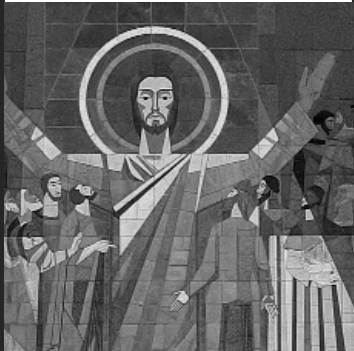


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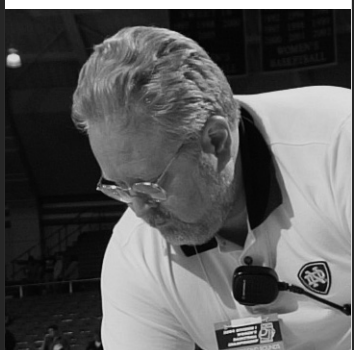
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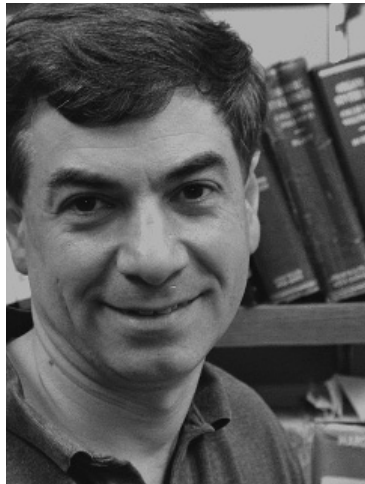
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Antibiotic resistance challenges advice to “Take your medicine”

By Bill Gilroy

For 15 years, Shahriar Mobashery has been addressing a trend that society only now is understanding: Antibiotic resistance has become a major public health problem.

“For the past 50 or 60 years, we’ve been able to stay one step ahead of traditional infections,” says Mobashery, a bio-organic chemist. “However, in the next 10 to 20 years, all eight broad classes of antibiotics will be obsolete.”



Mobashery

Among signs of this health crisis: In 2002, a strain of *staphylococcus aureus* called “hospital staph” became resistant to antibiotic treatment. This turn of events has been covered by the national media, often in disturbing detail.

In early March, The American Academy of Pediatrics and the American Academy of Family Practice began recommending that doctors avoid prescribing antibiotics for ear infections in children. The groups believe that if they can reduce antibiotic use for such infections, they can stop the rise of antibiotic-resistant germs.

The attention is warranted and welcome, according to Mobashery: “It is both a global societal problem and an elaborate and challenging scientific problem.” His research team works at the genetic level and has created a synthetic molecule that wreaks havoc in healthy bacteria somewhat like the havoc bacteria wreak in us. The team now is examining ways to simplify the synthesis of this compound that binds to a very specific place on the bacteria’s protein-making machinery, called the ribosome. Their goal is a new class of antibiotics.

From the 1940s to the 1970s, several new classes of antibiotics were introduced that checked infections and saved hundreds of millions

of lives. The miracles of the so-called “Golden Age of Antibiotics” led former U.S. Surgeon General William Stewart to declare in that late 1960s that it was time to “close the book on infectious diseases.”

But the increasing use of antibiotics during the “Golden Age” gave rise to now-resistant microorganisms. And despite how impressively antibiotics have performed, infectious diseases remain the leading cause of mortality globally.

“Through a precise series of biochemical events, bacteria have ‘selected’ for drug resistance,” Mobashery says. A prescribed antibiotic kills a vast majority of susceptible bacteria, but one or several may survive the treatment. Since their susceptible competitors have been destroyed, the nutritional resources are essentially limitless for resistant bacteria. “The body provides a wonderful incubator where the resistant bacterium grows unencumbered,” Mobashery notes.

In addition to this selective process, inappropriate use of antibiotics has increased the phenomenon of antibiotic resistance. Roughly 40 percent of children who see a doctor for a common viral cold are prescribed

antibiotics. Yet antibiotics are not effective for viruses, such as colds.

Many patients, feeling better after a day or two of antibiotics, fail to follow the full course of treatment. Taking the drug when it is not appropriate or not taking it in the proscribed manner provides fertile ground for resistance.

Mobashery notes that antibiotic resistance to staph is a particular concern. “Staph infection has long been a concern in hospitals,” he says. “In the last 10 years, it has also emerged as a concern in prisons and schools, where people are in close contact with one another.”

A frightening new phenomenon is the community onset of staph infections outside of these institutions. “Staph is very common,” Mobashery says. “Twenty-five percent of us have it on our skin or in our body cavities at any time. If you shake hands with eight people in a given day, two have it.”

During the 1940s and ’50s, 90 percent of staph infections could be successfully treated with antibiotics. “Because of increasing antibiotic resistance, that figure is now down to 30 to 40 percent and it continues to decline.

continued on page 2

Their secret to field care: Don’t forget the green paint

By Ken Bradford

Dan Brazo isn’t the guy to ask about lawn care.

“I have the worst lawn in my neighborhood,” says Brazo, manager of athletics facilities. “It’s probably the worst in the county.”

“After looking at fields all day, the last thing I want to do when I get home is worry about grass.”

Brazo has been worrying about 70 acres of high-profile campus grass ever since he joined the University staff 11 years ago. Almost anytime a varsity team is playing an outdoor sport, Brazo’s crew of 14 full-time workers is standing by, thinking about things that can go wrong.

Spring is busy. For the next couple of months, his crews are keeping track of the baseball and

softball diamonds, men’s and women’s lacrosse fields, tennis courts, and spring facilities for football and soccer.

