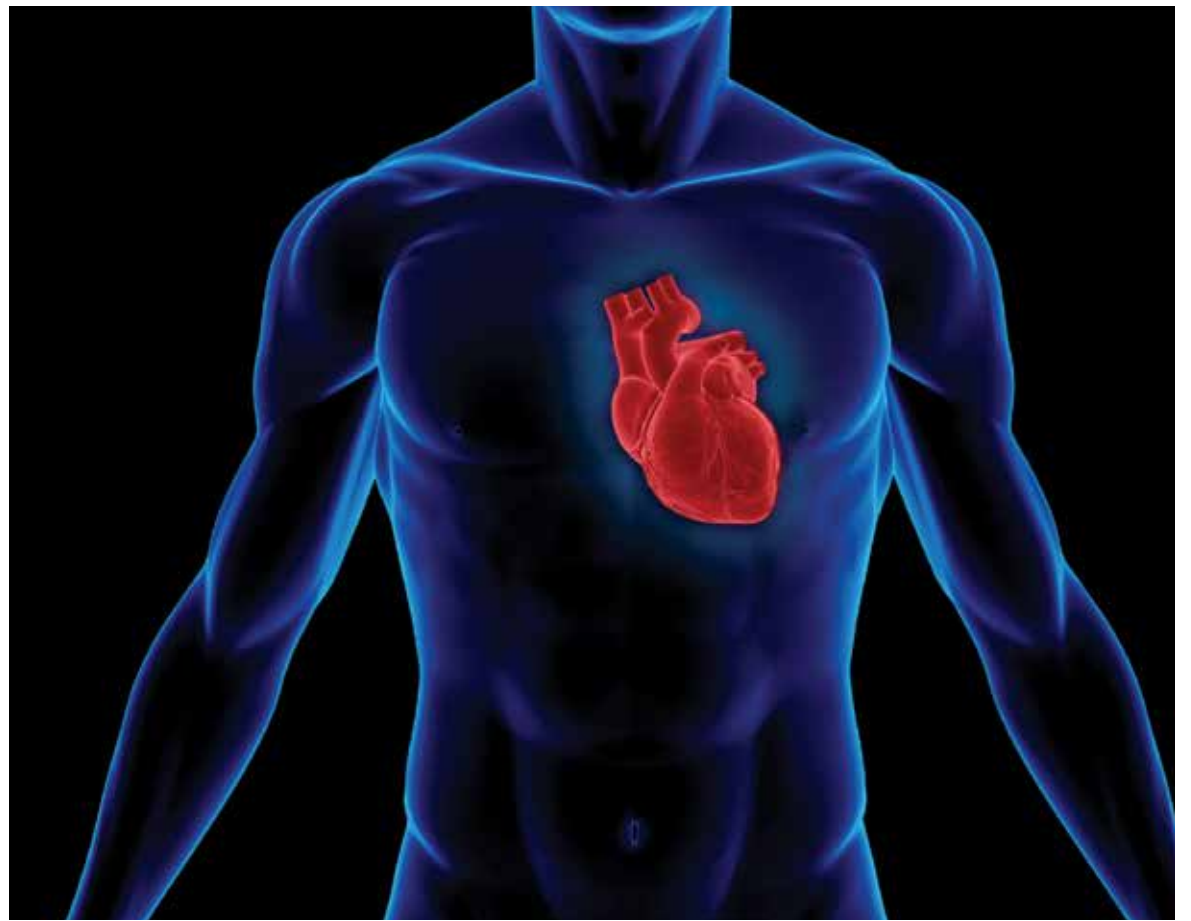
"We treated cardiac atrial explants around the clock and produced what is known as a phase response curve, showing the magnitude of

the shifting of the clock dependent upon the time of day the treatment is delivered," Duffield says.

"Our data highlights the sensitivity of the body's major organs to GR (glucocorticoid receptor) signaling, and in particular the heart. This could be problematic for users of synthetic glucocorticoids, often used to treat chronic inflammation. Also the differences we observe between important organ systems such as the heart and liver might explain some of the internal disturbance to the synchrony between these tissues that contain their own internal clocks that can occur during shift work and jet lag," he says. "For example, at some point in the time zone transition, your brain might be in the time zone of Sydney, Australia; your heart in Hawaii; and your liver still in Los Angeles. It is important to note that approximately 16 percent of the U.S. and European workforces undertake some form of shift work.

"Circadian biologists often are thought to be focused on finding a cure to actual 'jet lag,' when in fact, certain types of shift work schedules are effectively producing a jet lag response in our body on a weekly basis, and therefore this chronically influences a large part of our population in the modern industrialized world."

It is already known that the heart contains a cell-autonomous biological clock and that there are changes across the 24-hour day in cardiac function such as tissue remodeling,



what cultured heart muscle cells known as cardiomyocytes metabolize, and differences in responses to physiological demands. The incidence of cardiovascular illness changes over the 24-hour day, with most heart attacks occurring in the morning. Obviously the results of the new study have implications for

cardiovascular health, including daily changes in responses to stress and the effect of long-term rotational shift work.

"Put simply, many of our organ systems, specialized in their own way to serve particular functions, are effectively different in their activities and responses across the 24-hour

day," said Duffield. "The circadian clock controls these rhythmic processes in each cell and tissue. The components of our body such as the heart, liver and brain can be divided up as to function differentially not only in a spatial sense, but also temporally."

Alumnus astronaut arrives on space station

Graduated through ND ROTC program

BY WILLIAM GILROY,
PUBLIC RELATIONS

Notre Dame alumnus and NASA shuttle veteran **Kevin A. Ford '82** arrived at the International Space Station Thursday, Oct. 25, aboard a Russian Soyuz spacecraft that launched Oct. 23.

Ford and Russian cosmonauts Oleg Novitsky and Yevgeny Tarelkin will stay on board the ISS for five

months, returning to Earth in March 2013.

During their stay, the first-ever arrival of Cygnus, a commercial cargo vehicle from the Orbital Sciences Corp., of Dulles, Va., will occur in December. Another two commercial SpaceX Dragon craft are also expected over the same time period, as are an additional four Russian Progress resupply vehicles.

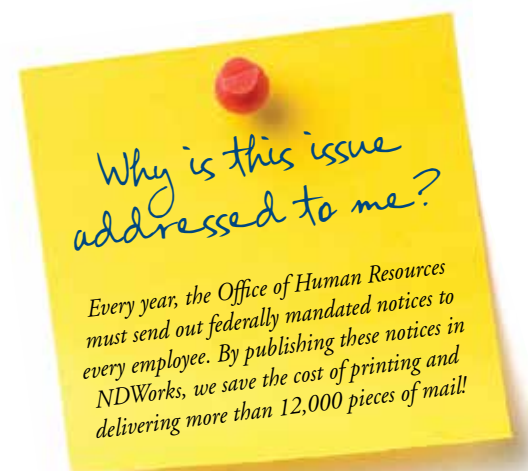
Ford is carrying a variety of Notre Dame memorabilia with him into space.

He previously served as pilot on

Space Shuttle Mission STS-128 to the ISS, which launched just prior to midnight on Aug. 28, 2009, from the Kennedy Space Center and landed on Sept. 11, 2009, at Edwards Air Force Base, Calif.

Ford, who was born in Portland, Ind., and considers Montpelier, Ind., his hometown, graduated through Notre Dame's Air Force ROTC program in 1982 with a degree in aerospace engineering. In 1989, he earned a master of science degree in international relations from Troy State University and, in

1994, a master of science in aerospace engineering from the University of Florida. He earned his doctorate in astronautical engineering in 1997 at the Air Force Institute of Technology at Wright-Patterson Air Force Base in Ohio.



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NEWS BRIEFS

UNITED WAY CAMPAIGN HALFWAY TOWARD GOAL!

We're halfway toward meeting the University's **United Way goal** of \$300,000! In 2011-2012, Notre Dame was the top workforce campaign in St. Joseph County. Our donations, together with other contributors, help more than 100,000 children, families and individuals in our community every year. Help us reach our goal—and make St. Joseph County a better place to live. Pledge on paper or online at unitedway.nd.edu by Tuesday, Dec. 11, to be eligible for prizes!

