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ND Works

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Research that gets applause

BY JULIE HAIL FLORY

When you go to see a show, you may not realize that what you're watching on the stage or screen is research in action.

"It doesn't translate into test

tubes and science in terms of research that way," explains Anna Thompson, executive director of the DeBartolo Performing Arts Center and the Judd and Mary Lou Leighton Director of the Performing Arts. "It's the creative process that is what we do as artists."

The Performing Arts Center's research enterprise takes the form of commissions, —pieces of work created specifically for the

Notre Dame stage or, in some cases, presented in collaboration with other institutions. Artists hoping to find financial support for new projects seek out sponsors with which to form partnerships, and a commission is born.

"They tell you what they're interested in creating, and if it's in alignment with your mission, vision and values, you should be able to end up with something that works," explains Thompson, who happily adds, "I haven't been burned yet."



A new composition by the internationally known chamber group Kronos, left, and a moving new work inspired by compositions created by Jewish musicians in Nazi death camps, by the Spectrum Dance Theater, are just two original works commissioned by the University.



This performing arts season at Notre Dame is rich with commissioned work—Diavolo, an athletic dance company that presented an original performance titled "Foreign Bodies" in January; Spectrum Dance Theater, which will unveil its Midwest premiere of "The Theatre of Needless Talents" (co-commissioned by Notre Dame and Duke University) Feb. 26 to 28; and Kronos Quartet, which will present a world premiere work by composer Terri Riley March 27 and 28.

The Spectrum Dance Theater commission is a collection of new works inspired by Jewish musicians who composed while imprisoned in Nazi death camps.

"The work deals with the orchestra members, the vaudevillians who lived in that camp and primarily entertained the Nazis at that time," Thompson says. "They played as people were marched into the camp. None of these people survived, but their works did."

As a university presenter, Notre Dame selects its commissions not just for their appeal to audiences, but also for their ability to fit into a larger academic endeavor. Artists don't just come in for one performance; they spend time on campus in residency, sharing their creative processes

with students and participating in dialogue through post-performance talks and scholarly discussions.

"It's not just about the art form itself; it's about the dialogue around the piece that's been created. About the inspiration for the piece and what that stands for," Thompson says.

Coming up next year, Notre Dame is partnering with Stanford University and the University of Maryland to commission the world premiere of "The RFK Project," a new docudrama about Robert F. Kennedy by L.A. Theatre Works that will be accompanied by a host of academic offerings.

Arts enthusiasts may not be accustomed to tackling tough social issues while taking in a show, but this is a different way of looking at the performing arts. It's not just filling seats, Thompson explains, it's all about engaging minds.

"Our role is to support the academy, the creation of new works, which represents research in our field," she says. "It's supporting new works that bear the name of Notre Dame, having our students see the creative process and be part of that process."

World traveling—right in this zip code

BY CAROL C. BRADLEY

Jeffrey Miller can take students to Santiago, Chile; Uppsala University in Sweden; or to New York City to talk with a United Nations ambassador—all without leaving his chair.

Why travel, he asks, when you can videoconference?

Miller is manager of video and Web conferencing services for the Office of Information Technologies(OIT). With video technology, he says, "We can touch the world."

Where in the world have faculty, staff and students virtually visited? Hundreds of locations from Burkina Faso, West Africa (a research presentation on the malaria mosquito genome) to McMurdo Station, Antarctica (an interview of a job candidate).

The OIT's state-of-the-art

videoconferencing center was built four years ago to provide the University's researchers with a way to collaborate with colleagues at other institutions.

Videoconferencing, Miller notes, soon became such a useful resource that the technology is now available to the campus community for any academic or business conferencing need.

Monica Laidig, advisor and program manager for the Student International Business Council, used the facility to set up a three-way conversation among Notre Dame students, collaborators and a not-for-profit microfinance lending institution.

"It's like you're sitting in the same boardroom, having a meeting," Laidig says. "It was amazing. We're definitely going to use it again, especially in the current economy. We can save thousands of dollars by videoconferencing rather than traveling back and forth to New York and Chicago."



Photo supplied

At left, Pakistani diplomat Ambassador Ahmad Kamal meets via videoconference with students of Jackie Smith, associate professor of sociology and peace studies. The videoconferences, notes Smith, "provide students with perspectives and insights they can't get from reading. Ambassador Kamal routinely challenges them to become leaders in their world, and really inspires them to learn." At right, Jeffrey Miller, OIT's manager of Web and videoconferencing services.