“We have the guys going 50 to 60 hours a week at times,” he says. “But they look forward to it. It’s this excellent crew that makes the whole system go. They’re really dedicated to their jobs.”

It’s a veteran group too, except for student helpers. The



At the Eck baseball stadium, the grounds crew bundles up as it readies the field for the season opener. Noel Easton, from left, pulls the tarp with the help of Steve Gibson, Yul Hubbard and Jeff Duval. **Photo by Lou Sabo**

newest employee on staff has seven years under his belt already, and the median experience level is 15 to 20 years.

They’ll work at top speed through summer, according to Brazo. With summer sports camps

on campus, there are more athletic contests played during the summer than at any other time.

“Our job is to provide the safest and most aesthetically

continued on page 7

I am not a liberal, anti-Christian, low-carb, low-fat eater



Mandell

Hey Ted, any interest in writing an op-ed column about reality TV? I got the e-mail last spring from the good people at the University's News and Information shop. Hmm, I've never written an op-ed. Not exactly sure what makes a successful op-ed columnist. But I do watch reality TV. (And you do too, so put the nose down.)

Sure, count me in.

Thus began my yearlong venture into the world of the op-ed writer: My personal POV (film talk for point of view) on matters of the media. I wrote on reality TV. I wrote on the Little League World Series. I wrote on the black hole of local TV news, the jabbermouths of talk radio, the TV timeouts at ND football games, Janet Jackson's right breast, the pummeling in "The Passion."

I've been published in the Boston Globe, Chicago Sun Times, and now a monthly 700 words in the Indianapolis Star. I've learned a lot.

I've learned that no matter how I arrange the words, there's a socially induced dyslexia in readers that processes paragraphs and spits out stereotypes.

On "The Passion of the Christ," I commented, "This wasn't suffering. It was a pay-per-view professional wrestling match taken way, way over the top. A mutilation in overblown close-ups and Dolby THX surround sound."

Strangers wrote back.
"How in the world could you find the violence in this film unacceptable? ...I feel very sad for your students for they will not learn to make fair comparisons by you."—Carmel, Ind.

"You must be very hardhearted not to have come away without feeling what a price HE paid for you. I feel sorry for you."—West Baden Springs, Ind.

"Try reading the Gospels (allfour) or at least the passages relating to the time period of the film. Then read Isaiah 53, a prophecy of the passion of Christ. Try it (Isaiah 53) in several versions to get a nuance of language. Then see the movie again."—Greenwood, Ind.

On the subject of talk radio I wrote, "Irritating and instigating, the key to successful talk radio is the same thing that makes Billy Blowhard the most popular kid in the eighth grade. Be the magnet of attention. Obnoxious enough to catch the notice of the closest pair of ears, clever enough to stay out of trouble with those you're lampooning."

More strangers responded.

"You're just another liberal college A-hole. May God have mercy on you. Now go tell some more liberal lies to your students."—e-mail.

"When my son and I visited Notre Dame in October, we were told that the majority of the faculty were Christian. I wonder where your faith is, as you attack the very people who are in the

forefront in trying to protect our religious freedom and heritage."—e-mail.

"I sure hope the kids in your class are listening to talk radio a little because I am sure they are getting exposed to a good amount of liberalism and, dare I say, a little bit of information lacking in facts"—e-mail.

The perils of voicing an opinion.

Despite never mentioning religion or politics, I am seen as religiously lacking and politically poisoned. I live in a time when my written thoughts sadly define me as one of two possible profiles.

Liberal or conservative. Believer or pretender.

Congratulations, America. We've triumphantly oversimplified, downsized, and pigeonholed the most diverse melting pot of people ever thrown together under one Constitution into two homogenous choices. No matter the topic.

Are you in or are you out? Low carb or low fat?

If you can't define yourself by one word, you must be wishy-washy, confused, or an academic.

I'm not liberal. I'm not conservative. I eat carbs and fat. What's wrong with me? I'm Catholic but apparently to some, not a Christian.

Ted Mandell teaches in the Department of Film, Television and Theatre.

Law professor critical of bishops' diocesan tax collecting

By Michael O. Garvey

America's Catholic bishops should practice what they preach, according to Law School professor Matthew J. Barrett.

In an article in the March 29 edition of America magazine, Barrett observes that under the canon law of the Catholic Church, "bishops are often tax collectors too, regularly levying tariffs on the parishes of their dioceses...sometimes called diocesan assessments, quotas, mandatory targets or fees," but he cites a 2003 Notre Dame Law School study to assert "that bishops who impose diocesan taxes in the United States use flat tax rates almost four times more frequently than progressive rates."

Barrett argues that this practice contravenes the imperatives of Catholic social teaching, which insists that tax burdens be proportionate to citizens' ability to pay. This emphasis on distributive justice has roots as ancient as the Gospel accounts of the Apostles' common purse and was affirmed by the American bishops as recently as their 1986 pastoral letter on the economy, which, Barrett says, "explicitly endorsed a progressive tax scheme 'based on assessment according to ability to pay' as a 'prime necessity' for basic justice."



Barrett

"The bishops would do well to follow their own counsel," Barrett writes. "Both collectively and individually, they should review their diocesan tax policies and practices to determine whether they 'flow from the ethical moral vision' articulated in their pastoral letter."

A longer version of the article will soon appear in The Jurist.

A member of the Notre Dame Law School faculty since 1990, Barrett teaches business-related courses, including accounting for lawyers and federal income taxation. He is a certified public accountant and coauthor of the second edition of the law school casebook "Accounting for Lawyers."