ASAN KAREEM NAMED HONORARY MEMBER OF JAWE

Ahsan Kareem, the Robert M. Moran Professor of Civil and Environmental Engineering and Earth Sciences, has been named an honorary member of the Japan Association for Wind Engineering (JAWE).

There are only three international honorary members in the JAWE,



Kareem

the largest individual country organization. Kareem is the first from the United States and one of only a few researchers whose work has transformed his field through a continued series of innovations.

Kareem, who serves as the director of Notre Dame's NatHaz Modeling Laboratory, specializes in probabilistic structural dynamics, fluid-structure interactions, structural safety and the mitigation of natural hazards.

He has served as a Notre Dame faculty member since 1990.

'NOT YOUR FATHER'S TRIVIA NIGHT' RAISES FUNDS FOR UNITED WAY

All faculty, staff and friends are invited to put together a team for "**Trivia With Attitude**," benefiting the United Way of St. Joseph County. The event takes place Saturday, Dec. 1, at the Michiana Family YMCA,



CATHY DIETZ

1201 Northside Blvd., South Bend. Cost is \$100 per table of 10. Doors open at 6:30 p.m., with trivia, emceed by **Tim Sexton**, associate vice president for public affairs, beginning at 7:30 p.m. Open only to adults 21 and older. Teams are invited to bring their own food. Beverages including beer, wine, soft drinks and water will be available for purchase. To register, contact **Lisa MacKenzie**, 631-7846 or mackenzie.27@nd.edu.

Don't get hooked by a phishing scam!

Never give up your NetID and password

BY CAROL C. BRADLEY, NDWORKS

Don't be that guy! You know, the one who keeps falling for email phishing scams. We thought most people on campus had gotten the message, but the number of those with **nd.edu** addresses (including faculty, staff and students) that have been compromised and used to send spam is **five to 10 times higher** than last year!

When your account is phished, within a few minutes hundreds of spam emails can go out under your name. When detected, Google, Yahoo, Hotmail and other service providers blackball all email from the **nd.edu** domain—a hold that can last a day, two days or longer.

But the issue goes beyond email: If you fall for a scam and type in your netID and password, you've just given

criminals access to your inbox. They can change your password and lock you out of your own account, read and reply to your messages, or (as actually happened in more than one case) delete all the email in your inbox.

Scams have gotten more sophisticated—the message may seem to have come from a **nd.edu** address, or may contain University logos—so it's something everyone needs to be aware of.

Remember: The University will **NEVER** ask for your NetID and password, for any reason. Neither will any other legitimate source.

If you realize you've been fooled and reply to an email with your NetID and password, go to password.nd.edu and change your password immediately.

If the Office of Information Technologies receives a report that your account has been compromised, all access will be blocked, and you'll be required to visit the OIT Help Desk to change your password and request that access be restored. For more information, including tips on how to recognize a scam, visit oithelp.nd.edu/email-and-calendar/phishing.



Looks real—but it's a scam!

From University of Notre Dame <noreply@ND.EDU>
Subject **New Important Security Message**
To ND Employee@ND.EDU

UNIVERSITY OF NOTRE DAME

You have 1 new Security Message Alert!

Log into your account to resolve the problem.

[Click here to Log In](#)

Scammers have begun appropriating University logos.

The University will never ask for your NetID and password in an email.

Never log in through a link in an email.

The message will create a sense of urgency, such as telling you your account has been suspended.

Newer targeted scams can look legitimate—they appear to come from an ND email address.



INTERNAL COMMUNICATIONS

Tools to Keep You Informed

NDWorks



NDWorks, the faculty/staff newspaper, is published by University Communications. The deadline for copy is 10 business days before the following 2012-2013 publication dates: July 19, Aug. 16, Sept. 13, Oct. 11, Nov. 8, Dec. 6, Jan. 10, Feb. 14, March 21, April 18, May 23.

Download a PDF of the current issue or obtain PDFs of back issues by clicking the "NDWorks Archive" tab on today.nd.edu.

Today@ND



Today@ND (today.nd.edu), the University's internal communications website for faculty and staff, offers news and features, University-wide announcements and other information of interest to faculty and staff.

The Week@ND



The Week@ND, a summary of the week's events and opportunities, arrives by email every Monday morning. The latest issue is also available on **Today@ND**, today.nd.edu. Submit events to theweek@nd.edu by noon Thursday of the week before the event.

Calendar



The University Calendar, calendar.nd.edu, provides a list of campus events by day, week or month, as well as by category (arts and entertainment, athletics). Categories or individual events may be downloaded directly into your Outlook or Google calendar. We welcome your comments and suggestions!

Contact NDWorks/Today@ND Managing Editor **Carol C. Bradley**, 631-0445 or bradley.7@nd.edu, or submit a comment or story idea via the "Contact Us" tab on **Today@ND**.



Hackett to serve as adviser to Notre Dame Initiative for Global Development

Will assist in developing high-impact projects with partners worldwide

MICHAEL SWEIKAR, IGD

Ken Hackett has agreed to be an adviser to the Notre Dame Initiative for Global Development (NDIGD).

His responsibilities will include working with NDIGD staff to grow and strengthen the initiative, advising on key issues in global development, and assisting the University in engaging in high-impact global development projects with partners worldwide.

NDIGD, based in the Office of Research, is a new multidisciplinary program that leverages the University's signature strengths to promote development and human dignity to people around the world who are in need. The initiative helps develop solution-oriented research focused on rigorous, data-driven impact evaluation and assessment; design and planning of development projects; and training.

"We're delighted to have someone of Mr. Hackett's stature to help us build the NDIGD and identify the next generation of projects for Notre Dame's contribution to the global development," says Robert Bernhard, vice president for research.

Hackett was formerly the president of Catholic Relief Services (CRS), one of the world's most effective and efficient relief and development agencies, where he oversaw operations in more than 100 countries, with a global staff of nearly 5,000. Hackett joined CRS in 1972, starting his career in Sierra Leone. He has served CRS in posts throughout Africa and Asia, as well as in a variety



Hackett

of positions at CRS headquarters. He was the regional director for Africa, guiding CRS' response to the Ethiopian famine of 1984-1985. He supervised operations in East Africa during the crisis in Somalia in the early 1990s.

Hackett served as president and CEO of Catholic Relief Services for 18 years. During his tenure at the head of CRS, the organization expanded worldwide operations to more than \$800 million and embarked on a concerted effort to engage the Catholic community in the United States in its work around the world. He has served as North America President of Caritas Internationalis, the confederation of humanitarian agencies of the global Catholic Church. He was a member of the boards of the Pontifical Council Cor Unum, the

Vatican body that coordinates the Church's charitable work; Migration and Refugee Services, and the International Policy Committee of the U.S. Conference of Catholic Bishops; Jesuit Refugee Service; and the Africa Society. He has served on the Baltimore Council on Foreign Affairs and was named to Maryland Gov. Martin O'Malley's International Advisory Council.

In 2004 he was appointed by the president to serve the Board of Directors of the Millennium Challenge Corporation, a federal effort to increase aid to countries that demonstrate a commitment to ruling justly, investing in people and encouraging economic freedom.

In 2012, Hackett was the recipient of the University's Laetare Medal, the oldest and most prestigious honor given to American Catholics.

Established at Notre Dame in 1883, the Laetare Medal was conceived as an American counterpart of the Golden Rose, a papal honor that antedates the 11th century. The medal has been awarded annually at Notre Dame to a Catholic "whose genius has ennobled the arts and sciences, illustrated the ideals of the Church and enriched the heritage of humanity."

Norton appointed associate vice president for internationalization

Newly created role will oversee Notre Dame International study abroad programs, academic integration initiatives

NOTRE DAME INTERNATIONAL

Vice President and Associate Provost for Internationalization **Nick Entrikin** has announced the appointment of **Robert E. Norton**, professor of German and concurrent professor in philosophy, as associate vice president for internationalization.

In this newly created role with Notre Dame International (NDI), Norton will oversee NDI study abroad programs and academic integration initiatives. He will also advise the vice president on matters related to international



Norton

academic programming and strategic planning and will assist in building international research collaborations and partnerships, especially those involving College of Arts and Letters departments and faculty.