The videoconference room, located on the first floor of the ITC building, seats up to 18 people and allows two-way conversations and meetings via three large-format video projectors; a 42-inch, high-definition plasma display; multiple cameras and acoustically tuned tabletop microphones.

It's known as "continuous presence" Miller says—the technology creates the impression that you're sitting across the table from people who are really across the country or on the other side of the world.

With portable equipment, Miller can also set up videoconferences in classrooms—something that recently allowed students of Theresa Sedlack,

an adjunct instructor in the Mendoza College of Business, to spend three hours talking live to the head of one of the nation's elite venture capital firms.

"Videoconferencing allows us access to experts it simply wouldn't be possible to bring in face-to-face," Sedlack says.

Miller also coordinates videoconferencing through WebEx, a service that allows Notre Dame faculty, staff and students to meet over the Internet with colleagues anywhere in the world—talking to a person or a group, or sharing documents, graphics, PowerPoint presentations or any application on a computer desktop.

All it takes to use WebEx, he says, is a speakerphone and a computer with Web access.

Larissa Fast, assistant professor of sociology, needed to be at a research conference in Switzerland, but her students had presentations to make. Via the WebEx computer link, Fast was able to watch their presentations on a laptop in her hotel room in Geneva. "It's not quite the same as being there," she says, "But it worked. I would use it again."

For most academic uses of the videoconference facility, there is no charge, Miller notes. There are modest fees for transmission,

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Upward Bound: Helping students realize their potential

BY CAROL C. BRADLEY

Growing up in La Puente, Calif., outside Los Angeles, Mirella Riley imagined that one day she might teach school. "I was born and raised in Southern California, and I didn't know much else," she says.

But in high school, she became part of the Upward Bound program sponsored by Harvey Mudd College, in Claremont, Calif.

Today Riley serves as executive assistant to the President's Office, assisting President John I. Jenkins and Chief of Staff Frances Shavers with research, correspondence, and meeting and event planning, as well as advising the Observer and acting as liaison to student groups.

Riley, a 1994 Notre Dame graduate, will be the keynote speaker at the Notre Dame Upward Bound's 7th annual student/parent leadership conference, "TRIO Scholars: College or Bust."

Although she doesn't necessarily jump at the chance to do public speaking, Riley says, she's looking forward to speaking to attendees at the upcoming conference. "Upward Bound is a program I strongly believe in. I want students to know about the opportunities that are out there, and realize their potential."

Upward Bound serves "first-generation" students (those whose parents did not graduate from college)

and those who meet the Department of Education's income guidelines.

Upward Bound scholars receive individual and group tutoring and work with mentors who shepherd them through the college application process. Students also take field trips to visit colleges and universities, attend social and cultural events, and perform social service in the community.

A seven-week summer residential program—supported by a recent \$20,000 grant from Wells Fargo—allows 60 scholars to live on campus, experiencing college life and taking academic courses for high school and college credit.

Since the program was founded in 1966, Notre Dame's Upward Bound program has benefitted more than 2,000 area students, including a number of campus families.

Building Services custodian Betty Udongo wanted to get her son, Jerome, a little extra help with his studies.

"I'm a widow, and I had been praying for a tutoring program for him," Udongo says.

Jerome took the initiative and applied to the program with a 500-word essay; he was accepted.

The tutoring Jerome now receives "will help him stay a strong student through high school, and prepare him for tests like the SAT and ACT," his mother says.

Karmen Duke's daughter Brianna Smith, now a sophomore at Saint Mary's College, received tutoring

through the Upward Bound program through her high school years.

"It helped maintain her GPA, and gave her a jump start on applying for colleges," says Duke, an administrative assistant in the English department. "I told a friend about Upward Bound, and her son was accepted. He's gone from being a C student to being on the honor roll. He would never have thought about going to college, but this gets them thinking it's something they can actually do."

Notre Dame's program is diverse, with approximately 65 percent African American, 15 percent Latino, 5 percent Caucasian and small percentages of biracial, Native American and Asian students. It's also successful—in the 2007–08 school year, all of the program's 16 students graduated from high school and were accepted into college.

Nita Hashil's daughter Khadija participated in Upward Bound from the time she was in middle school, notes Hashil, a library specialist in the Hesburgh Library. Khadija is now a junior pre-med student at Notre Dame.

