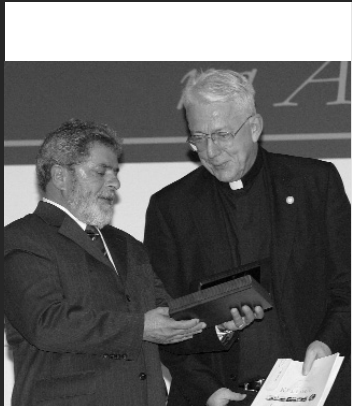


## IN THE WORKS



**A warm welcome in Brazil ...page 2**



**Research that serves humanity ...page 3**



**Report outlines economics impact ...page 4-5**



**Ushering in the new year ...page 8**



# Water damage minimized through quick response to library flood

By Gail Hinchion Mancini

Members of the Hesburgh Library staff are using the upcoming weeks to identify and replace at least 500 periodicals destroyed Jan. 7 in a freak flood caused when warm-water coils in the ceiling ducts froze, then thawed.

Materials in the periodicals section were the most seriously waterlogged by the incident, but water also threatened tens of thousands of dollars worth of rare and irreplaceable books, according to Lou Jordan, director of Special Collections.

A combination of thoughtful crisis preparedness, good timing and lucky coincidence proved the best defense against the effects of an accident itself caused by a confluence of irregular events.

Among forms of help, the library staff includes a preservation department with a well-publicized Library Emergency Response and Recovery Team, whose members were able to find fairly simple solutions to the problem. Had the situation been worse, the team would have been ready to employ a vacuum-freeze-drying process that eliminates liquid without leaving stain lines and crinkled

paper, said Liz Dube, head of Prevention Services.

Dube said she was prepared to call Food Services to request available freezer space. A restoration service then would have to have been called in to conduct the freeze-drying process.

As it was, the most affected of the rare books were dried through a painstaking process in which blotter paper is inserted between pages, and pressure applied. That process was used on about a dozen books, Dube said. The rest could be air dried by standing them on their sides and exposing them to fan-circulated air and giant dehumidifiers. The industrial-size humidifiers were newly purchased and had just arrived before Christmas. Housekeeping augmented the process with powerful wet-vac systems.



Rita Erskine, senior library assistant of Special Collections, dries an edition from the Rare Books Collection by inserting blotting paper between pages and applying pressure.

The complex sequence that unleashed the flood began with two faulty dampers that let in 3-degree air, according to Ross Fergerson, supervisor of building services for the library. The

library is partially heated by warm water coils that run through the ducts. Coils served by two air supply units froze when the dampers stuck in the open position, exposing the pipes

continued on page 2

## Publication names Wishon a technology leader

Notre Dame Chief Information Officer Gordon Wishon is listed by weekly news publication Computerworld as one of its 2004 Premier 100 Information Technology (IT) Leaders. The list is carried in the the publication's Jan. 5 issue.

Premier 100 IT Leaders are chosen from a field of approximately 500 nominees based on career accomplishments, peer recommendations and professional references. A selection panel of industry experts and Computerworld editors makes the final selection, according to Maryfran Johnson, Computerworld executive vice president and editor in chief.

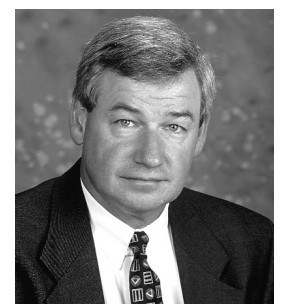
Wishon, who was CIO at Georgia Institute of Technology (Georgia Tech) before joining Notre Dame as CIO in 2001, is director of the Office of Information Technology (OIT), a department of nearly 200 employees. He also serves as

associate vice president and associate provost.

Shortly after his arrival, Wishon and the OIT staff learned that Notre Dame would have to replace its administrative computer system because support of the existing system was being discontinued by its vendor. The multi-year replacement project, called Renovare, is considered one of the largest, most comprehensive management challenges the University has faced. Although complex, Renovare will see the installation of several high-quality fiscal, student and personnel management systems that University administrators have long wanted and needed.

"Gordon Wishon is both technically savvy and a skilled leader," said Provost Nathan Hatch. "His knowledge inspires confidence as Notre Dame now moves forward on several ambitious IT initiatives, including a three-year program to replace our administrative computer systems. We are well served by his leadership and expertise."

Only seven of the Premier 100 IT Leaders come from higher education. Most are senior IT leaders from the nation's most well-known corporations, both technological and otherwise. Wishon said he interpreted his honor as a sign that "what we're doing here in the OIT at Notre Dame is truly noteworthy, and that the contributions of the members of this organization, its students and its faculty are viewed with respect by peers within the profession."

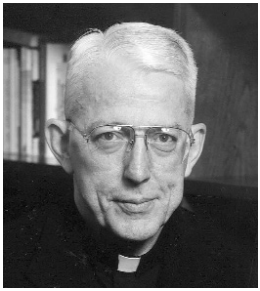


Wishon

A survey of the 100 leaders indicated that they commonly believe their success is related to the quality of people with whom they work. Most of our Premier 100 leaders cringe at being singled out of the IT crowd for a special honor, Johnson said.

Wishon concurred.

"Some think this profession is about technology—it's not. It's about people—people serving others, people who care about the institution, its mission, and its values, and people who take pride in what they do," he said. "If there's anything I'm proud of, it's how people throughout the OIT and from around the campus have come together in the past two years to tackle the challenges that have been set before us."



# Realizing our role as citizens of the world

I have recently returned from Brazil, where I was pleased to give the Notre Dame Prize for Distinguished Public Service in Latin America to two outstanding champions of democracy: current Brazilian president Luiz Inácio Lula da Silva (most people just call him Lula) and immediate past president Fernando Henrique Cardoso.