Norton, who received his Ph.D. from Princeton in 1988, joined the University as professor of German and Chair of the Department of German and Russian Languages and Literatures in 1998, after leaving Vassar College where he had taught since 1989.

The author of three books, numerous essays and articles, Norton has also translated two books and is currently the editor of *The German Quarterly*, the field's foremost journal in the U.S. Norton has received several major grants and awards, including Guggenheim and Humboldt fellowships, and he received the Jacques Barzun Prize in Cultural History in 2003 and the Ungar German Translation Award in 2011.

Researchers make Sudoku less puzzling

An improvement over the 'brute force' method

BY BILL GILROY, PUBLIC RELATIONS

For anyone who has ever struggled while attempting to solve a Sudoku puzzle, Notre Dame complex networks researcher **Zoltan Toroczkai** and Notre Dame postdoctoral researcher **Maria Ercsey-Ravasz** are riding to the rescue.

They can explain why some Sudoku puzzles are harder than others—and they've also developed a mathematical algorithm that solves Sudoku puzzles very quickly, without any guessing or backtracking.

Toroczkai and Ercsey-Ravasz, of Romania's Babeş-Bolyai University, began studying Sudoku as part of their research into the theory of optimization and computational complexity. They note that most Sudoku enthusiasts use what is known as a "brute force" system to solve problems, combined with a good deal of guessing. Brute force systems essentially deploy all

possible combinations of numbers in a Sudoku puzzle until the correct answer is found. While the method is successful, it is also time-consuming.

Instead, Toroczkai and Ercsey-Ravasz have proposed a universal analog algorithm that is completely deterministic (no guessing or exhaustive searching) and always arrives at the correct solution to a problem, and does so much more quickly.

The researchers also discovered that the time it took to solve a problem with their analog algorithm correlated with the difficulty of the problem as rated by human solvers. This led them to develop a ranking scale for problem or puzzle difficulty. The scale runs from 1 through 4, and it matches up nicely with the "easy" through "hard" to "ultra-hard" classification currently applied to Sudoku puzzles.

A puzzle with a rating of 2 takes, on average, 10 times as long to solve than one with rating of 1. According to this system, the hardest known puzzle so far has a rating of 3.6, and it is not known if there are even

harder puzzles out there.

"I had not been interested in Sudoku until we started working on the much more general class of Boolean satisfiability problems," Toroczkai says. "Since Sudoku is a part of this class, it seemed like a good testbed for our solver, so I familiarized myself with it. To me, and to a number of researchers studying such problems, a fascinating question is how far can we humans go in solving Sudoku puzzles deterministically, without backtracking—that is without making a choice at random, then seeing where that leads to and if it fails, restarting. Our analog solver is deterministic—there are no random choices or backtracks made during the dynamics."

Toroczkai and Ercsey-Ravasz believe their analog algorithm potentially can be applied to a wide variety of problems in industry,



computer science and computational biology.

The research experience has also made Toroczkai a devotee of Sudoku puzzles.

"Both my wife and I have several Sudoku apps on our iPhones, and we must have played thousands of times, racing to get the shortest completion times on all levels," he says. "She often sees combinations of patterns that I completely miss. I have to deduce them. Without paper

and pencil to jot down possibilities, it becomes impossible for me to solve many of the puzzles that our solver categorizes as hard or ultra-hard."

Toroczkai and Ercsey-Ravasz's methodology was first published in the journal *Nature Physics*, and its application to Sudoku appeared in the Oct. 11 edition of the journal *Nature Scientific Reports*.

Hesburgh Library offers thesis and dissertation boot camps



Team effort helps both undergraduate, graduate students

BY GENE STOWE, FOR NDWORKS

A collaboration among the Hesburgh Libraries, the Graduate School and the Writing Center offered three “boot camps” during fall break—advising undergraduates on senior thesis writing, graduate students on dissertation writing, and other graduate students on grant writing.

The program started three years ago with a Senior Thesis Camp, offered only in the fall, and added the first dissertation camp last spring. The Senior Thesis Camp was the brainchild of Assistant Provost **Susan Ohmer** when she was interim director of the Hesburgh Libraries. Each camp can serve up to 30 students.

“It allows us to meet the students where they are in their process,” says Graduate Outreach Services Librarian **Mandy Havert**. “This is the first time we’ve run them concurrently. They’re different levels of students,

but the research topics are so deeply interesting at both levels.”

Students who register are matched with subject librarian specialists in their field. Hesburgh Libraries has 30 subject librarians, and 12 were assigned to students, sometimes seeking help from others because the research was interdisciplinary. An engineering librarian, for example, might call in a chemistry librarian for help with a chemical engineering topic, Havert says.

“There’s a lot of team effort that goes on,” she says. “All of the writers and researchers are

encouraged to meet with a writing center tutor during this week. We bring in speakers for mornings and lunchtime workshops or keynote speeches to address topics like eating well, stress management, doing a thorough literature review, writing essentials, how to plan your research, how to keep a research log, using software more effectively and time management for academic research. These are all campus resources.”

Participants may continue supporting each other after the camp, Havert says. Some seniors arranged to meet every other week for dinner to discuss their progress and avoid the isolation that can result from the focused research.

“One of our major goals and outcomes we seek with this program is to make connections among the scholars so they can move on together in their cohort if they so choose and have a research community around them,” she says. “One of the things we’re seeking to do is build a community that can go forward and provide tools for the process.”

At the same time, **Gretchen Busl**, the Graduate School’s associate program director of grants and fellowships, conducted a writing camp for graduate students applying for grants and fellowships. The program, launched with 12 students last year, drew 18 participants every day and another half-dozen who

attended some sessions.

“I saw the bootcamp model for dissertations, and I thought it would be perfect,” she says, adding that the break came about a month before application deadlines, when students should be revising their applications. “Some of them wrote multiple entire grant applications from scratch. Some revised different portions such as essays. They all had different goals for the week.”

Participants came from a variety of disciplines, including physics, biology, history, theology, computer engineering and psychology. The all-day sessions included half-hour talks on such topics as the essay’s genre; the importance of claims, proof and evidence; appropriate self-promotion; understanding the audience; and revising for precision.

Most of the time was spent on writing, with access all day to Busl, who reviewed 48 drafts, and other experts in the afternoon from the Writing Center and English for Academic Purposes.

“It’s a very specific genre—regardless of discipline, project or opportunity, there are similar models,” Busl says. Beyond the immediate application, she said, the professional development program trains students with skills that will serve them as faculty members when they apply for larger grants.

Helping faculty focus on research rather than grants management

Office of Research initiative provides the equivalent of a CFO

BY CAROL C. BRADLEY, NDWORKS

A researcher needs to buy a motorcycle to conduct fieldwork for a grant project in a foreign country. Can we do that? How do we handle the purchasing? Who owns it? And what happens to it once the grant has ended?

Faculty may not be trained in business, human resources or risk management. But the Office of Research can now offer faculty the equivalent of a chief financial officer for their research business, says **Liz Rulli**, associate vice president for research.

The Office of Research was reorganized in the fall of 2011 to

better partner with faculty, Rulli says. The initiative was developed by **Robert Bernhard**, vice president for research, and **John Sejdinaj**, vice president for finance.

Without good administrative support, research nationally has shown that college and university faculty can spend as much as 40 percent of the time available for research on administrative responsibilities associated with grants.

As a result of the reorganization, about half of Office of Research staffers have been shifted to offices in the colleges, with central support services—training, reporting and systems, contract review and acceptance—housed in Grace Hall. Deployed staffers manage pre-award, post-award and transactional support for research grants.

With the assistance of the Office of Research, Rulli says, “Faculty can

focus on the science. Our goal is to help faculty with administrative functions so they can focus on their passions—we want them to achieve their research objectives with a minimum of hassle.”

Moving staff into the colleges makes Office of Research teams readily available to faculty in engineering, science, architecture, arts and letters and other centers and institutes, as well as business and law.

“The teams assist pre-award with getting grant proposals out. They assist post-award with accounting and grant management. We also have a new team, grants business management, that handles things like hiring staff, purchasing equipment and making travel arrangements,” Rulli says.

Different faculty members have different access to support, she notes. “We help by providing support directly, by providing tools and training to existing support staff, and by playing a role in facilitating unusual situations.”