"Even though she was a good student, it helped that she had those who guided and helped her. Without Upward Bound, for some families there would be no college education."

Upward Bound is a gift that continues to give, Hashil says. "By touching one life, that in turn will touch another. I have no words. I hope she will be able to be a mentor herself, so someone else can be blessed the way she has been."



Mirella Riley, '94, executive assistant to the President's Office, will be the keynote speaker at Notre Dame Upward Bound's annual Student/Parent Leadership Conference Saturday, Feb. 28.

Carol C. Bradley

Calling the college-bound and their parents

Parents and their middle school- and high school-age students are invited to Notre Dame's annual Upward Bound Student/Parent Leadership Conference, 8 a.m. to 2 p.m. Saturday, Feb. 28 in McKenna Hall.

The aim of the conference, says Alyssia J. Coates, Notre Dame Upward Bound director, "is to create an environment of learning between parent and child, to show parents what children are learning, and demonstrate the ways parents and children can learn together."

Speakers include President Rev. John I. Jenkins, C.S.C., and Mirella C. Riley, '94, executive assistant to the President's Office.

The conference is open to anyone in the community. A conference fee of \$60 per person includes a light breakfast, program materials, a T-shirt and a sit-down awards luncheon, 10 workshops and a chance to speak with representatives of local and regional colleges and universities. A downloadable registration form can be found online at upwardbound.nd.edu, or by contacting the Upward Bound office, 631-5669.

SHORT TAKES

A more homey home page

BY GAIL HINCHION MANCINI

The redesigned Web site recently launched by the Hesburgh Libraries represents more than virtual paint on a virtual library. The team that undertook this three-year project concluded that in many ways **library.nd.edu** had replaced in-person visits to the library.

"The library's Web site has become the library's face to the public, for many the only way they use the library," says Tom Lehman, one of several librarians who worked with ND Web Group on the revised site.

Even though visits to the physical library are becoming less common, a building analogy is useful. "The

library Web site can be like a large rambling mansion with many floors, corridors and wings. People who have been there before and know where things are can get around easily," Lehman explains. "But for someone entering the first time, or exploring an unfamiliar part of the building, finding something can be a challenge."

After a year of intensive testing, the design team found that faculty and graduate students negotiated the former site fairly well. It took some skill, Lehman says, because the library Web site often is just a passageway to a myriad of other electronic resources and their unique search protocols.

But less experienced researchers, typically undergraduate students, usually had real difficulty. Thus, a primary focus of the redesign was to make the library Web site easier to use for beginning researchers.

Regardless, Lehman notes a number of features that faculty and graduate students will celebrate, most of which appeal to finding things quickly:

- A large and prominent search tool on the home page carries through

to secondary page headers making it easier to find the types of library content researchers need

- A faster, cleaner, friendlier iteration of QuickSearch, a tool that crosses multiple databases in search of an article, now highlights peer-reviewed articles

- The Google search engine that powers Search ND.edu is in place and scans all aspects of the site, including the directory and catalogue

- Some people want to search not for articles, but databases. A new Database Finder facilitates finding full-text and article databases by title, database description and even by common misspellings of the title.

A formal usability test later in the spring will confirm how useful these changes are. But initial feedback suggests users are pleased. One fan has noticed it will be easier to renew books and check personal accounts. One senior verified that learning to do research has been a challenge, but is now easier. "I feel like I only just got the hang of things last year; I think this is a great change that will really benefit students. Thank you!"

Free tax help available through TAP

Notre Dame and Saint Mary's College accountancy students will be offering free income tax preparation assistance beginning Feb. 7 on campus and at eight area locations.

On-campus service will be offered from 2:30 to 5 p.m. Wednesdays beginning Feb. 11 and continuing through April 15 in the Center for Social Concerns (former security building). No service is offered during spring break, March 6 to 15.

The students will offer help preparing federal and Indiana state income tax returns for taxpayers

whose 2008 earnings were \$38,000 or less. The program also offers free income tax preparation to unemployed taxpayers whose 2008 earnings were at or below \$38,000 prior to collecting taxable unemployment benefits.

Taxpayers should bring copies of their federal and state tax returns from last year and other relevant documents. Information concerning possible itemized deductions—such as real estate taxes paid in 2008, personal property taxes, medical bills and charitable contributions—also

should be made available to tax preparation volunteers. Especially important for this filing season is information pertaining to the 2008 economic stimulus payment received from the federal government.