Antibiotic resistance

continued from page 1

There are many steps that both individuals and health-care practitioners can take to slow the emergence of resistant bacteria. However, there are clear clinical needs that only the discovery of novel classes of antibiotics can address, according to Mobashery.

In their work, Mobashery and his team have found a way to disrupt the ribosome's protein-making machinery at a key place, called the acyl transfer site, or "A Site." Tests have shown that their molecule works exactly as they hoped. But making the molecule has been a laborious

process, involving 14 tedious steps. If they can find a way to expedite the synthesis of their new compound, they will be well on their way to introducing an entirely new class of antibiotic to the public.

Despite the efforts of Mobashery and other researchers to usher in a new golden age of antibiotics, getting their solutions into the hands of patients will be difficult. The economics of the pharmaceutical industry complicate the search for new classes of antibiotics. It takes an estimated half a billion dollars to bring a new drug to market.

"It's not lucrative for pharmaceutical companies to develop and market a new antibiotic," Mobashery says. "It is used for only a week or 10 days at time and may earn the company hundreds of millions of dollars. In contrast, a drug that will be used continually for long periods of time, like Viagra, will earn \$6 billion annually."

Of Note

continued from page 3

Theologian D'Angelo receives NEH fellowship

Mary R. D'Angelo, associate professor of theology, has received a research fellowship from the National Endowment for the Humanities (NEH), bringing to 17

the number of NEH fellowships awarded to Notre Dame in the past five years, more than for any other research university in the nation.

D'Angelo studies the origins of Christianity, Judaism in Roman antiquity, and Greek and Roman religion, with particular interests in women and gender in ancient religion, and in the history of exegesis.

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Mooney

Presidential post brings Mooney full circle

By Walt Collins

It's going on 32 years since Carol Mooney left Saint Mary's College with a bachelor's degree in English. It will be almost exactly 32 years on June 1 when she returns to her alma mater as its 11th president and the first lay alumna ever to hold that office.

She's achieved a lot in the interim. She collected a Notre Dame law degree in 1977 with the highest cumulative grade point average in the class. She spent a year with a Washington, D.C., law firm, then joined the faculty of Notre Dame's law school, rose to full professor, and was appointed vice president and associate provost of the University, the job she will be leaving at the end of May.

Her selection to replace retiring President Marilou Eldred followed a 10-month search by the College. She emerged from a group of four finalists, says Sister Joan Marie Steadman, C.S.C., chair of the Saint Mary's board of trustees, because the board "believes she brings exceptional gifts and is confident of her ability to provide strong leadership and creative direction for the College." Her Notre Dame boss, Nathan Hatch, predicts that she'll contribute "exceptionally strong administrative skills" to her new job.

In her student years, Mooney lived through the "merger-unmerger" episode when Saint Mary's and Notre Dame came close to a union that foundered at the eleventh hour. Even though at the time she had "no strong feelings either way," she says now: "I think it was absolutely the right decision. I think even then I realized what was at stake for Saint Mary's—it would be a loss of identity that would be irretrievable."

She is returning to a Saint Mary's that is "a very strong institution now but has the potential to be even stronger," she says. "I believe in women's colleges and the benefits they bring to women. And I've long felt that my vocation is to Catholic higher education. Add to that that I'm an alum and it's a nice package of things that are attractive to me."

How those feelings will translate into her vision for the College remains to be seen; she feels it's premature to list specific goals. "Before I set my agenda I need to know a lot more about what other people at Saint Mary's want the agenda to be, because there's no sense in being a leader if nobody's walking behind you."

One issue she feels strongly about surfaces in a discussion of goals, however: "I think Saint Mary's has to work very hard on greater diversity among its faculty and student body. I know they've worked on this issue for a couple of decades, but it's still sort of a glaring issue for the College. Until that's accomplished, it will hold the College back."

While she feels it's too early for her to talk in detail about the College's academic landscape, she is "very impressed by the Center for Women's InterCultural Leadership," which she thinks "is exactly the sort of thing Saint Mary's should be doing." The Center, funded by a grant from the Lilly Endowment Inc., aims to help women collaborate to make a difference in their worlds and to foster the next generation of women leaders.

Mooney has no doubt that her administrative experience at Notre Dame will prove an asset in her new role. Her responsibilities in the provost's office include tenure and promotion matters; strategies for faculty recruitment, in particular recruitment of Catholics, women and people of color; and issues related to professional education. She's

participated in the budget process and made building decisions.

Mooney concedes that she has not had much exposure to the fundraising aspect of her new job—an important function for college presidents—but that doesn't daunt her. "In any sales job—if I can be so crass as to call it that—the key is to believe in your product, and I believe so strongly in Saint Mary's that I can tell the story and build relationships with people."

Community relations is another presidential function she feels confident about, although she anticipates a bit of help in that direction from her husband, George Efta, who has long been involved in such local projects as Christmas in April and similar social service activities. Much of Mooney's own volunteerism has

been related to the legal profession, but she also served on the Saint Joseph's High School board of education for four years and is a member of the board of the Fischhoff National Chamber Music Association. "Working as a team with my husband," she says, "I think we can keep good relations and even establish more."

"George," she adds, "is a wooden toymaker and has been for 31 years; he's worked out of our home and borne the larger of the childcare responsibilities." The couple has four daughters, two of whom—Elizabeth and Christine—have finished college. The younger two—twins Caitlin and Valerie—are sophomores at Notre Dame.