One of the challenges has been getting the word out to faculty about services the Office of Research can offer. The office will be hosting a series of open houses so faculty can meet the teams and find out more. The first takes place from 2 to 4 p.m. Friday, Nov. 9, 258 Fitzpatrick Hall of Engineering. Others will be announced later in the semester.

For more information, contact Melanie DeFord, 631-8805 or mdeford@nd.edu, or visit or.nd.edu.



Jeff Pethick, post-award financial assistant director in the Office of Research, reviews grant budget figures with Gary Lamberti, professor of biology.

NEWS BRIEFS

KOMMERS HONORED WITH BERLIN SYMPOSIUM

In late October, **Donald Kommers**, emeritus professor of political science and renowned scholar on German constitutional law, was honored by the American

Constitutional Jurisprudence of the Federal Republic of Germany.” In addition to the American Academy, the symposium was sponsored by the Konrad Adenauer Foundation, the Dräger Foundation, the Wissenschaftskolleg zu Berlin and the Notre Dame Law School.

MATT CASHORE



Kommers

Academy in Berlin with a symposium, “The Curious Life of the Grundgesetz in America.”

The symposium was held in honor of Kommer’s 80th birthday, and corresponded with publication of the third edition of his book “The

FAITHND WEBSITE LAUNCHED

The Notre Dame Alumni Association has launched a new website to help alumni, parents, students and friends stay spiritually connected to the University. **FaithND** is a comprehensive, interactive resource for people of faith interested in exploring spirituality, prayer, service and the intellectual aspects of faith, particularly in the

FaithND
PRAY. LIVE. SERVE. EXPLORE.

Roman Catholic tradition. Special features include a daily subscription service and an online theology course. View the site at faith.nd.edu.

Got a story idea?
Send it to ndworks@nd.edu

Cities in the desert

Informal economy sustains refugee camps

BY CAROL C. BRADLEY, NDWORKS

The 90,000-person Kakuma Refugee Camp, in the Turkana District in northwest Kenya, has grown into the equivalent of a permanent city—with the same level of inequity, violence and informal (black market) economic systems as urban slums, says **Rahul Oka**, Ford Family Assistant Professor of anthropology and concurrent assistant professor in African and African American Studies.

Oka has conducted five seasons of ethnographic research in the



Oka

camp, where refugees from war—from southern Sudan, Somalia, Ethiopia, Eritrea, Congo and Uganda—co-exist.

In war-torn countries, non-governmental organizations (NGOs) distribute relief supplies expensively and inefficiently, Oka says, through armed truck convoys or via airdrops.

Relief agencies don't acknowledge the role that traders play in the informal economy. "They know it operates, but they don't know exactly how."

Oka's research, supported by the Institute for Scholarship in the Liberal Arts, the Seng Foundation and the Kellogg Institute for International Studies, has shown that the informal economy—where traders and consumers actively buy, sell and trade—plays a vital role in the life of the camp.

Although distribution of relief through formal channels often faces significant obstacles, Kakuma, he notes, is home to a thriving informal economy that includes more than 500 retail and wholesale shops, as well as restaurants, bars and nightclubs—all supplied via predominantly Somali traders and merchants.

Local traders, he's discovered, are far more efficient at distributing goods than the NGOs. "Although traders come and go, the network itself is stable and resilient. "They know each other through the network—and it enables trade to

continue in war zones where formal institutions may not exist.

"If we understand how these trading networks grow and thrive, we can replicate those networks in the relief process, or make them partners in the relief process," he says. "That also goes for development."

Oka is currently engaged in an ongoing collaboration with the iCeNSA Network (the University's

Interdisciplinary Center for Network Science and Applications), investigating the ways the scale of trading changes as the size of the camps grow, and how external forces affect the structure of the networks over four to five years.

Doing research in African conflict zones is difficult, he acknowledges.

Oka had a comfortable upbringing in India, "but my family never tried to gloss over the issues of poverty and privation and human suffering. Part of the reason so much was invested in my education was so something could be given back to the world."

He remembers leaving a restaurant with his brother and grandmother in Pune, India, in 1981, when a violent Hindu-Muslim riot broke out.

"People were screaming and running. There were wounded and dying people in the streets. An Irani hotel, the four-story Hotel Sunrise, went up in flames. It doesn't give you a good glimpse of humanity. And this was in an urban area in a state where institutions exist."

Over the course of his research in Africa, he says, "I've seen things no one should have to see. After a militia raid, you see burned dwellings. You see people crying. You see people dead."

In earlier times, he notes, tribespeople had a saying—when confronted by marauders, they would hold up their spears and say, "Take the cattle."

"Now, with the proliferation of small arms, conflicts end in massacres, in rape."

The hardest part is the children, he says. "You have to look away at times. You can't apply the normal rules, your ideas of what children do. You see a girl of five helping her mother drag thorny bushes across the baking heat of the landscape, for others to

PHOTOS PROVIDED



At top, Kakuma Camp 2, Kakuma Refugee Camp, Kenya. Turkana children mind each other in open spaces in the camp while their mothers go to work, either for the refugees or heading out to search for building material in the countryside. The Turkana are the host community in the area and often have difficult relationships with the refugees.

Above left, in Kakuma Camp 1, Oka has celebratory tea and cakes with a man who has just learned he and his family will be en route to the U.S. within two weeks.

Above right, the main street of Kakuma Camp 1, Kakuma Refugee Camp, Kenya. Along the street are businesses such as electronics stores, clothing and perfume shops, groceries, schools, hair salons and restaurants.

make fences.

"These children have lost a lot of people close to them. They've seen their parents struggle to get them on the road to receive refugee rations. When cholera strikes the camp, it's a dreadful thing to see. I was in Nairobi during the famine and saw refugees streaming in. It was a humbling thing—that's why I'm doing this research."

The thing that drives him to return is the people, Oka says. "I've

made wonderful friends. Some of my best information comes from sitting down with a large group of people of various ages and genders. In small towns, drinking tea and smoking—everyone smokes, so you smoke too. There comes a point where all barriers break down."

One thing he's learned is the importance of "normal" for refugees.

Refugees may be collecting bland food from the United Nations World Food Programme, but they will still

celebrate the birth of a baby with sweets. Tea and soft drinks will be acquired and shared at the funeral of an older relative. It creates a degree of normalcy.

"Dignity is what keeps them going from year to year, sometimes decade to decade," Oka says. "If there's any lesson here, it's that humans have tremendous adaptive capacity. I'm hopeful, because the alternative would be to give up."

STAYER CENTER FOR EXECUTIVE EDUCATION

Construction continues on the Stayer Center for Executive Education, scheduled to open in 2013. The 54,000-square-foot building located south of the Mendoza College of Business will house the MCOB's Executive Education department.