People with more complicated tax problems should visit one of the TAP's major centers: the River Park, downtown and Western Avenue branches of the St. Joseph Public Library, or the downtown Mishawaka Public Library. A complete list of TAP locations and hours of operation is at taptax.nd.edu.

Undergrad application numbers remain strong

High school seniors who want to be part of next year's first-year class applied to Notre Dame in the second highest number in history. A new online tool called the Common Application helped the process along.

The Office of Admissions staff is reviewing the applications of some 14,280 students who met the Dec. 31 application deadline, according to Dan Saracino, assistant provost for admissions. Decision letters generally are sent in late March. The number compares to 13,947 applications for students applying in fall 2008.

The influx of regular action applicants followed an unexpected trend in the numbers and quality of early action applicants, whose applications were due by Nov. 1. The number of students who applied by that date was down by almost 9 percent compared to last fall, Saracino says.

But the quality of early applications was so strong that the Admissions office accepted 200 more candidates than last year. Of note, 23 percent admitted are representatives of ethnic minorities. The number of admitted internationals doubled, from 27 last year to 55 this year.

The trend of fewer early-action applications followed by the large influx of regular action applications lends few clues about how students and their families are viewing college choices in the context of economic

problems. Regardless, Saracino is expecting financial uncertainty to ultimately impact the admissions process.

"Students and their families are worried about their ability to afford private colleges and, like the rest of us, do not know how long this recession is going to last," he says.

Common Application is a membership associate of almost 350 colleges that share a student's application information. The process allows a student to organize his or her basic information in one online tool that then can be disseminated to the colleges and universities of their choice.

Highly competitive colleges such as Notre Dame require supplemental application steps beyond the Common Application, and those supplements help the admissions staff judge an applicant's suitability to Notre Dame.

Signing on to the Common Application is the latest step toward a paperless application process. A dozen years ago, five percent of applications were submitted online. This year, the number was closer to 97 percent, according to Saracino.

The overall admissions process is far from paperless because recommendations and transcripts continue to arrive by mail, Saracino says. The impact of the computer notwithstanding, the admissions staff returns after New Years to a mailroom full of bins.

Looking differently at ADHD

BY JULIE HAIL FLORY

How many times have you walked to the refrigerator, opened the door, and then stood there, unable to remember why you went to the kitchen in the first place?

You may call it a brain cramp, but in psychological terms, it's a "failure of active maintenance," and it could



Psychologist Bradley Gibson is taking ADHD research in a new direction by examining the function, and failings, of memory skills.

be a key to decoding Attention Deficit Hyperactivity Disorder, or ADHD, according to Brad Gibson, an assistant professor of psychology whose research looks at the link between memory and the disorder in adolescents.

In recent years, Gibson and colleagues have focused their studies on what's called "working memory"—the kind that allows us to remember things like phone numbers or a story someone has told us—and found a direct correlation between ADHD and a weakness in that function. The researchers started working on therapies to enhance working memory.

"That's the part of memory people thought was unique in ADHD," Gibson explains. "The teacher tells kids to do something and they can't maintain the instructions they're given, and then they end up not being able to execute the instructions and they get distracted. A lot of the externalized behavior, the distraction, was thought to arise from a problem with working memory."

But now the team is starting to reconsider that theory and instead look at the "retrieval component" of memory—the "Why did I go to the refrigerator?" or "What was I going to say?" function familiar to so many of us.

"Retrieval component has been relatively ignored in the working memory literature," Gibson says. "Only recently, it's becoming clear this is something that isn't included in the working memory capacity measure we talk about."

Working with middle school students from the Penn-Harris-Madison school district, the researchers have been able to demonstrably strengthen active maintenance in study participants by administering an intervention that consists of a series of memory games played on a computer.

"We have this working memory intervention that is doing something," Gibson explains. "They have better scores after it than before it, but we haven't really understood why it was working and we thought it was improving active maintenance."

With a new focus on the retrieval component, Gibson and his colleagues are starting to consider some new theories.

"What we're finding is that kids with ADHD tend to retrieve more irrelevant information so they're coming up with things, but they're not really relevant; they're not the items from the list," he says. "Right

now, the challenge is to come up with measures that can accurately assess their weaknesses."

A new study is set to begin with the start of the spring semester and Gibson is hopeful this fresh approach will open some promising doors.