Hehir to receive 2004 Laetare Medal

By Michael O. Garvey

Rev. J. Bryan Hehir, president and treasurer of Catholic Charities for the Archdiocese of Boston and a distinguished scholar on the theory of Just War, has been awarded Notre Dame's Laetare Medal for 2004. He will receive the medal, the oldest and most prestigious honor given to American Catholics, during the University's 159th Commencement exercises May 16.

Before his most recent appointment last January, Hehir had served as president and chief executive officer of Catholic Charities USA since 2001. He had been on the faculty of Harvard Divinity School beginning in 1993 as a professor of the practice of religion in society. From 1998 to 2001, he was the first Catholic priest to lead Harvard Divinity School, forgoing the title of dean and residence in the dean's mansion to demonstrate the priority of his duty to the church.

Prior to his years at Harvard, Hehir worked for two decades in Washington in what was then called the United States Catholic Conference (now the U.S. Conference of Catholic Bishops), as director of its international affairs office, secretary of its Department of Social Development and World Peace, and a counselor for social policy.

From 1984 to 1992 he also served on the faculty at Georgetown University in Washington, specializing in ethics. He has been appointed the Parker Gilbert Montgomery Professor of the Practice of Religion and Public Life at Harvard's Kennedy School of Government, a position which he will assume this fall. Hehir is regarded as the principal architect of the bishops' influential 1982

pastoral letter on nuclear weapons, which called for reducing the nation's nuclear arsenal.

He is a member of the American Academy of Arts and Sciences, the American Philosophical Society, the Council on Foreign Relations, and the Catholic Theological Society of America.

The Laetare Medal, established in 1883, is so named because its recipient is announced each year in celebration of Laetare Sunday, the fourth Sunday in Lent on the Church calendar.



Hehir

Courtesy of The Pilot, Archdiocese of Boston

Of Note —

Historian Marsden wins national book awards

George M. Marsden, Francis A. McAnaney Professor of History, is the recent recipient of three national prizes for his biography "Jonathan Edwards: A Life" (Yale University Press).

One of three winners of Columbia University's prestigious Bancroft Prize for 2004, Marsden was selected from among an unusually crowded field of 180 authors whose books were nominated for this year's best in American history.

He also has received the 2004 Merle Curti Award for the best book in intellectual history from the Organization of American Historians (OAH), and the 2003 through 2005 biennial Annibel Jenkins Prize, given by the American Society for Eighteenth Century Studies (ASECS) to the author of the best book-length biography of a late 17th or 18th century subject.

continued on page 2

Electronic jou connection

By Gail Hinchion Mancini

Forty years ago, the University was putting the finishing touches on a majestic new main library building by installing the “Word of Life” mural. The library’s collection was still catalogued on index-size cards, but its mission was ambitious and futuristic: to support the scholarship of what was to become a major research university.

Rev. Theodore M. Hesburgh, C.S.C., whose idea it was to ornament the 13-story structure to prevent its looking like “a grain silo,” marvels that the mural has survived so handily, given the cold, heat and buffeting winds.

Inside, librarians have found that the winds of change in the information delivery business have been less kind. The once-revolutionary world of electronic library resources that pushed aside the card catalogue has become—at least in the area of electronic journals—a fiscal race being run not to win but simply to stay in place.

As a result of tight budgets, the Libraries staff has canceled, in the last two years, more than 1,500 electronic journal subscriptions and discontinued the print versions of another 1,000 journals.

Now facing the need to cut further, the staff says it must eliminate that which the University should not do without. “For the first time,” says Associate Libraries Director Gay Dannelly, “this is hurting everybody.”

Says Carole Pilkinton, director of electronic resources, “We’ve assembled a wonderful electronic palate for scholars, and disassembling it is breaking our hearts.”

The promise and problems of electronic journals

The earliest electronic library resources went online in the early 1990s, as desktops were becoming an essential tool. The concept is wonderful: Faculty, staff and students can access research information from any place with an Internet connection. That faculty and staff want even more electronic access to research materials was the key finding of a recent user survey, Pilkinton says. “It came up over and over, like a drumbeat.”

The heart of the trouble surrounding the electronic periodicals movement is not the technology itself, but the strange economics of knowledge. By nature, the information in these journals and periodicals cannot be found elsewhere; the publishers have a captive audience. In cases where the journals are considered prestigious (the popular media, for example, frequently reports findings of the *Journal of the American Medical Association*), publishing in them can boost an academic career.

Some argue that all knowledge should be free, but these circumstances allow publishers to charge well above cost-of-living increases. Inflation is so rapid that, left unaddressed, periodicals expenditures would double every seven years. In times of flat economic activity, as characterized the period between 2001 and 2003 in higher education, libraries lose ground. In times of budget cuts, which drained Notre Dame’s 2004 library budget and most library budgets across the country, a crisis arises.

A good deal sours

The groundwork for the current crisis—and its association as an electronic issue—was laid in the late 1990s, when commercial publishers and research libraries began negotiating favorable deals that would provide Internet access to scholarly journals. Notre Dame joined a consortium of Ivy League research libraries, called the Northeast Research Library Consortium (NERL). The group negotiated deals with commercial publishers that provided access to

significant numbers of electronic journals. For a library like Harvard’s, the licensing agreements represented good business. For a library like Notre Dame’s that was making a transition from a college library to a research library, the deals were transformative, says Dannelly.

In one such deal struck with Elsevier, the largest commercial publisher and whose annual subscription bill is more than \$2 million—Notre Dame gained access to 800 new electronic titles beyond the 400 Elsevier titles to which it had already been subscribing.