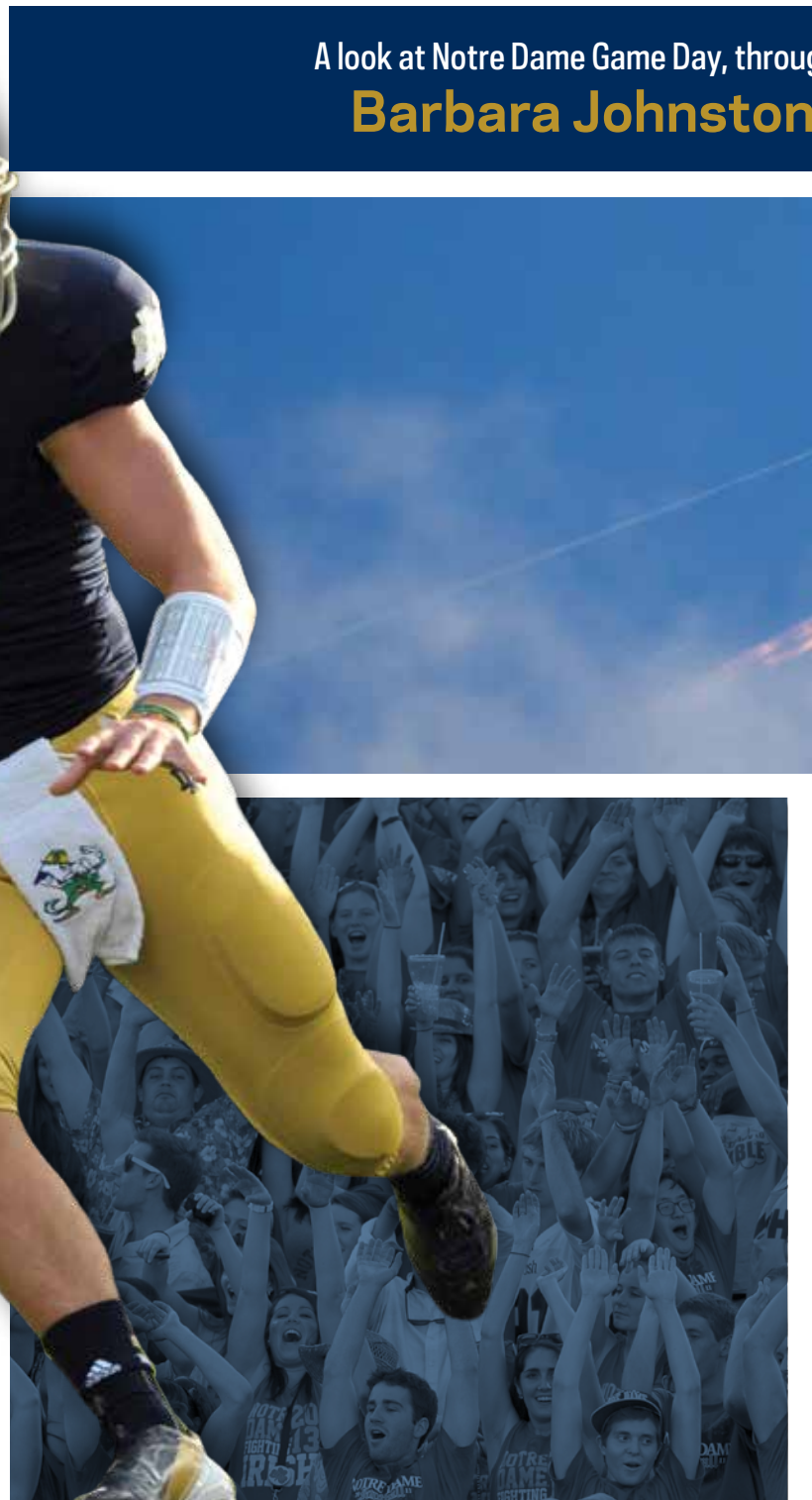
PHOTOS: BARBARA JOHNSTON

NOTRE DAME

A remarkable



A look at Notre Dame Game Day, through
Barbara Johnston



FOOTBALL 2012

able season



gh the eyes of University photographers
and Matt Cashore



SUMMARY ANNUAL REPORT FOR CERTAIN RETIREMENT PLANS OF THE UNIVERSITY OF NOTRE DAME DU LAC

This is a summary of the annual reports of certain employee benefit retirement plans maintained for employees of the University of Notre Dame du Lac for the plan year beginning January 1, 2011 and ending December 31, 2011. The plans described in this summary include: the University of Notre Dame Defined Contribution Retirement Plan for Faculty and Administrators, (Plan No. 002) and the University of Notre Dame Supplemental Retirement Account Plan, (Plan No. 004). The employer ID number for the sponsor of the above plans, the University of Notre Dame du Lac, is 35-0868188. The annual reports have been filed with the Employee Benefits Security Administration, U.S. Department of Labor as required under the Employee Retirement Income Security Act of 1974 (ERISA).

For administrative convenience, this summary covers two of the retirement plans maintained by the University of Notre Dame du Lac, including plans that may not apply to you. The fact that you are being provided this summary does not necessarily mean that you are eligible for benefits under the plans mentioned in this summary.

On December 31, 2011, the University of Notre Dame Supplemental Retirement Account Plan was merged into the University of Notre Dame Defined Contribution Retirement Plan for Faculty and Administrators. Effective January 1, 2012 the merged plan will be known as the University of Notre Dame 403(b) Retirement Plan. The following financial statements reflect the fact that all the assets of the Supplemental Retirement Account Plan were transferred to the Faculty and Administrators Plan as of December 31, 2011.

Basic Financial Statement for the University of Notre Dame Defined Contribution Retirement Plan for Faculty and Administrators

Benefits under the plan are provided by custodial accounts and insurance. Plan expenses were \$29,676,790. These expenses included \$33,741 in administrative expenses, \$28,518,405 in benefits paid to participants and beneficiaries, and \$1,124,644 paid to insurance carriers for the provision of benefits. A total of 10,976 persons were participants in or beneficiaries of the plan at the end of the plan year, although not all of these persons had yet earned the right to receive benefits.

The value of plan assets, after subtracting liabilities of the plan, was \$948,043,291 as of December 31, 2011 compared to \$788,568,892 as of January 1, 2011. During the plan year the plan experienced an increase in its net assets of \$159,474,399. This increase includes unrealized appreciation or depreciation in the value of plan assets; that is, the difference between the value of the plan's assets at the end of the year and the value of the assets at the beginning of the year, or the cost of assets acquired during the year. The plan had total income of \$43,869,091 including employer contributions of \$26,488,975, employee contributions of \$12,627,678, other contributions of \$2,688,706, earnings from investments of \$2,062,701 and other income of \$1,031. There were also net transfers to the plan of \$145,282,098.

The plan has insurance contracts with Metropolitan Life Insurance Company and TIAA-CREF.

Basic Financial Statement for the University of Notre Dame Supplemental Retirement Account Plan

Benefits under the plan are provided by custodial accounts and insurance. Plan expenses were \$4,471,851. These expenses included \$24,970 in administrative expenses, \$4,249,667 in benefits paid to participants and beneficiaries, \$196,462 paid to insurance carriers for the provision of benefits, and \$752 in other expenses.

A total of 0 persons were participants in or beneficiaries of the plan at the end of the plan year, although not all of these persons had yet earned the right to receive benefits. The value of plan assets, after subtracting liabilities of the plan, was \$0 as of December 31, 2011 compared to \$136,354,454 as of January 1, 2011. During the plan year the plan experienced a decrease in its net assets of \$136,354,454. This decrease includes unrealized appreciation or depreciation in the value of plan assets; that is, the difference between the value of the plan's assets at the end of the year and the value of the assets at the beginning of the year, or the cost of assets acquired during the year. The plan had total income of \$13,324,950 including employee contributions of \$10,567,167, other contributions of 3,166,669, a loss of earnings from investments of \$408,887 and other income of \$1. There were also net transfers from the plan of \$145,207,553.

The plan has insurance contracts with Metropolitan Life Insurance Company and TIAA-CREF.

Your Rights to Additional Information

You have the right to receive a copy of the full annual reports, or any part thereof, on request. The items listed below are included in that report:

1. An accountant's report;
2. Financial information and information on payments to service providers;
3. Assets held for investment;
4. Insurance information including sales commissions paid by insurance carriers; and
5. Information regarding any common or collective trusts, pooled separate accounts, master trusts or 103-12 investment entities in which a plan participates.

To obtain a copy of the full annual reports, or any part thereof, write or call the office of the plan administrator: Vice President Human Resources, University of Notre Dame du Lac, Office of Human Resources, 100 Grace Hall, Notre Dame, Indiana 46556; (574) 631-5900. The charge to cover copying costs will be \$.05 per page.

You also have the right to receive from the plan administrator, on request and at no charge, a statement of the assets and liabilities of the plan and accompanying notes, or a statement of income and expenses of the plan and accompanying notes, or both. If you request a copy of the full annual report from the plan administrator, these two statements and accompanying notes will be included as part of that report. The charge to cover copying costs given above does not include a charge for the copying of these portions of the report because these portions are furnished without charge.

You also have the legally protected right to examine the annual reports at the main office of the plan administrator: Vice President Human Resources, University of Notre Dame du Lac, Office of Human Resources, 100 Grace Hall, Notre Dame, Indiana 46556; and at the U.S. Department of Labor in Washington D.C., or to obtain a copy from the U.S. Department of Labor upon payment of copying costs. Requests to the Department of Labor should be addressed to: Public Disclosure Room N1513, Employee Benefits Security Administration, U.S. Department of Labor, 200 Constitution Ave., N.W., Washington, D.C. 20210.