When they competed in a clean and fair campaign during 2002 and then participated in the peaceful transfer of power at Lula's inauguration on Jan. 1, 2003, they gave their country its first democratic transition between two elected presidents since the early 1960s.

They also helped to bolster hopes that Latin America and the rest of the world will be resilient in their passion for the highest potentials of human liberty and self-rule. We know all too well the many obstacles that arise in international relations and seem to block the path toward social justice and peace.

My trip to Brazil thus became an opportunity to reflect on what Notre Dame has done—and, with your help, will continue to do—on behalf of peace, justice and democracy around the world. As much as

anything we do, this work reflects our commitment to be leaders in an increasingly interconnected world.

The annual presentation of the Notre Dame Prize, administered by the Helen Kellogg Institute for International Studies, is just one of the ways in which we can plant seeds of hope and solidarity among those who share our aspirations around the world. The Kellogg Institute, with its reputation as a center of research on democracy, economic growth, social justice and the role of religion in society, especially in Latin America, is an excellent example of a powerful instrument in Notre Dame's outreach to the world.

The Center for Civil and Human Rights is recognized among human rights advocates for educating committed lawyers in international human rights law. Many of its graduates now form part of an international network of lawyers who, through their teaching or practice, engage in the development of a global human rights culture.

The Joan B. Kroc Institute for International Peace Studies represents another great opportunity to help feed

humanity's hunger for peace and justice. That opportunity expanded in October when the Mrs. Kroc, upon her death, bequeathed \$50-million to the Institute.

This was the largest single gift in Notre Dame's history. It will help to enhance training for cross-cultural and multinational peace building, especially at the graduate level, partly through the addition of staff and faculty. Next September, the Institute will expand its master's degree program from one year to two years, bringing together students from around the world to connect with faculty members from more than a dozen academic departments.

The growing international presence of the Kellogg and Kroc Institutes are tangible examples of Notre Dame's role as a concerned and involved citizen of the world. I invite all faculty and staff members to share this vision of our university at a momentous time when our thoughts, our prayers and the fruits of our work—namely, a next generation of well-educated leaders with values and vision can help to bring new hope to people everywhere.

Rev. Edward A. Malloy, C.S.C.

## Water damage

continued from page 1

to 3-degree weather that caused temperatures on the library's first floor to plummet.

The freezing process ruptured the pipes. The steps taken to warm the first floor thawed the frozen pipe water, releasing it through the ruptures, through the ceiling and throughout the western side of the first floor. Water also seeped through the ducts into the basement.

Library employees and visitors witnessed a dramatic scene. "All of a sudden, it just began to rain water from the ceiling" in the periodical section, according to Kelly Koski, manager of financial and administrative services. Although

the main was quickly turned off, residual water from the coils continued to send water throughout the first floor and basement, where tens of thousands of rare books are stored.

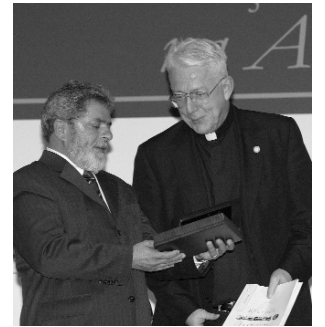
Damage was quickly contained as the library staff and members of the Notre Dame Fire Department distributed sheets of plastic covering that protected materials from the onslaught of

water. Meanwhile, personnel from the Power Plant and the library searched for the cause, first assuming the fire main had burst, Ferguson said. The warmth of the water pointed to the coils as a source.

In the days following the incident, every inch of coil was examined to ensure that all ruptures had been discovered and repaired, Ferguson said.

# Notre Dame honors Brazilian leaders

The Notre Dame Prize for Distinguished Public Service in Latin America became the top news story of Jan. 5 in Brazil, where the current and past presidents shared honors. Working together, former President Fernando Henrique Cardoso and current President Luis Inácio Lula da Silva achieved the first democratic transition between two elected Brazilian presidents since the early 1960s.



President Luis Inácio Lula da Silva and Rev. Edward A. Malloy, C.S.C.



Notre Dame President Rev. Edward A. Malloy, C.S.C., describes their achievement to onlookers at the Brazilian presidential palace including some 300 members of the media. Cardoso, left, and Lula listen from the dais. **Photos by Bruno Stuckert.**



Lou Jordan, director of Special Collections, and Diane Sikorski, a senior specialist with the library's Preservation Services team, find another among the rare books stored in the library basement that will need drying.

# NDWorks

ND Works is published for the faculty and staff of the University of Notre Dame. It is produced by the Office of Public Affairs and Communication in conjunction with the offices of Human Resources and Business Operations and the Provost's Office. ND Works is produced semimonthly during the fall and spring semesters when classes are in session and once during summer session.

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# Battling death and disease, genome by genome

By Wayne Falda

When the next historic achievement is announced in the biological battle against malaria, Notre Dame's team of vector biologists will likely be recognized for making key contributions.

"Personally I think we have one of the strongest vector genomics programs in the world," said Frank Collins, director of the Center for Tropical Disease Research and Training. "We have a mix of people here who are recognized by our peers and are respected for the work we are doing."

The team, formerly organized as the Vector Biology and Parasitology Program, is building on the 2002 announcement that the genomic sequence of *Anopheles gambiae* had been broken. The mosquito is responsible for causing the deaths of millions of Africans from malaria.

Beyond the scientific goal, their work is a humanitarian quest.

"Everyone is motivated by the inherent goal of dealing with diseases in the less developed parts of the world," Collins said. The humanitarian basis underlying the center "is a particularly appropriate role for a Catholic University," Collins said.

Vector team members are determined to use their influence not only to advance science but to change the mindset—especially among affluent Westerners—that widespread death from disease is an inescapable consequence for those living in underdeveloped countries.

"There is a certain level of acceptance that millions of deaths each year from diseases like malaria are inevitable," Collins said. "There isn't that same level of acceptance when it comes to death from war, for instance."