Overnight, academic disciplines, such as the social sciences, that had had meager journal resources gained access to hundreds of journals. A researcher such as David Smith, an associate professor of psychology, gained access to psychology journals but also to medical association journals on psychiatry that support his work in clinical psychology. This subtle advantage has repeated itself as the University has become involved in biomedical and cancer research.

Furthermore, notes Libraries Director Jennifer Younger, this broad-based resource served a rapidly growing faculty with broad research interests. The library simply wasn’t in the position to custom-tailor a collection for each new faculty member, nor could it predict the interest areas of the new faculty to come. The commercial publishers helped establish a ready-made response to a difficult challenge.

And the Elsevier deal really was a deal. Journal inflation was occurring at a rate of 10 percent a year, and Elsevier promised to cap that at something lower. The publishers charged a cross-access fee, but it was nominal compared to their subscription charges. But here’s the catch that has come back to haunt Notre Dame, NERL and all research libraries: The licensing agreements required that universities commit to carrying the titles they had been subscribing to when the contracts were signed 400 titles, in the case of Notre Dame’s Elsevier contract. Four years later, even with inflation caps, the cost of those 400 titles and other licensed titles has skyrocketed. The inexorably growing percentage of the budget tied up in the packages has hamstrung the Libraries’ ability to balance its budget in difficult times and to fairly serve all areas.

The rock and the hard place

“For the humanities—certainly for history—the library is our laboratory. And we need a well-



Below right: From his office in the chemistry and physics library in Nieuwland Hall, Thurston Miller surveys statistics that compare the use of e-journal publishers from commercial publishers to e-journals of professional associations.

Below left: Gay Dannelly, from left, associate Libraries director; Carole Pilkinton, director of electronic resources, and Jennifer Younger, Libraries director, review notes on cuts made to date to balance the Libraries’ budget. *Photo by Bryce Richter.*



THE CROSSROAD

Journals create a crisis and a crisis

stocked laboratory,” says Gail Bederman, associate professor of history, who represents humanities on the University Committee on Libraries. “So much money is being drained by these commercial publishers, the pie has shrunk. We can’t stock our library because of the money going to journals.”

Bederman has visited the Libraries’ Web site on discontinued resources, and mourned the loss, among other publications, of *The Women’s Review of Books*. “That’s a standard,” she says. Yet she acknowledges that difficult choices have to be made. As chair of the same committee, Smith is concerned that an inequitable cost is being borne by departments that are not benefiting, such as the humanities.

Thurston Miller, director of the chemistry and physics libraries, can document a different view of who is being hurt. Journals are often considered the primary publication vehicle of scientists, while humanities scholarship is expressed more frequently in books. If prime beneficiaries of electronic journals are believed to be the sciences and engineering, then logically, they must be the ones gaining at the expense of others.

Miller has a number of spreadsheets—his strongest data is on chemistry—that prove otherwise. His analysis demonstrates, first, that the “free” electronic journals in the commercial packages make little contribution to chemical research at Notre Dame. Then it shows that among the Elsevier titles that cannot be canceled, about a dozen are heavily used. Faced with cutting his budget, the logical cuts would be those titles provided by Elsevier that are not well used.

Outside the licensing agreement, Miller’s budget supports dozens of noncommercial journals—usually published by professional associations and societies—that show heavy use and that he considers essential. Their subscription rates also are relatively inexpensive. But facing a budget

crisis, Miller is forced to protect the titles in the commercial packages and cut the more heavily used, more reasonably priced, journals..

“Today I’m trying to find ways to cut my 2005 budget,” he said. “And it looks like I’m going to have to cut from my most valuable journals.”

No one faults Miller for wishing: “I’d like to have the freedom to cut the titles that aren’t being used.”

To cancel or not to cancel

Whether Notre Dame—or any research library throughout the country—will remain in these licensing agreements is one of the hottest issues in U.S. higher education today. And it’s fair to say that all are crossing their fingers that a new economic model will emerge from this controversy that will loosen the grip of the commercial publishers. (If media reports are indicative, it’s fair to say academics would like to see these commercial publishers crushed.)

But canceling would have some serious repercussions:

- Two-thirds of the current electronic journals—the “free” journals—would instantly disappear. “But our statistics show that they’re used,” Pilkinton says.
- Connection to archived back issues of the 800 “free” journals would cease.
- Interlibrary loan requests for the discontinued items would drive up costs. (Interlibrary loan items can cost up to \$33 per request.)
- Individual subscriptions would be more costly than the pricing under the packages, so returning to the 400 original subscriptions would be unaffordable.

Graph at right, the most steeply climbing lines represent a more than 225 percent increase in journal costs. The middle cluster connotes the rising cost of monographs (75 percent) and monograph expenditures (62 percent). The bottom lines shows a 9 percent increase in journal subscriptions; and a 5 percent decline in monograph purchases.

Courtesy of Association of Research Libraries

- Gains for areas like the social sciences would be wiped out.

The bigger picture

Younger is the first to acknowledge how much the University has invested in the University libraries in the past 15 years: In an effort to match the Libraries’ strength to the increasing strength of academic programs, the University provided new money for several consecutive years in the 1990s. The Development department, too, has made library strength a priority, attracting an impressive number of endowments that have allowed for collections growth.

During the 1990s, the Libraries’ budget was the fastest growing among academic units. The investment has paid off: University Libraries rank between 13th and 15th among top 20 universities, while the University’s overall position is 19th.