DRUG-FREE SCHOOLS POLICY STATEMENT AVAILABLE

The Drug Free Schools and Communities Act Amendments of 1989 (Public Law 101-226) require that as a condition of receiving funds or any other form of financial assistance under any Federal program, an institution of higher education must certify that it has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.

A copy of the Drug Free Schools Policy Statement for the University of Notre Dame can be obtained by:

- Visiting the Human Resources website at:
<http://hr.nd.edu/nd-faculty-staff/forms-policies/>
http://hr.nd.edu/assets/32995/drugfree_for_employees.pdf
- Contacting the askHR call center at: 574-631-5900
- Email: askhr@nd.edu
- Visiting the Office of Human Resources, Grace Hall, Second floor

SERVICE ANNIVERSARIES

The University congratulates the following employees who celebrate significant service anniversaries in November, including 35-year employee **Robert M. Zerr**, Risk Management and Safety.

30 years

Phyllis R. Campbell,
Building Services
John W. Hans, Food Services

25 years

Charlene K. Bollman,
Office of Research
Rosie M. Mitchell,
Custodial Services
Denise L. Moser,
Customer Support Services
Michael G. Vignati,
Building Services

20 years

Hope A. Kaser, Food Services
Carol A. McIntyre,
DCL Services
Robert G. Wilk,
Maintenance Repairs

15 years

Forestine B. Jackson, psychology
Christopher A. Landon and
John P. Murton, Utilities
Katherine Lane, Development
Thomas W. Marentette,
EIS – Communication Services
Shafa Saddawi, physics
Martin S. Stone, women's rowing

10 years

Shannon Chapla,
Public Relations
Katherine Hale,
Custodial Services
Karen Heed,
Freimann Animal Care
Facility
Joanna L. McNulty, ND
Environmental Change
Initiative
Laureen Poinatte and
Starla Ross, psychology
Mary Quigley, accounting
and financial services
Jeffrey Roth, Food Services

SUMMARY ANNUAL REPORT FOR CERTAIN HEALTH AND WELFARE BENEFIT PLANS OF THE UNIVERSITY OF NOTRE DAME DU LAC

This is a summary of the annual reports of certain employee health and welfare benefit plans maintained for employees of the University of Notre Dame du Lac for the plan year beginning January 1, 2011 and ending December 31, 2011. The plans described in this summary include: the University of Notre Dame Flex Plan (Plan No. 504), the University of Notre Dame du Lac Group Life Insurance Plan (Plan No. 502), the University of Notre Dame du Lac Travel Accident Insurance Plan (Plan No. 505), the University of Notre Dame du Lac Long Term Disability Plan (Plan No. 503), the University of Notre Dame du Lac Long Term Care Plan (Plan No. 511) and the University of Notre Dame du Lac Benefit Plan for Retirees (Plan No. 512). The employer ID number for the sponsor of all of the above plans, the University of Notre Dame du Lac, is 35-0868188. The annual reports have been filed with the Employee Benefits Security Administration, U.S. Department of Labor, as required under the Employee Retirement Income Security Act of 1974 (ERISA).

For administrative convenience, this summary covers a number of employee benefit plans maintained by the University of Notre Dame du Lac, including plans that may not apply to you. The fact that you are being provided this summary does not necessarily mean that you are eligible for benefits under all the plans mentioned in this summary.

Insurance Information

The Flex Plan has a contract with:

- Meritain Health to manage the self-funded HMO and PPO plans. A self-funded prescription benefit plan which is managed by Medco Health Solutions, Inc. is also included. The University of Notre Dame du Lac has committed itself to pay all claims incurred under the terms of these plans.
- Great Lakes Delta Insurance Company ("Great Lakes") to pay dental claims incurred under the terms of the plan. The total premiums paid to Great Lakes for the plan year ending December 31, 2011 were \$2,743,993. Because it is an "experience rated" contract, the premium costs are affected by, among other things, the number and size of claims. The total of all benefit claims paid under the experience-rated contract during the plan year was \$2,383,400.
- EyeMed Vision Care ("EyeMed") to pay all vision claims incurred under the terms of the plan. The total premiums paid to EyeMed for the plan year ending December 31, 2011 were \$591,407.

Not all of these contracts will apply to every employee covered under the Flex Plan.

The Group Life Insurance Plan has a contract with:

- Minnesota Life Insurance Company to pay all claims incurred under the terms of the plan. The total premiums paid for the plan year ending December 31, 2011 were \$1,958,736.

The Travel Accident Insurance Plan has a contract with:

- National Union to pay all claims incurred under the terms of the plan. The total premiums paid for the plan year ending December 31, 2011 were \$22,910.

The Long Term Disability Plan has a contract with:

- The Life Insurance Company of North America (CIGNA) to pay all claims incurred under the terms of the plan. The total premiums paid for the plan year ending December 31, 2011 were \$470,800.

The Long Term Care Plan has a contract with:

- Prudential Insurance Company of America to pay all claims incurred under the terms of the plan. The total premiums paid for the plan year ending December 31, 2011 were \$273,576.

The Benefit Plan for Retirees has a contract with:

- Anthem Insurance Companies, Inc. to pay all retiree medical insurance claims incurred under the terms of the plan. The total premiums paid for retiree medical for the plan year ending December 31, 2011 were \$1,428,515. Because it is an "experience rated" contract, the premium costs are affected by, among other things, the number and size of claims. The total of all benefit claims paid under the experience-rated contract during the plan year was \$1,243,688.
- Community Insurance Company, dba Anthem Blue Cross and Blue Shield to pay all retiree Medicare prescription claims incurred under the terms of the plan. The total premiums paid for retiree prescriptions for the plan year ending December 31, 2011 were \$1,931,441. Because it is an "experience rated" contract, the premium costs are affected by, among other things, the number and size of claims and the subsidy applied that is approved by the Center for Medicare and Medicaid Services.
- Meritain Health to manage the self-funded HMO and PPO plans. A self-funded prescription benefit plan which is managed by Medco Health Solutions, Inc. is also included. The University of Notre Dame du Lac has committed itself to pay all claims incurred under the terms of these plans.

Your Rights to Additional Information

You have the right to receive a copy of the full annual reports or any part thereof, on request. The item listed below is included in that report:

1. Insurance information including sales commissions paid by insurance carriers.

To obtain a copy of the full annual reports, or any part thereof, write or call the office of the plan administrator: Vice President Human Resources, University of Notre Dame du Lac, Office of Human Resources, 100 Grace Hall, Notre Dame, Indiana 46556; (574) 631-5900. The charge to cover copying costs will be \$.05 per page for any part thereof.

You also have the legally protected right to examine the annual reports at the main office of the plan administrator: Vice President Human Resources, University of Notre Dame du Lac, Office of Human Resources, 100 Grace Hall, Notre Dame, Indiana 46556; and at the U.S. Department of Labor in Washington, D.C., or to obtain a copy from the U.S. Department of Labor upon payment of copying costs. Requests to the U.S. Department of Labor should be addressed to: Public Disclosure Room N1513, Employee Benefits Security Administration, U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210.

HE LOVES HIS JOB

Apprentice assists U.S. Culinary Olympic Team

BY COLLEEN O'CONNOR,
FOR NDWORKS

Josh Maron is just one year into a three-year culinary apprenticeship program at Notre Dame and has already achieved what most chefs aspire to but few actually receive—the opportunity to compete at the Culinary Olympics, or International Exhibition of Culinary Art.

It all started last June, when Maron and five other culinary students from around the country were selected to work alongside the United States Culinary Olympic Team at a special event held during the

national convention of the American Culinary Federation (ACF) in Orlando, Fla.

After submitting a photo of himself, a letter of recommendation from Notre Dame Executive Chef Don Miller and a 500-word essay describing how this experience would benefit him and his future culinary career, Maron was interviewed, selected and flown to Orlando at the expense of the ACF.

"I had the chance there to work with Certified Master Chef Steve Jilleba on a Caribbean cuisine competition," said Maron.

Apparently that paid off, as Maron was one of two apprentices subsequently chosen to participate in the Culinary Olympics held in Erfurt, Germany, Oct. 5 to 9.