Collins described the sequencing of the genome of *Anopheles gambiae* as "a technical

accomplishment that was produced by an extraordinary amount of work worldwide. What it has done is to lay the foundation of data and information that now has to be used to develop new forms of malarial control."

A second genome project has been initiated for the mosquito *Aedes aegypti*, which transmits the viruses that cause yellow fever and dengue fever. Dengue claims fewer lives than malaria, but an estimated 2.5 billion people are at risk from it worldwide, said David Severson, professor and leader of the dengue project. His team sees genetic intervention with the mosquito as a means of reducing this risk.

From this genetic database will spring a new wave of uniquely tailored insecticides and antimalarial drugs and as yet unimagined new therapeutic agents and disease control methods.

The members of Notre Dame's team play unique and varied roles.

John Adams, an associate professor specializing in molecular and cell biology, is identifying specific molecules and the molecular interaction that allows the specialized cells of the malaria-causing parasite to control invasion into red blood cells.

Professor Nora Besansky is investigating the molecular evolutionary genetics of mosquitoes to find out why 90 percent of the fatal cases of malaria are concentrated in tropical Africa. In her realm of research, scientists hope to replace malaria-transmitting mosquitoes with non-transmitting mosquitoes.

Michael Ferdig's work focuses on malaria intervention

such as drugs and vaccines. He is investigating the genetics and genomics of drug resistance and virulence in the parasite that causes malaria.

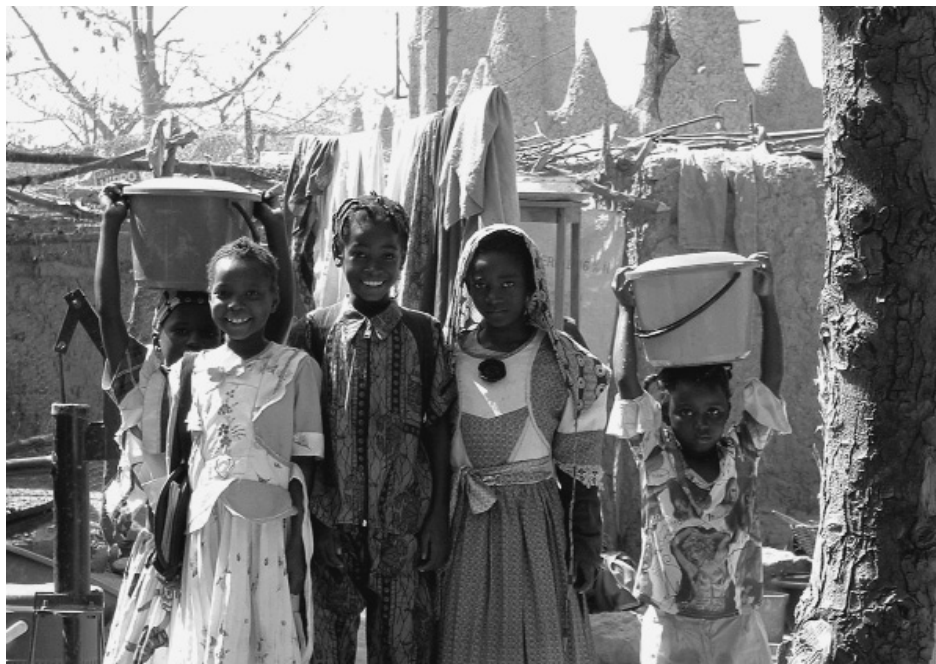
Paul Grimstad, associate professor specializing in vector-borne disease ecology and epidemiology, is targeting some of the world's most severe infectious diseases such as yellow fever, dengue

strategies leading to the development of creative products. For example, scientists can employ a novel method that targets a neurotransmitter that only insects possess. These specific and unique approaches should solve a problem seen with insecticides: insects developed resistances.

"We are at the point



To the great amusement of native children, Tovi Lehmann, in plaid shirt, of the Center for Disease Control in Atlanta and his assistants separate mosquito samples from those of other insects during field study in Africa with members of the Notre Dame Center for Tropical Disease Research and Training.



**"There is a certain level of acceptance that millions of deaths each year from diseases like malaria are inevitable. There isn't that same level of acceptance when it comes to death from war, for instance."**

**Frank Collins on the humanitarian mission of Notre Dame's vector researchers.**

hemorrhagic fever and a number of encephalitides. Understanding the dynamics of disease transmission will help improve methods of controlling these viruses.

Genomic sequencing provides scientists with opportunities to employ unique

where we can now say we know there is a molecule in the mosquito that is critical for its ability to do some important biological function – be it reproducing, walking, breathing, flying or seeing," Collins said.

## Of Note

### \$1 million grant to address "brain drain"

Notre Dame has received a \$1-million grant from Lilly Endowment Inc. to support creation of the Indiana Careers Initiative at Notre Dame. The grant was made as part of the endowment's "Initiative to Promote Opportunity through Educational Collaborations."

The grant supports a five-year plan to combat the statewide "brain drain" resulting from the large numbers of Indiana college graduates who seek post-graduate employment outside of the state. It was submitted by Lee Svete, director of the Notre Dame Career Center, and Charles R. Crowell, associate professor of psychology and director of the University's Computer Applications Program.

The initiative is under the auspices of the Career Center and will help establish:

- Network with alumni clubs and corporate partners in Indiana to increase the number of internships available to students
- Collaborate with local, regional and statewide businesses to promote available career opportunities in Indiana
- Offer Notre Dame graduates financial and educational incentives to elect post-graduate careers in the state
- Create and deploy informational resources and online tools for recruiting and placement that will benefit students.

**Stefan G. Frauendorf**, professor of physics, has been elected a fellow of the American Physical Society (APS), whose members recognized him "for his seminal contributions to the physics of rotating nuclei via mean-field symmetries."