"This is an advance in the way that we're thinking, and it has

implications for treatment because it still could be that the intervention we're using actually improves the retrieval component, which would be directly addressing the weakness," he says. "It allows us to potentially fine-tune the intervention by having a better idea of what the problem is in the first place."

Shop ND from home—in your pajamas

BY CAROL C. BRADLEY

Registration for RecSports spring classes opened at 7:30 a.m. on January 15—and before noon, more than 1,000 classes had been purchased online through RecRegister.

Until recently, registering for a class meant walking across campus to Rolfs Sports Recreation Center to stand in line and pay with cash or check.

RecSports has joined other campus departments in offering online registration and secure credit card payment through ND Marketplace (marketplace.nd.edu) the University's centralized e-commerce service. Established in 2003, the ND Marketplace staff helps campus "merchants" improve and develop sites that range from selling items to booking registrations.

As with the RecSports registration program, the result often is convenient for the campus community. Of the new RecSports registration system, Sally Derengoski, director of RecSports, notes that of 1,400 class registrations for spring programs, only 17 people registered in person. The system also saved time for staff, who used to handle in-person registration.

Besides meeting the shopper experience expectations set by Amazon.com or eBay, says manager Jeff Simko, ND Marketplace staff solutions satisfy online shopper concerns about credit card security.

Through ND Marketplace's online "stores," you can purchase Alliance for Catholic Education (ACE) publications, subscribe to the Journal of Hindu-Christian Studies, register for Career Center events, or (with a FOAPAL number) order office refreshments through Notre Dame Vending.

Students use the site to purchase Domer Dollars, sign up for St. Michael's Laundry service and register for Senior Week activities. The Student Shop offers CDs of music by the Folk Choir, Bagpipe Band and Liturgical Choir, as well as logo apparel for the Squash Club, Women's Ice Hockey or ND Rugby teams.

With these stores existing online, says Simko, ND Marketplace solutions allow groups to expand their customer base from on-campus to around the world.

Simko says he believes that ND Marketplace solutions could be serving a far broader base of campus constituents, "whether it's donation acceptance, registration for conferences or merchandise sales."

ND Marketplace staff provides initial planning, store site development, design and marketing. The staff is paid for its work by receiving a quarterly fee and 1 percent of revenue. Smaller clients pay a larger percentage of revenues but not the quarterly fee. The staff even has identified an option for merchants to purchase paid Google advertising.

For information on developing an ND Marketplace store, contact Simko at 631-2639 or jsimko1@nd.edu.

Campus warehouse and delivery services consolidated

BY CAROL C. BRADLEY

Areorganization of the University's warehouse and distribution services—and a new 15,000-square-foot addition to the Mason Services Center—will result in coordinated and considerably more efficient delivery services across campus, says Daniel E. Skendzel, director of administrative services.

In an administrative restructuring last year, the Warehouse and Delivery Group was created by combining General Services, the Building Services warehouse (including recycling), Central Receiving, Mail Distribution and ND Surplus under associate director Frank Parker.

Individual departments shouldn't notice much change, Skendzel says. "They will still get the products they've ordered. But it will greatly improve the efficiency of delivery."

Previously, three different departments managed three different warehouses on campus, with four different departments handling deliveries.

The result was that one truck might be delivering boxes of office supplies to a building at the same time another was delivering custodial supplies.

With the new system, many deliveries other than mail will arrive on one truck. For the time being, mail will continue to be delivered by staffers on golf carts, but the department is looking at ways to integrate mail

services with other deliveries.

"The efficiencies will be huge," says Frank Parker, associate director of warehouse and delivery. "We're really going to save on the number of vehicles going to buildings, which translates into real dollar savings on fuel, vehicle maintenance and future vehicle purchases."

The warehouse addition to the Mason Services Center, scheduled to be completed in April, will allow all warehouse and delivery off-campus warehouse space to be moved onto campus. Previously, the University had rented storage space on Grape Road.

When changes are complete, the current warehouse facility in the Maintenance Building on Douglas Road will be known as Central Receiving South. That facility will handle both receipt and delivery of large freight, as well as storage of departmental supplies—animal bedding for the Freimann Life Science Center, for example—tables and chairs for campus events, and "attic storage," the University's stock of ceiling tiles, floor tile, carpeting and the like.

Upon completion, the Mason Services warehouse addition, which will be known as Central Receiving North, will receive and deliver small parcels and store and deliver all custodial supplies.