And the Libraries’ expenses aren’t the only ones subject to runaway inflation, says John Affleck-Graves, associate provost and vice president.

Since the economic revolution does not appear imminent, the onus, Affleck-Graves says, “is on us.” The faculty will have to negotiate these waters, assuring, first, that areas of traditional strength in the library are not being disadvantaged by the drain of electronic journals and, second, that every difficult choice about what’s necessary and what’s not, is made.

“The academic community has to rally to help us build a financial model that fits within our financial constrictions,” he says. “If the Libraries budget is to be bigger, how much bigger? And what do we give up to get there?”

Difficult choices: The early rounds

The Libraries staff already has eliminated many journals in order to balance its budget. These cuts are described on a recently launched Web site, http://www.nd.edu/~colldev/library_budget_cuts/serials.shtml.

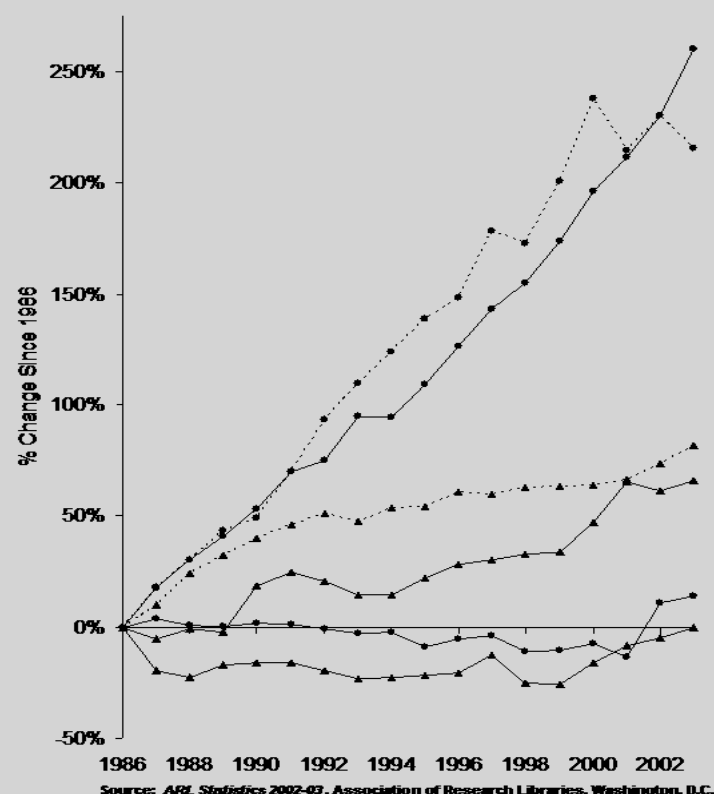
In deciding what to cut, the staff’s goal was to retain as much unique content as possible, says Jennifer Younger, Libraries director. These decisions also considered the individual needs of each discipline. “Cuts were not just made across the board,” Younger said.

Two questions guided their decisions: Could the library eliminate a subscription to a paper copy that already was receiving electronically? What journals weren’t being used?

The library posts usage statistics for databases and electronic resources that demonstrate which of the commercial package titles are well used and which are not. Those reports are at <http://www.nd.edu/~electres/stats/index.shtml>.



Graph 2
Monograph and Serial Costs
in ARL Libraries, 1986-2003



Risk management sees all – Sometimes too much



Were a hazardous spill to occur, the risk management team would be ready. Examining equipment, from left, are Robert Zerr, Michael McCauslin, Andy Welding, and Mary Carol Nagle. **Photo by Bryce Richter.**

By Jan Spalding

If your business card reads “Risk Management and Safety,” you have many hats to wear. And sometimes—as members of Notre Dame’s risk management team will tell—you wish you could pull one of them right down over your eyes.

But the whole point of risk management is, if it’s risky, gruesome, life- or health-threatening or just something that can be prevented, the staff has to deal with it.

To the students attempting back flips on a trampoline in order to

stick upside down to a Velcro wall, the risk management representative who stops the show is a killjoy. But in the grander scheme of University safety priorities, they are seen as friendly saviors.

The Notre Dame Risk Management and Safety staff sees it all, from fire drills to chemical spills; from carpal tunnel syndrome to stadium evacuation planning.

“We try not to be nitpicky, try not to be like a regulatory agency. But that is our job, and lots of things could go wrong if we don’t do our job,” says Robert Zerr, the University’s risk management and safety director. “We do see some of the bad things.”

Zerr came to Notre Dame 25 years ago as a health physicist to compel the safe use of radioactive materials on campus. Over the years, he has seen a formal risk management operation develop as the health and safety department has grown, and as the division took on the tasks of purchasing insurance and managing risk situations. Today, 10 full-time staff and three part-time students serve the campus.

“We have a great staff,” says Zerr, with the kind of appreciation that hints: You’d want to work with great people, too, if you did what we did.

Making sure the University has adequate property insurance

“We don’t mind being the bad guy; we see it as a way to educate,” Zerr says.

Providing a safe environment for faculty, staff, students and visitors means building relationships throughout campus. Zerr and his staff have established seven safety committees to be the eyes and ears of the department. With the myriad of responsibilities that fall within the risk management charge, these committees are key to helping Zerr and his staff prepare and educate.

“The staff does a great job of relating and taking a positive approach,” Zerr says. It may take falling off a ladder during a safety presentation, or passing off Play-Doh as a suspicious compound at a chemical safety briefing, but keeping a sense of humor helps build the rapport needed to instill the seriousness of the issues they present.