The society's fellowship program was created to honor members who have made advances in knowledge through original research and publication or who have made significant and innovative contributions in the application of physics to science and technology. Each year, no more than one-half of 1 percent of the then-current membership of the society is elected.

**Alex Hahn**, professor of mathematics and director of the Kaneb Center for Teaching and Learning, is recipient of the 2003 College of Arts and Letters Award of Appreciation. The award was initiated to honor "an outstanding colleague outside the college whose work adds immeasurably to the college and enriches its life." Its recipient is selected by an Arts and Letters committee, whose members unanimously selected Hahn. They were particularly inspired by stories of the extreme and time-consuming steps Hahn has taken to ensure that students were being appropriately challenged.

# University releases first of its economic impact report

An economic impact report commissioned by Notre Dame provides the first comprehensive overview of the income and jobs that the University generates in the regional economy, including tax dollars generated for the City of South Bend and St. Joseph County.

The report also highlights the more qualitative aspects of Notre Dame, including its contributions to community service, community development and economic development.

Bay Area Economics, of Silver Springs, Md., compiled the report, primarily using 2002 data. The following overview is expanded upon on a Web site—<http://impact.nd.edu>—that provides the report in its entirety.

## New income for St. Joseph County

The University generated almost one of every 10 dollars in the St. Joseph County economy in fiscal year 2002. Its “impact” on the local economy—a compilation of dollars spent on payroll and purchases and the trickle-down effect those dollars had on the creation of business and jobs—was \$833 million.

The University’s expenditures totaled \$536 million in fiscal year 2002, including \$305.9 million in St. Joseph County. About 26 percent of non-salary dollars were spent within the county. While the

University itself earns revenues from the community—from its restaurants or athletic events, for example—its expenditures in the county outweighed the revenues it received from local sources by a factor of almost 10, putting \$274 million more in the local economy than was taken out.

## Michiana’s largest employer

Notre Dame is St. Joseph County’s largest employer, with 4,070 full-time jobs and 688 part-time positions. Support operations—including service and maintenance workers, skilled craftspeople, and clerical and secretarial positions—account for almost half the University’s full-time jobs and provide a wide variety of jobs for entry-level and support workers. Since fall 1993, the number of full-time instructional faculty increased from 644 to 763. The staff grew from 2,706 members to 3,307 members during the same period, a 22-percent increase.

Notre Dame dollars in the local economy included \$256.4 million in salaries, wages and fringe benefits to University employees who live in the county. The University



South Bend Mayor Steve Luecke and University President Rev. Edward A. Malloy, C.S.C., officially open Notre Dame Downtown, the University’s most recent community initiative. *Photo by Janet Graham*

distributed one out of every 16 salary and wage dollar, or 6.4 percent of wages paid by St. Joseph County employers.

The University’s benefits package is among the strongest in the county, including its tuition remission plan. In the 2001-02 academic year, faculty and staff received tuition remission valued at

approximately \$564,000. Their children qualified for an estimated \$6.6 million in tuition support to attend Notre Dame, Saint Mary’s College and other academic institutions.

## Generating jobs

Besides being an employer, the University and its employees generate off-campus jobs as local businesses respond to the University’s purchasing needs and to the goods and services demanded by its faculty, staff and students. The U.S. Bureau of Economic Analysis has developed a formula that indicates every \$1 million in Notre Dame expenditures results in 30.4 St. Joseph County jobs. Thus, some 8,655 county jobs were generated by the University’s presence.

Construction is a sub-category of jobs that experiences a clear benefit. From 1997 through 2002, the University spent an average of \$52.1 million a year in construction. In 2002, \$10.4 million in bricks-and-mortar construction created 60 construction industry jobs and 70 spin-off jobs in the local economy.

Besides generating jobs, the University is a strong source of talent for the area’s employment pool. Some 4,097 Notre Dame graduates live and work in St. Joseph County.

## The impact of visitors

Notre Dame is the second most popular tourist attraction in

Indiana after the Indianapolis Motor Speedway. Visitors attend University or youth athletic events, but also conferences and continuing education experiences, reunions and Commencement. They visit children and relatives who are students, and make pilgrimages to the Basilica. Their numbers totalled 673,000 in 2001-02.

In 2002, Notre Dame athletics generated an estimated \$53.3 million in visitor expenditures. Total visitor expenditures in 2002 are estimated at \$92.1 million.

As a category, Notre Dame’s international students and students from out of state are long-term visitors. Their direct spending in 2002 totalled about \$51.3 million including living expenses, transportation, food and clothing and entertainment.

## Impact on government

Notre Dame’s relationship with local government is complex, and its impact is reflected both by the many cooperative relationships the University has built, and by the taxes it generates.

Compared to a typical business or housing subdivision, the University is a self-sufficient operation that requires little governmental support. Notre Dame provides its own water, energy, security, health, and fire prevention services, parks, libraries, and recreational facilities. When it needs a governmental service, it generally pays a fee to receive it, such as \$646,000 paid in sewer treatment fees and \$45,000 paid in user fees for the county’s EMS ambulance service.



The University’s economic impact is measured both by the jobs it provides and the purchases it makes. The work portrayed here of landscaping services specialist Terron Phillips and the giant leaf sweeper he operates illustrates both parts of that formula.

# comprehensive overview economic impact



Undergraduate engineering students conduct a task as part of a research team working with Zimmer, Inc. in Warsaw. The Notre Dame-Zimmer team has been involved in developing and testing a new hip-fracture implant and hip replacement procedure.

Secondarily, the University contributes support. Notre Dame's public safety units maintain mutual aid agreements with local police and fire departments and assist in off-campus fire safety calls and traffic accident investigations. In 2002, mutual aid services provided off campus by Notre Dame safety personnel were valued at \$57,000. Campus road crews help maintain county roads such as Juniper Road, where maintenance work and snow removal cost Notre Dame an estimated \$57,000 in 2002.