Speaking of Maron's selection, Miller said, "This is huge in the food services industry, a career changer."

Approximately 1,600 chefs representing 51 countries competed this year. Team USA consisted of four teams of six members each: the national team, on which Maron worked as an apprentice; a regional team; youth team; and military team.

The USA national team, competing in both hot and cold food categories, was awarded two silver medals and an overall ranking of sixth in the world.

"This is by far the best thing that has ever happened to me, and I am beyond grateful to Notre Dame, and Chef Miller in particular, for the support," said Maron. "The amount of work, commitment and attention to detail necessary to compete at this level pushed me to the extreme and taught me so much about myself."

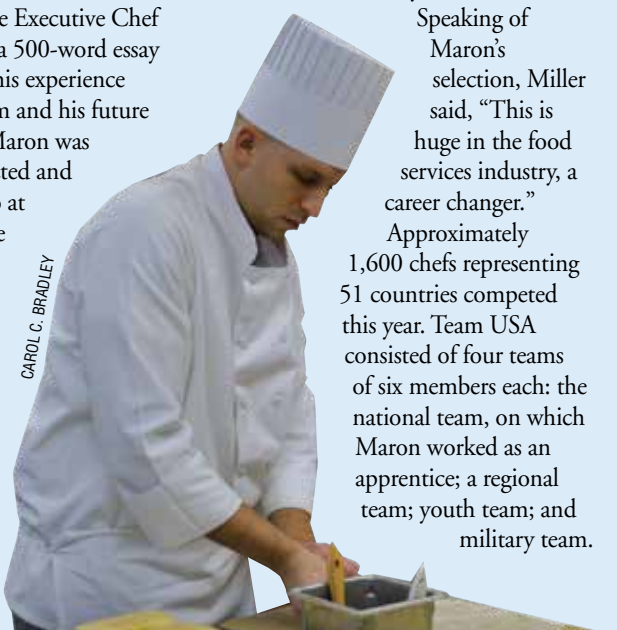
In 2009, Maron started his career with Notre Dame Food Services as a service associate, washing dishes and attending to service lines. The following year, he moved to a kitchen associate position and later became a cook at the North Dining Hall.

In November 2011, he signed on for the three-year American Culinary Federation apprenticeship program

at Notre Dame, which is open to Notre Dame staff as well as others in the community. Upon entering, candidates are required to give up their current job and take a cut in pay, approximately 50 percent. Maron is the only Notre Dame employee currently in the program. As a nationally certified apprenticeship, the program requires course work and hands-on experience, including 6,000 hours of on-the-job training and 575 hours of theory-related classroom study at Ivy Tech.

This year, Maron was awarded the Fred E. Freeman Staff Scholarship, which pays \$1,000 per semester toward tuition.

CAROL C. BRADLEY



Team Irish Awards



Dedicated tops the list of words that best describes the University's Data Remediation Team. *Phenomenal* is another. For the past 18 months, this team, comprising of staff from the Office of Information Technologies, Finance, Office of the Registrar, Human Resources, Auxiliary Operations, Mendoza College of Business and the Law School, tackled an initiative that has set the standard for other higher education institutions.

Tasked with ensuring document security and creating measures to reduce the potential for exposure, the Data Remediation Team has far exceeded even its own expectations. This group completed more than double the target number of business process reviews in one year. They visited an impressive number of campus workstations, more than 2,800, which was twice as many as anticipated. While achieving these amazing results, this team "went the extra mile to minimize the impact of its work on the daily operations of employees throughout the University." Through their extraordinary efforts they significantly lowered the risk that any of Notre Dame's secure data be compromised.

Their commitment to accountability, teamwork, integrity, leadership in excellence and mission is evident. Recognized today with the Presidential Team Irish Award, the Data Remediation Team unmistakably epitomizes the vision and values of the University. The team's goal of protecting the information of those who work and study at the University of Notre Dame is first and foremost to creating a culture of continuous improvement and service excellence.

BARBARA JOHNSTON



The Data Remediation Team members are:

- | | | | |
|---------------|-------------------|-----------------|----------------|
| Devin Collins | Kolin Hodgson | Deb Micinski | Rob Stratman |
| Nina Doshi | Isaac Holmes | Ryan Palmer | Tammy Vargo |
| Mike Favorite | Bart Loeb | Frank Parker | Jason Williams |
| John Grover | Dan Manier | David Seidl | |
| Kim Hahn | Matthew McCubbins | James Smith | |
| Gary Harris | Bill McKinney | Rachael Spencer | |

Although the Graduate School Professional Development Program has only been in place at the University for a few years, it has already made a big difference in providing holistic training for its 2,000+ graduate students. The team of individuals who created the program comprises faculty, staff and students from various departments across campus. In 2009, they set their sights on significantly enhancing the research expertise, intellectual breadth, ethical training and career preparedness of students in the Graduate School. Their vision continues to be realized.

Students value the program because of its assistance in writing fellowship and grant applications. Not only has the number of applications submitted increased over past years, fellowship and grant amounts awarded have been higher, too. In 2011-12, students won \$2,433,481 in external grants, 58 percent more than the previous academic year. A record number of students are graduating from the Graduate School and a larger percentage than ever are finding success as they enter the workforce due to the Professional Development Program. They are being sought after by universities, Fortune 500 companies, nonprofits and a wide spectrum of others. Additionally, more employers are making Notre Dame a preferred site to interview or post a job, which is vital in a competitive market.

Recognized today with the Presidential Team Irish Award, the Graduate School Professional Development Team certainly epitomizes the mission of the University. The team's dedication and commitment is unmistakable in assuring that Notre Dame is recognized as a premier research institution.

BARBARA JOHNSTON



The Graduate School Professional Development Team members are:

- | | | | |
|---------------------|-----------------|------------------|-------------|
| Mandy Albrecht | Erin Drew | Stew Markel | Karen Putt |
| Judy Bemenderfer | Melinda Gormley | Amanda McKendree | Cheri Smith |
| Gretchen Busl | Mary Hendriksen | Connie Mick | Kevin Zeise |
| Matthew Capdevielle | Shari Hill | Ann Amico Moran | |
| Laura Carlson | John Lubker | Kevin Mueller | |

For the staff of the Notre Dame Conference Center, "8 to 5" is not in their vocabulary. The outstanding services they provide are more along the lines of "24/7." This team of just 13 boasts more than 100 combined years of dedicated service to the University. Several of those employed at NDCC have been a part of the Notre Dame family for 15 years or more. Their professionalism is evident to all who walk through their doors, as they treat everyone as their most distinguished guest.

Located in McKenna Hall, the facility offers state-of-the-art audio-visual equipment in each of its meeting spaces, immediate and knowledgeable technical support, and delectable menu selections day or night. The team supports more than 1,200 events at the center each year. Not only can University employees and retirees be seen meeting on a regular basis, businesses from around the world are welcomed, too. The staff is even able to provide translation in up to 14 different languages. They deliver the same top-notch attention to detail whether it is assisting a group of two or 200. Visitors seldom need to seek out the staff; they are always available when needed, with a friendly smile and unique Notre Dame hospitality.

The staff at the NDCC does not shy away from asking for feedback concerning all aspects of their operation. Both internal and external surveys are used frequently to keep their standard of customer service at a high level. They consistently receive outstanding ratings and remain committed to make improvements based on their customers' suggestions.

Recognized today with the Presidential Team Irish Award, the Notre Dame Conference Center Team certainly epitomizes each of the University's core values of teamwork, integrity, accountability, leadership in mission and leadership in excellence.

The Notre Dame Conference Center Team members include:

- Ed Atkinson
 Becky Badger
 Bill Beirne
 Mike Cantu
 Lori Chaney
 Connie Dosmann
 Julie Dowling
 Connie Dubie
 Chris Henderson
 Dawn Howard
 Geary Locke
 Chelsea Orlovski
 Julie Scott
 Lisa Vervynckt

BARBARA JOHNSTON



Morris Inn memories live on in gift to archives

Retiree diligently documented Inn's events

BY GENE STOWE, FOR NDWORKS

Norma Boyer carried her camera to the Morris Inn Christmas party in 1974 and took some snapshots to record the event for posterity. Posterity will find them in University Archives.