One of the department’s charges is to purchase and maintain accountability for all

“We try not to be nitpicky, try not to be like a regulatory agency. But that is our job, and lots of things could go wrong if we don’t do our job,” says Robert Zerr, the University’s risk management and safety director.

or state-of-the-art fire detection equipment isn’t the hard stuff. When you oversee the safety of all faculty, staff, students and visitors on the Notre Dame campus, the issues can get a bit depressing, Zerr admits. In fact, they can become confrontational. (Who among us wants the job of nixing a proposal to install a campus crane for bungee jumping?)

Certainly the risk management staff will say their role in working with students groups and events approval is colorful. It’s no surprise that when an attempt to lower risks of a proposed activity doesn’t work (OK, so what about a smaller crane?), they often must just say no.

property, casualty and liability insurance and to manage coverage for the University’s 300 vehicles. When the library flooded this past January, risk management’s role as risk auditors was to help keep track of costs and bring in remedial help (from their database of pre-approved vendors and contractors) for cleanup and repairs.

Lab safety and training, chemical, radiological and biological waste management, as well as environmental safety issues are risk management responsibilities. While these compliance issues are important, the department also works closely with the University fire department, security and others in the training of spill cleanup, disasters and other emergency plans.

Art history meeting covers war’s cost

Artistic and archeological treasures lost in the recent war in Iraq will be discussed during the annual Midwest Art History Society’s conference taking place on campus this weekend. A panel discussion on the topic will be at 7:30 p.m. Friday in McKenna Hall auditorium.

On Thursday, Bruce Cole, chairman of the National Endowment for the Humanities, opens the conference with an address “The NEH: A Portrait,” at 7:30 p.m. in the Annenberg Auditorium of the Snite Museum of Art.

WHAT THEY WERE DOING



In his day job, Rev. Brian Daley is a theologian who specializes in the study of the early Church, particularly the development of Christian doctrine from the fourth to the eighth centuries. For fun, he likes boxing. On the final day of the Bengal Bouts, Daley encourages Matt Schmitt toward a win in the 140 lb. championship. Daley has served as faculty advisor of the women’s boxing club and urges all to attend the women’s October bouts event, where technical skill is displayed.

Photo by Matt Bennett.

Grounds crew

continued from page 1

pleasing playing surface we can," Brazo says. "I look at us like I look at the officials. You know you've done your job well when people really don't notice you."

Obviously, the scrutiny can get intense during football season, when a full stadium and a national TV audience will watch every odd bounce or turned ankle, looking for someone to blame.

Brazo claims his biggest worry is the weather.

"We can have the field looking perfect before that first game of the year," he says. "But if it starts raining, you still might end up with a mud hole. I've had a lot of nights when I wake up at 2 in the morning. I'm wondering if it's snowing or raining and if we got all the tarps down."

And then there are those other surprises, like the night during coach Lou Holtz's final season when someone broke into the stadium and painted "WE LOVE YOU LOU" on the field in big white letters. It took some quick work to clip some of the white-painted grass and cover the rest with green paint.

At times like those, Brazo says he's fortunate to be working with an athletic staff that respects his crews.

"I have some of the best coaches in the country to work with," he says. "Sometimes they'll come to us with a special request, something they saw at another facility. We're always open to new ideas."

A native of Niles, Mich., Brazo has a doctorate from Michigan State University in biology, where he focused on fishery biology. He landed his present job through friendship with his predecessor, Dale Getz. Two of his three daughters have degrees from Notre Dame and the third is an MSU graduate.

In his free time, he does some softball umpiring and fishes the Great Lakes, chasing walleyes in the summer and perch in the fall. And, without apology, he ignores his lawn.

Public lecture for family caregivers

Our friends at the Walther Cancer Institute are sponsoring the fifth annual Supportive and Palliative Care Conference later this month. While the general conference is for health care professionals, Walther director Dr. Rudy Navari encourages members of the University to attend the keynote address April 15. Myra Glajchen of Beth Israel Medical Center in New York will discuss the emotional, physical and mental needs of family caregivers. Her address, titled "The Vital Role of Caregivers in Healthcare," will take place at 7 p.m. in McKenna Hall. "I believe the entire Notre Dame community will be interested in this subject," Navari notes.

Experiencing Holy Week

On Palm Sunday, April 4, a 9:45 a.m. Mass and outdoor procession will be led by Rev. Edward Malloy, C.S.C., followed by a similar event at noon led by Rev. Peter Rocca, C.S.C. Both leave from Bond Hall. The following Tuesday, meet at 7 p.m. at the Grotto for the student-led Stations of the Cross around the lake. It's probably best to arrive early for all events—the Basilica

office expects Masses to be full all week. The full liturgy schedule is available at www.nd.edu/~bshweb/.

Boost your emotional IQ

The secret of true success? Emotional intelligence—a combination of self-awareness, altruism, personal motivation, empathy, and the ability to love and be loved. That's according to psychologist Daniel Goleman, author of "Emotional Intelligence" and "Primal Leadership" and one of three keynote speakers during Journey of Excellence, a leadership conference sponsored by Human Resource's Professional Development division on June 2-3 at McKenna Hall Auditorium. The conference will offer networking opportunities, a product and service expo, and more than two dozen sessions on Leadership, Spirit and Work, Legal Issues and Ethics, and Communication and the Media. Cost is \$249 before April 16; \$299 before May 19.

If your quest for excellence keeps you closer to your desk, try one of HR's other April events: Organize Your Office (April 13), Strategic Planning (April 16), or Understanding the Difference Between Depression and the Blues webinar (April 27). Visit <http://iLEARN.nd.edu> for a full list of offerings; register online or at 631-5777.