In partnership with the city and county, the University has underwritten consulting services such as an area traffic flow study costing \$250,000 and a \$165,000 study to help designate the nearby Northeast Neighborhood a tax incentive district.

The University also is a direct and indirect source of tax revenue. In addition to the \$1.6 million generated in county income tax receipts, the University paid \$110,000 to the city and \$68,000 to the county in taxes on off-campus properties it owns. It paid more than \$100,000 a year in Innkeeper taxes on its restaurants such as Legends.

## Community service and support

Notre Dame faculty, staff and students contributed an estimated 455,000 volunteer hours in 2002, and response to that year's United Way

Campaign provided \$340,000 in pledges for local agencies.

Individual support is complemented by institutional support. The University is providing \$280,000 to \$300,000 annually to the Robinson Community Learning Center, a substantial portion of its \$400,000 budget. Having purchased the Logan Center building, the University is renting it to the center for \$1 a year as a new facility is constructed at another location.

## Emerging partnerships and sources of revenue

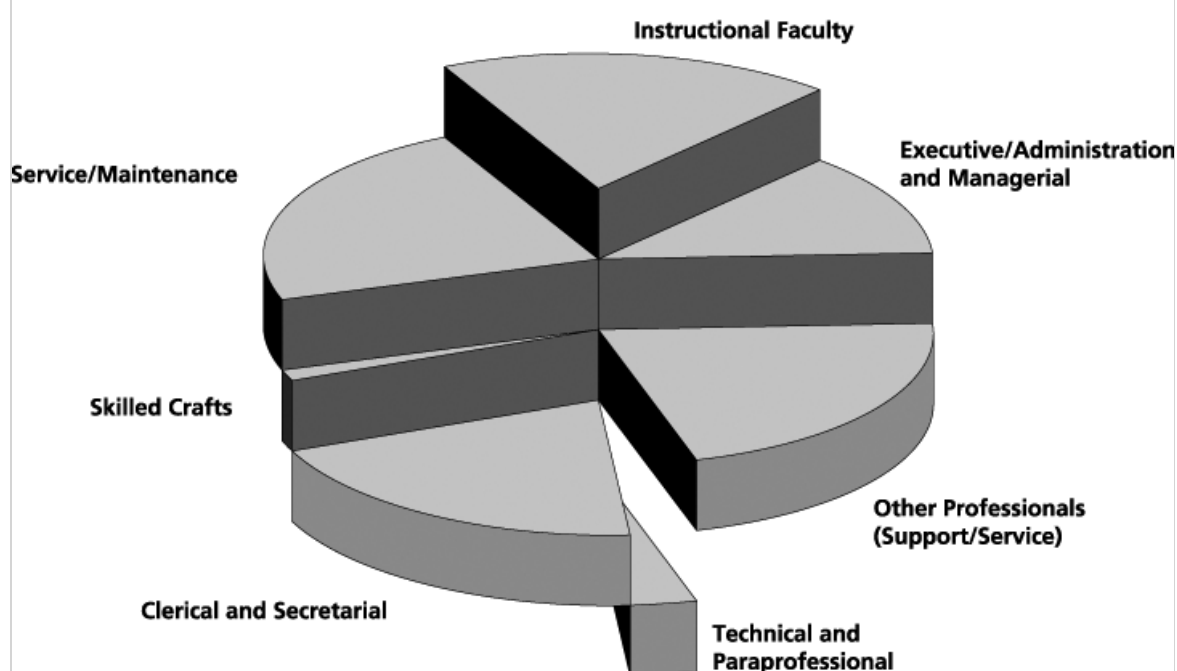
An increased focus on research has resulted in an increase in the volume of research dollars brought into the regional economy. Over the last five years, research awards have increased from \$30.2 million in fiscal year 1998 to \$53.2 million in fiscal year 2002. While full-time faculty have also increased in number, the research grants represent a major increase in funding per faculty member from \$42,919 to \$69,785.

Increasingly, partnerships between University faculty and businesses such as Honeywell, Zimmer, Bayer and Eli Lilly & Co. are providing advanced



A sea of green in the Notre Dame stadium translates into a sea of revenue for the local community. Visitors to Notre Dame brought an estimated \$92 million into the community in 2002.

## Full-Time Employees by Occupation



Graph by Tom Walker/Media Group

technological solutions. These collaborations provide the model for cooperation as the University and members of the local government and business community explore options for encouraging high technology enterprises. These mutual investigations into cutting-edge challenges hold promise toward shaping an innovative local economy in the 21st century.

Information provided by the Office of Business Operations. The complete report is available at <http://impact.nd.edu>.

## FAST FACTS

- Generated \$833 million of new income in 2002 in St. Joseph County
- Purchased some \$536 million in goods and services in 2002; \$306 million spent in St. Joseph County
- Employed 4,070 full-time faculty and staff who earned a total of \$290 million in salaries; \$256.4 million in St. Joseph County
- Contributed about \$10.4 million to the local construction industry
- Drew approximately 673,000 visitors from outside St. Joseph County who spent an estimated \$92.1 million
- Paid \$285,000 in property and innkeeper taxes to the city of South Bend and St. Joseph County
- Contributed some 455,000 work hours in St. Joseph County through the volunteerism of faculty, staff and students.

## Technology and teamwork help save time and money

By James Cope and Gail Mancini

Now in his third year as Assistant Vice President of Procurement Services at the University of Notre Dame, Tim Gibney realizes how fortunate he was to have revamped procurement processes in other settings, including two other universities.

Leading a revolution on how Notre Dame faculty and staff make purchases—one that incorporates the advantages of Web-based-purchasing known as e-Procurement has required building a team that could at once tackle complex technological and business management challenges and build relationships with employees and vendors.