Boyer, a dining room server who retired several years ago but still helps out a couple of days a week, this year gave the archives nearly 40 albums—more than 10,000 pictures—from her career at the inn.

"I always carried my camera to work with me," says Boyer, who usually used a 35-millimeter camera but had a disc camera for a few years. "I started there in 1974. I just like to take pictures. Whenever we got a new employee, I'd take a picture of them."

In addition to portraits of new hires, the collection portrays staff parties and events, including a summer picnic outing as well as the annual Christmas party. Boyer shot wedding pictures for some coworkers, and she recorded the renovation of the campus entrance on Notre Dame Avenue.

"They had a big mound there and it had a big ND made of flowers as you went in off Angela," she recalls. "I would drive in to work that way, so I took pictures of the progress."

Boyer, who had seen the chaotic downside of tossing pictures into a footlocker for storage, made sure to put the photographs in albums as soon as they were printed. Each album holds at least 300 pictures.

"Year by year, I'd fill one album and the next time I'd fill the next album," she says. "There's a lot of pictures there. Every once in a while, I'd bring the picture books in to let everybody look through them."

The 1987 volume preserve pictures of famous people who stayed at the Morris Inn during the Special Olympics hosted on campus.

"I got pictures of John Kennedy Jr. and Caroline and quite a few of the people that were there," Boyer says. "The whole Morris Inn was bought out by the Special Olympics, so a lot of them were staying there. On a few of them, their autographs are there."

Her favorite visitor, by far, is President Emeritus Rev. Theodore M. Hesburgh, C.S.C.

"He's the love of my life," Boyer says. "He was always such a good person. He would always come in. No matter how high up he was, he'd talk to everybody—dishwashers, everybody. He always paid attention to the waiters because at one time he was a wait staff. He knows what it was."

Boyer used her serving role to promote Notre Dame to families who came on college visits.

"It's hard work, but I loved it," she says. "I love Notre Dame. I tell everybody I talk to, it's like a big family. Parents would come in with their children to visit Notre Dame. I'd say, it's a good, good choice. You won't be sorry."



Boyer

Ms. Manners: Etiquette training for MCOB students

Will help during recruiting, on the job

BY GENE STOWE, FOR NDWORKS

For a decade, **Vicky Holaway**, the events coordinator for the Mendoza College of Business, has refreshed the manners of accounting students in preparation for meal-based interviews. For the past two years, she's shared her wisdom with the South Bend community's Young Professionals Network.

Holaway says the college once outsourced the etiquette training, but she brought the effort in-house, developing a PowerPoint presentation and a booklet that evolves as new issues arise. The advice given at orientation is important for students both when they are being recruited and when they're hired for jobs that involve taking clients out for meals.

"Our students are straight out of undergrad and they're going to be

interviewing with national firms—the Big Four," she says. "We just wanted to make sure that they were polished. A lot of our students know a lot coming in. There are a lot of little things they don't know."

Notre Dame students typically come with basic good manners—with the glaring exception of a lax approach to RSVPs, a widely recognized issue with a generation accustomed to informal showing

up and hanging out. Holaway once got 50 RSVPs indicating they would attend when she invited 100 people to a lunch, but 85 people arrived.



"Thank goodness I ordered extra food that day," she says. "I would have run out of food. I tell them, 'Don't show up if you don't say you're going to show up. If you're not going to show up, tell them. If the invitation doesn't say 'and guest,' don't bring a guest.' If too many

people say they are coming and they don't show up, if you're paying \$50 a plate, that's a lot of money that you've wasted and a lot of food."

Even well-brought-up students can use a refresher course on tableware and some refinement on the deeper mysteries of fine dining. The classes also typically include some 20 international students who might need a crash course in cultural niceties.

"We talk about a lot of things," Holaway says. "We talk about the dinner setting and which fork to use when and how it is set up so you

know you use the silverware from the outside. It can be confusing—'Which drink is mine and which bread plate is mine?' We talk about different kinds of food and the appropriate way to eat them, and different events. For example, a cocktail party, it's not dinner and you don't load up your plate."

You can hold the red wine glass by the base, the white wine glass by the stem. If the baked potato comes wrapped in foil, don't remove it—a rule Holaway learned in her research. Participants learn how to eat spaghetti, what to do with an olive seed, how to discreetly remove a bone.

The lessons are important both for students when they are being invited and for professionals when they do the inviting, she says.

"They'll be going to dinner with clients and ordering dinner," Holaway says. "If they've been invited, we talk about what to do, what not to do. If they are doing the inviting, they take charge of ordering the appetizers—lots of little details that they need to know that makes them look good with their recruiters and later on with the clients they serve in their jobs. I've had people come back later and say, 'I'm really glad I had that etiquette class.'"



Holaway

Philanthropy training initiative helps nonprofits succeed

'Servant heart, business mind, social impact'

BY GENE STOWE, FOR NDWORKS

Notre Dame's Nonprofit Executive Education program is collaborating with the Community Foundation of St. Joseph County to provide an Executive Fund Development Leadership Program for 30 nonprofit organizations in the county.

The nine one-day workshops on campus, from September through February, are facilitated by leading consultant Jimmie Alford of Chicago and include presentations by top-level experts from both Notre Dame and around the country.

Support from Notre Dame and the Community Foundation cover most of the costs, between \$4,000 and \$5,000 per person. Organizations paid \$1,500 for the first participant and \$1,000 for the second. About half the groups sent two executives.

Marc Hardy, director of Nonprofit Executive Education, said the

philanthropy-training initiative is a concrete example of Notre Dame philanthropy and the nearly 60-year history of the University's engagement in helping agencies succeed.

The first master's program on campus, started in 1954 by Rev. Theodore M. Hesburgh, C.S.C., was called the master of business administration—before that was the name of the more general degree—and aimed at monks, priests and nuns who administered charitable organizations, said Hardy, a specialist on the history of philanthropy.

The name was changed to avoid confusion with broader MBAs, but participation dwindled as more lay people took over the organizations. In 2000, the program was redesigned, renamed Nonprofit Professional Development and opened to all nonprofits.

Since then, participation has jumped from seven or eight to nearly 30. In addition to the nonprofit executive programs that can lead

to certificates, students can earn a master of nonprofit administration.

"Those are really for people who are already working in the nonprofit sector who need to improve their skills in certain areas," Hardy says, adding that many nonprofit CEOs come from education, social work, law or other disciplines, but rarely religion. "What we try to do is fill the gaps of their knowledge without them having to go back and get a master's degree."

Changes in the fields of philanthropy and charity, including increased emphasis on measurable returns and transparency about issues such as executive pay, call for more professional training.

"We have decided our expertise is going to focus on trying to measure and research social impact," Hardy says, adding that the program's slogan is "servant heart, business mind, social impact." "We feel that all of those things are important."

"It's very much in line with Catholic social teaching. It's central



MATT CASHORE

to the University's mission. We're the only top-tier school in the country whose nonprofit program is housed in the business school."

A 2009 collaboration with the Community Foundation provided training on a wide range of topics for CEOs of local nonprofits, who met 2½ days four times a year for training. Presenters from Notre Dame and others covered topics from

employment law and leadership styles to social entrepreneurship and board recruitment.

This time, Hardy says, "we decided to focus totally on fund development. We subsidize this. It's our commitment to make sure that nonprofits are strong and knowledgeable in how they use their resources."



The building commonly referred to as “the Old Security Building,” on the corner of Holy Cross Drive and Dorr Road (between the Burke Memorial Golf Course and St. Mary’s Lake), has been named West Lake Hall. The building will house the Department of Art’s graphic and industrial design programs, Office of Information Technologies’ Communication Services and the TRiO Program, which includes Upward Bound and Educational Talent Search.



NAME CHANGES for campus buildings

A familiar campus building—and one that’s been recently acquired—will have new names.

Photos by Carol C. Bradley



At left: On the north side of the building, an old garage was demolished and replaced by a new building that has been named the West Lake Hall Design Studio. The space houses the art department’s industrial design model shop, and the School of Architecture’s furniture design studio (below).



The former St. Joseph’s High School building (above) on the corner of Angela Boulevard and Michigan Street, recently acquired by the University, will be known as Hillcrest Hall.