Women's golf league tees off

League officers Shelly

Goethals, Pat Karpinski and Becky Penn invite prospective and returning members to an informal kickoff event for the Notre Dame Women's Golf League at 5 p.m. April 27 at the Warren Golf Course. The evening will feature wedge shot tips from course personnel and a brief meeting with refreshments in the clubhouse. Though not a highly competitive league, new members should have some golf experience. The league plays on the Notre Dame 9-Hole Golf Course beginning May 11, with an end-of-year tournament and awards banquet Aug. 17 at Warren Golf Course. Dues are \$15. Contact Shelly (Goethals.3@nd.edu; 271-8370) or Becky (631-5552) for applications.

Counseling Center launches Warm Line

When students experience personal problems, staff and faculty members are often the first to take notice. That's why the University Counseling Center has introduced Warm Line, a non-emergency line staffed by therapists who can advise you on how to help students seek counseling for psychological issues ranging from adjustment to college life to severe traumatic events and emotional problems. The service is offered to encourage faculty and staff to consult with counselors before emergencies arise. Just call the University Counseling Center at 631-7336 and ask for the Warm Line. The service is available 9 a.m. to 5 p.m. Monday through Friday; it's closed on staff holidays.

FROM THE ARCHIVES



University leaders and supporters gather to see an essential piece of the Word of Life mural put in place. The head of Christ is 9 feet tall and made of 115 different pieces of stone. The library was dedicated May 7, 1964. *Photo provided by Charles Lamb, University Archives.*

Two new information Web sites launched

Two new Web sites have been launched to aid communications efforts with news media professionals, the campus community, alumni and the general public.

A redesigned site for the Office of News and Information is linked from the front page of the Notre Dame homepage and can be found at <http://newsinfo.nd.edu>. The site offers access to news releases, feature stories, Notre Dame campus publications, faculty experts, a calendar of daily events, and recent news stories regarding the University, plus background information such as biographies of University officials, notable facts and statistics, campus history, notable alumni, campus maps and contact information for the News and Information staff.

The other is the online home of the Public Affairs and Communication division, of which News and Information is a part. The division site can be found at <http://opac.nd.edu>. The Public Affairs and Communication site provides a guide to the services available to University administrators, faculty and staff, including marketing, public relations, media consultations, graphic design, Web content, and community relations.

"We believe these state-of-the-art Web sites will greatly enhance our ability to tell Notre Dame's story to a wider, more diverse viewing public and will help our campus constituencies understand the ways in which we can help them do the same," said J. Roberto Gutierrez, vice president for the division. The new sites were designed by Cyberworks Media Group of Chicago, a firm with an international client base.

"We chose Cyberworks because we believed they could produce elegant technological solutions," Gutierrez said. "It also was important to us that its staff is ethnically diverse and has global experience. That's consistent with the face we want to present on our Web sites."

BACK STORY

MARCH MADNESS – Joyce style



By Gail Hinchion Mancini

Frustrated that the NCAA tournament never seemed the same after early losses by Kentucky and Gonzaga blew your brackets? That could be diagnosed as a mild case of March Madness.

At the Joyce Center, March Madness isn't a state of mind or a manifestation of zeal. It's backbreaking work and split-second timing.

The wait between the men's basketball team's first-round NIT win on campus and the second game in Fort Wayne March 22 may have been tense for players, coaches and fans. But Tom Blicher, operations manager of the Joyce Athletic and Convocation Center, and his staff had pacing rights, too.

A win in Fort Wayne meant the NIT tournament would return to the Joyce at exactly the point when Blicher's crew had been planning to transform the facility into the setting of the local car show, the Cavalcade of Wheels. On March 22 the facts were: Set up for the car show beginning Thursday; plan to set up for the NIT tournament—also Thursday.

To complicate matters, but in a delightful way, Dave Poulin's hockey team won its first NCAA tournament bid. Had it not, the ice would have come down for the car show. Since the team turned out to be tournament-bound and needed the ice for practice, Blicher arranged to have it carefully covered. Still, the bleachers and boards had to come down.



None of this considers that the same crew already had been challenged by the demands of the women's NCAA first-round tournament games March 21 and 23, which required setup for competition, practice, and a series of press conferences for four teams, as well as accommodations for an ESPN truck. There's no wonder, Blicher points out, that his crew—Cliff Payne, Chris Horwath, Olay Malaythong, Bob Momotiuk, Anita Garner and Joel Peffley—won last year's annual President's Award.



As of today, all that is just a memory. The crew is getting ready for this weekend's home show, so they probably don't even have time to look at these pictures.

Blicher's team members are the prime movers, but hosting regional basketball tournaments requires numerous movers and shakers. The tournaments engaged a vast number of the Joyce Center and Athletic Department staff in a wide variety of roles.

Photos by Matt Cashore



The Bengal Bouts end, an NCAA tournament begins, NIT play is coming: It's all in a day's work for, from top left, first aid worker Gary Fields; custodian Joel Bickel of the Cleaning Irish; usher Jan Crawford, who does a security check on the gear of Middle Tennessee players; and Chris Horwath, left, and Joel Peffley, who remove seating from the Bengal Bouts. Sound and light technician Colleen Clark gets to see a little NCAA action from her booth; ticket-seller Jenny Borg sees hopeful fans, not action. In an instant, it's on to the next event, as Tom Blicher demonstrates by pulling away evidence of the NCAA tournament.