Gibney's success and that of his staff can be measured in three ways that are relevant to faculty and staff: The practices they've instituted have saved money, they have made purchasing more simple and efficient, and the team has become an important partner with the University's decision makers who oversee purchases.

This work began before Gibney's arrival in 2001 when the administration commissioned a study by consulting firm McKinsey & Co. that identified how Notre Dame could institute a buying program to save money, thereby softening the impact of an economic downturn. To realize McKinsey & Co.'s recommendations, Gibney would lead change in the way his department conducted its business; his reorganized team then would lead change in University's approach to purchasing.

Gibney asked Procurement Specialists to become what he terms "mini-project managers" whose new skills would include planning in response to need, designing a Request for Proposal for vendors, implementing the contract across campus and managing a specific area of expenditure.

This new way of doing business became visible to the University in late fall 2001 as Nancy Fulcher began identifying a preferred vendor for office supplies. While coordinating communications with external vendors, Fulcher organized focus groups and other means of tapping the interest of University employees to determine what might best meet their needs.

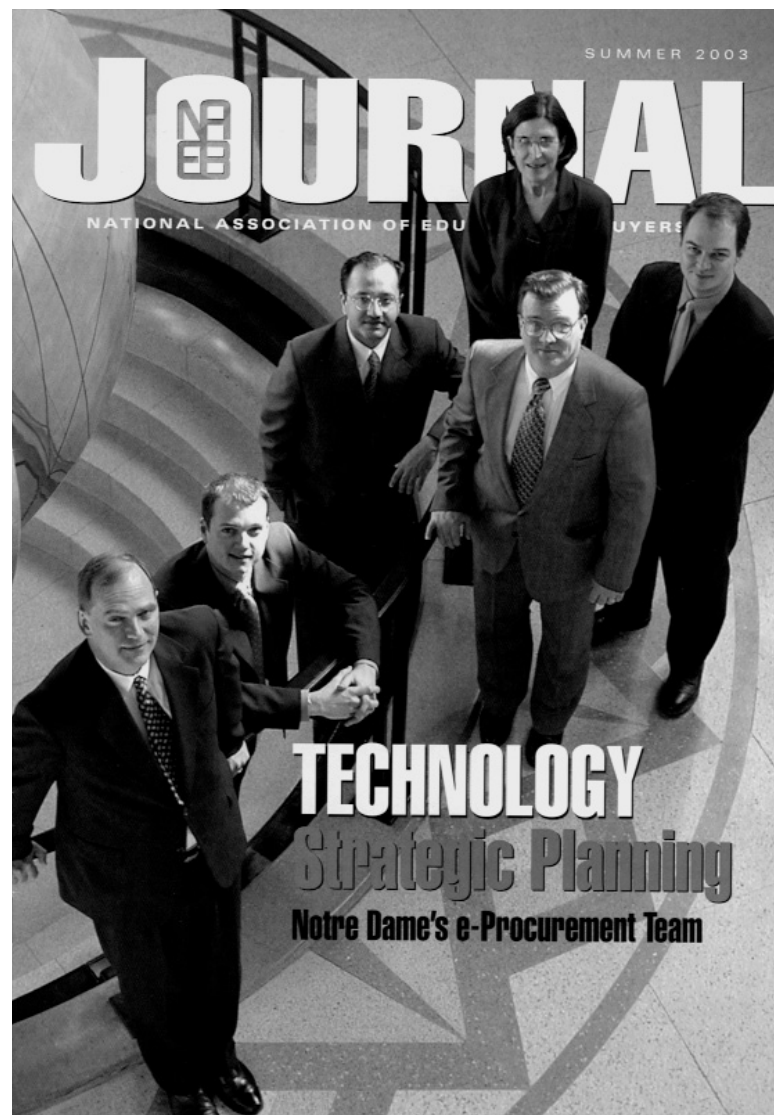
"Involvement by various stakeholders across campus was essential to achieving these results," Gibney said.

Office Depot became the vendor. Today, more than 80 percent of office supply purchases are made with them. These new procurement practices have been involved in the purchase of personal computers, parcel delivery services, health services, computer servers and network equipment. While the three-way collaboration of University departments, Procurement Specialists and vendors is as much about identifying quality service as saving money, the changes realized \$2.3 million in savings in just the first year.

## What they were doing



Lisa Suhanosky, a service representative in the Registrar's Office, helps sophomore Tyler Wilson negotiate the on-line course registration system. Wilson is among an estimated 100 new undergraduate and graduate students who have joined the University this semester or who are returning after a leave and thus were unable to register for spring classes last fall. *Photo by Lou Sabo.*



Procurement Services head Tim Gibney is in the foreground of the Procurement team as it was featured in the summer edition of the professional magazine that serves educational buying specialists. Other team members, from Gibney's left, are Dan Traub, Vaibhav Agarwal, Frank Parker, Nancy Fulcher and Kevin Kessinger. *Photo by Nina Hershberger.*

A committee investigating the University's copying needs will introduce a five-year plan to replace 200-plus copiers with the latest copier technology at a lower cost with improved overall service. This effort will result in an estimated savings of \$1 million over the course of the program, Gibney said.

One of the ironies of the past three years is that Procurement Services became a target of its own techniques as it selected the technology that would provide e-Procurement capabilities light years ahead of a paper-driven purchasing ordering process.

To the person buying a case of envelopes or a piece of scientific equipment, the system would have to be easy to use. To business managers from the departmental level up to the University's chief financial analysts, the solution would have to be elegant in its ability to track a purchase and to capture lasting data on budget impact, purchasing trends and opportunities for further cost savings.

Gibney had prepared for this challenge by tapping into the knowledge base of the Mendoza College of Business, whose MBA students—most who gain real-world experience before enrolling in the program—were familiarizing themselves with the skills of data analysis, quality assurance and control and the complexities and capabilities of e-Procurement. Two MBA student interns who became permanent Procurement employees—Dan Traub, now director of Procurement Systems, and Vaibhav Agarwal, senior analyst—and business manager Kevin Kessinger, an MBA candidate, have made essential contributions.

Today, Procurement team members Sue Blasko, Agarwal and Fulcher have trained more than 600 University personnel to use the e-Procurement tool. 2004 will bring further e-Procurement upgrades that will solidify the interrelationship of Procurement to the University's financial systems. Such close relationships are essential in allowing Procurement Services to be vigilant in saving the University money. "We consider ourselves stewards," Gibney said.

Continued education and relationship building also will ensure success. In the fall, some 1,100 faculty and staff attended a vendor fair to meet the more than 80 vendors designated as strategic. Two ongoing communications assets—<http://buy.nd.edu>, and Irish Buyer, a newsletter edited by Procurement Specialist Nina Hershberger—make information available on the latest Procurement programs and initiatives.

It is anticipated that as Procurement Services programs become more valued, the University will realize further savings.

"There is approximately \$50 million dollars of purchase expenditures going through the University's check requisition process that we don't review," Gibney said. "If we could save just 10 percent of that through bidding and contracting, that would amount to \$5 million that could go back into departmental budgets."

The University offers its thanks and congratulations to employees celebrating employment anniversaries, including **Celia Rios** of Building Services, who has been with Notre Dame for 35 years. **Donald J. Nelson** of Notre Dame Magazine and **Paul T. Go** of the College of Engineering are celebrating their 30th anniversaries of service. **Cheryl Reed**, Decio Hall faculty services, has been with Notre Dame for 25 years.

Observing 20 years of service are **Harold Bennett** of Chemistry and Biochemistry; **Charles Lamb** of the Notre Dame Archives and **Ralph R. Vogel** of Information Technology.

**Peggy Buraczewski**, Registrar's Office, has been with Notre Dame for 15 years, as has **Michelle L. Kovacs**, office of the dean of the College of Engineering; **Christeena Listenberger**, **Maria M. Lottridge** and **Esther F. Murray** of University Libraries; **Patrick O'Hara** and **Mei X. Zhang** of Building Services, and **Melanie Rhodes** of the Alumni Association.

Marking their 10-year anniversaries are **John V. Antonucci**, fire chief; **Annette L. Beck** of Residence Life and Housing; **Amanda M. Huerta** of Chemistry and Biochemistry; **Barbara A. Lockwood** of the Kroc Institute for International Peace Studies; **Diana L. Makielski**, Food Service Support Facility – Production; **Fernita R. Martin** of Admissions; **Andrew J. McShane** of Campus Ministry; **Nita M. Minix** and **Susan K. Sheets** of Food Services, North Dining Hall; **Ana M. Murillo** of Building Services, **Dolores A. Orosz** of St. Michael's Laundry, and **Jamie L. Sattler** of the National Institute of Trial Advocacy.

The **Warren Golf Course Clubhouse**, designed by architects Moake Park Group, Inc. of Fort Wayne, has received an excellence in architecture biennial design award from the American Institute of Architects of Fort Wayne. The group lauded the design for historic detailing, masterful proportion and mature landscaping.

The South Bend Chocolate Factory has honored the **Office of Public Affairs and Communication** and its **Community Relations** department for establishing Notre Dame Downtown. The company, which is located downtown, presented its annual award of appreciation and a \$1,000 check to the Community Relations staff at their annual holiday dinner Jan. 11.

**Philip Bess** will join the School of Architecture in August as director of Graduate Studies. He is a nationally recognized expert on town planning and neighborhood baseball park design and a professor of architecture and curriculum coordinator in the Division of Architecture at Andrews University in Berrien Springs. Bess also has been a visiting professor at the University of Michigan, Miami of Ohio and the University of Illinois at Chicago and is affiliated with the Chicago-based office of Thursday Architects as a design consultant for municipalities, architects and community development corporations. Bess will spend the first months of his tenure overseeing expansion and development of the graduate program. He succeeds **Norman Crowe**, who directed the graduate studies program at the School of Architecture since its inception in 1987. Crowe steps aside to concentrate on teaching, research and writing projects.



Telephone operator Joyce Poland fields central switchboard calls during her department's move. *Photo by Blair Mancini.*

## Stop in and say howdy...

We know them by their voices, but not by their faces. The telephone operators of 631-5000 are a much appreciated service for faculty staff and students, particularly those of us who prefer a human to a phone tree. They also are popular with a good number of visitors who call for Mass schedules or driving directions.

Occasionally, their physical location is sought. Night operator **Melba Jane Leer** was amazed when Class of 2003 graduate Pam Ronson showed up at their door to hand-deliver a written note of thanks. "I cannot tell you how many times I dialed zero or 1-5000 and got all of my problems solved," Ronson wrote.

So take note: at the first of the year, the operators changed their official post from a berth in Grace Hall to 232-234 Security Building. The switch was made without interrupted service; veteran **Joyce Poland** fielded calls on one system as the others made the move. The operators are on duty from 7:30 a.m. to 11 p.m. Monday-Friday and 8 a.m. to 11 p.m. Saturdays and Sundays.

## Spruced up and ready for sale...

Two houses on nearby North St. Louis Street—at 913 N. St. Louis and at 918 N. St. Louis—have been spruced up and are available for sale by the Northeast Neighborhood Revitalization Organization (NNRO). More are being rehabilitated throughout the year. NNRO is a non-profit agency charged with revitalizing the Northeast Neighborhood. Providing affordable family homes is one of its goals. The organization can offer down-payment grants and discount purchase prices to income-available families. Information on the current houses for sale and upcoming rehabilitation opportunities is available by calling **Jessie Whitaker** at the South Bend Heritage Foundation, 289-1066. The University is one of several founding members of the NNRO.

## United Way nears goal...

Theoretically, the 2003 United Way Campaign ended in December. But University campaign director **DeeDee Sterling** received an additional \$5,000 in the first week of January. The University is less than \$10,000 short of our \$330,000 goal. Contact Sterling through Human Resources if you want to help push us closer to the goal. **Sharon Wiltse**, a telecommunications support consultant, is winner of this year's campaign grand prize, a cornucopia of food and dining opportunities, theatre and athletic tickets, St. Michael's Laundry services and a reserved parking pass.

## Need wheels?...

If your family car isn't road worthy, but you need to drive to a conference, training session or any other work-related activity, you can rent a vehicle from Transportation Services. The program offers mid-sized sedans and minivans. Information and rental rates are available at <http://transportation.nd.edu>.

## Need IT training?...

OIT is up and running with a semester's worth of training opportunities, including some pretty intriguing sessions on computer security. The catalogue is on line at <http://ilearn.nd.edu>. New this semester, OIT won't be distributing a comprehensive catalogue of its courses. Instead, the division will send out monthly flyers—lime green for January. "People find it hard to predict their schedules far in advance, and often misplaced our catalogs," said Molly Gordon, director of educational technologies services. "The monthly flyers are intended to get information in our hands more closely to the time when we can make scheduling decisions."



Wiltse is named winner of United Way grand prize

## Tennis anyone?...How 'bout golf!

RecSports has added golf, tennis and ballet lessons to its roster of adult courses, all of which begin this week or next. (Don't worry...the golf lessons are indoors, at the Loftus Sports Center.) For children, try Kids Brazilian Dance or yoga? Information is at <http://recsports.nd.edu>. Registration is being taken at 631-5100.

## Film Gems...

It wouldn't be a surprise if we revealed the name of the special celebrity who will be appearing in this weekend's 15th annual **Student Film Festival** (last year it was Ty Willingham). But we *can* reveal that the festival is one of Notre Dame's more satisfying cultural gems. The festival begins tonight (Thursday) and will show original works by students training for careers in film and television. In this case, the 12 student-produced stories range cover love, terrorism, South Bend's night life and a pet's terminal illness. It's all rolled into a 115-minute presentation in the Hesburgh Library's Carey Auditorium.

Admission is \$5 and tickets are available at the LaFortune Student Center or by calling 631-8128. The festival runs through Monday. Shows are 7:30 p.m. and 9:45 p.m.

Each film was completed in about two months, as a component of the four film and video production courses offered by Notre Dame's Department of Film, Television and Theatre.

## Love Songs...

The second presentation of **ND Presents**, Notre Dame's initiative to contribute variety to the area's performing arts calendar, will be the Puccini Opera "La Boheme," performed by Opera Verdi Europa. The performance will be at 7:30 p.m. Feb 11 (Wednesday) in the Morris Performing Arts Center. U.S. Cellular is sponsoring the performance. With Valentine's Day only three days later, it's worth noting that "La Boheme" has been called "the greatest love story ever sung." Don't worry if you don't know Italian. Opera Verdi displays "super titles," a translation of the lyrics as they are sung. Tickets are available at the Morris Performing Arts Center Box Office at 235-9190 or on line at [www.MorrisCenter.org](http://www.MorrisCenter.org).

## FROM THE ARCHIVES



Snowball fights don't seem to have changed much since the late 1800s, but attire has. Long before the clothing industry invented winter wear serviceable in snow and cold, a Notre Dame student could be seen on the road to Saint Mary's in a derby-style hat and an overcoat. A priest, Rev. J. Kirsch, C.S.C., is seen directly behind the aimed snowball – would be cloaked.

# BACK STORY



The Notre Dame Women's Basketball coaches work the national holiday for a win. From left are Associate Coach Carol Owens, Assistant Coach Coquese Washington, Head Coach Muffet McGraw and Assistant Coach Jonathan Tsipis.

Below: John Murton scrapes ash and residue from the sides of a boiler in the Power Plant. A skeleton crew kept the University functioning over the holiday break.

New Year's Day was a Thursday, and on Thursdays, Notre Dame's firefighters always check emergency medical equipment. Jan. 1 was no exception. From left, Wayne Bishop, Gordon Martinczak and Mike Olinger make sure oxygen tanks and first-aid supplies are ready on the next run.



## The Sentries of 2004

Jan. 1 is probably the most peaceful of day of the year, with the greatest number of us enjoying the national holiday from our homes. Those who can't enjoy the day off include the staffs of the Power Plant, the Fire Department and Security. Muffet McGraw and her fellow coaches ushered in the new year with a home game that proved the women's basketball team victorious over Marquette, 72-64. **Photos by Joe Mancini.**



President Emeritus Rev. Theodore M. Hesburgh, C.S.C., catches a lift from Sgt. Kenneth Delinski after visiting friends in Holy Cross House. Other members of the security team staffed the gates, the grounds and the women's basketball game.



### Their work begins...

For the Office of Undergraduate Admissions, there's no easing back into work after holiday break. Over Christmas, prospective members of the freshman class of 2004 filed more than 1,000 on-line applications. Another 1,000 high school students filed on-line applications between Jan. 8 and Jan. 9, the final deadline.

About 60 percent of prospective students take advantage of the on-line application process. But as high school teachers and counselors submit recommendations and transcripts, the mail keeps piling up.

Here, Patti Hayden, a mail distribution specialist, delivers another post-deadline load for Edmay Smith and Tom Sullivan, admissions mail processors, and assistant Josie Jeffries. Some days, Smith, Sullivan and Jeffries spend the entire day opening, sorting and assigning applications to admissions counselors.

Each application will be read by two admissions counselors. By early April, acceptances will be mailed out. The first 1,324 potential members of that class were invited to join in early December through the early admissions program.

**Photo by Bryce Richter.**