Having all warehouse storage on campus "is going to be great," says David L. Czajkowski, manager of General Services. With items such as tables and chairs for events stored off-campus, driving and loading a truck could easily take 45 minutes to an hour or more at each end of the trip. Now, Czajkowski says, "The items will

be right here. It will greatly improve our turnaround time on deliveries."

More efficient delivery systems will increase productivity, adds Skendzel. "We'll be able to do more with less effort."

Contact Central Receiving at 631-7026 or visit bizops.nd.edu for more information and contact numbers for various departments. General Services work orders should still be submitted with a facilities requisition, which can be found on inside.nd.edu under the "administrative tools" tab. Surplus property pick-up forms can be found on the Surplus Property Web site: surplus.nd.edu or by calling 631-8971.



Carol C. Bradley

Frank Parker will lead the new Warehouse and Delivery group, created by consolidating departments including Central Receiving, Mail Distribution and General Services. At rear is Mike Sterzik, who's worked at Notre Dame for 38 years, 28 of them as a material handler in Central Receiving.

Videoconferencing page 1

facilities at end sites, and for use of the facility outside normal business hours. WebEx fees are about \$18 per hour for each participant. For more information, visit oit.nd.edu/videoconferencing.

Among the many uses of the technology, one stands out for Miller as most meaningful. Via a video link through CENTCOM (the U.S. Central Command) a faculty member serving on active duty in Iraq—whose name and location can't be disclosed for security reasons—was able to watch his son's Notre Dame Commencement.

Afterward, Miller says, the family was able to spend about half-an-hour of private time together via the videoconferencing facility. At the end of the visit, he says, they held out their arms—as if they could actually reach out and touch each other.



ND RENEW

2006 ND Voice results inspired a comprehensive review of our jobs and compensation. As that effort—called ND Renew—is launched, meetings are planned to discuss 2008 ND Voice results.

Meet ND Renew

BY GAIL HINCHION MANCINI

The University has launched a comprehensive review and update of the way it defines non-faculty jobs and assigns compensation. This process began after the results of the 2006 ND Voice employee satisfaction survey. Feedback from this survey indicated confusion and negative perceptions of or about the current position structure.

The Office of Human Resources is managing the project, called ND Renew, in conjunction with a leading international human resources consultant, Mercer. John Affleck-Graves, executive vice president, is announcing the project in a letter to all employees this week.

ND Renew will develop a standard and competitive position structure and a comparison of our positions internally as well as externally with other organizations.

Between February and March, all employees and their supervisors will participate in the project—by providing information about their responsibilities and duties on a position questionnaire according to Robert McQuade, associate vice president for human resources.

"This analysis should lead to recommendations for a structure that is easy to understand and administer, and easy for employees to trust," says Affleck-Graves.

"The project intends to develop a structure that supports the University's compensation philosophy to provide base compensation that is externally competitive and internally aligned based on responsibilities, demonstrated competencies and experience," he adds. "It is not the purpose to identify jobs that could be eliminated or salaries that could be reduced."

It has been the University's ongoing intention to compensate comparably to similar markets, McQuade explains.

Since the 2006 ND Voice was administered, several steps have been taken to prepare for a position structure review. The first was to articulate a compensation philosophy that was clear and that reflected the University's values, and that responded to employees' need to know they were being treated fairly.

In addition to preparing the ND Renew project, the Human Resources staff also reviewed the University's compensation policies and procedures, proposing updates that reflected the philosophy. Over a six-month period, HR representatives met with the officers and deans to review these updates and gather more information on the systematic changes that would support the philosophy.

Further details are available on a Web site, renew.nd.edu, or by calling askHR at 631-5900. Questions about ND Renew may be sent to the e-mail address renew@nd.edu.



ND Renew will review responsibilities and duties of non-faculty exempt and non-exempt employees such as office workers, landscapers, food services personnel and, at bottom, mail distribution staff. The result of their input will be a more fair and understandable position structure and compensation program.

Photos by Matt Cashore

Staff gatherings planned on 2008 ND Voice results

BY GAIL HINCHION MANCINI

Thirteen one-hour sessions will take place beginning Friday, Feb. 13 to provide a summary of the 2008 ND Voice employee engagement survey for all staff and administrative groups.

The presentations will follow the format used in spring 2007 when the first ND Voice results were presented, with one significant difference. Staff and their supervisors will be able to see whether efforts to address 2006 concerns resulted in higher satisfaction numbers in 2008.

John Affleck-Graves, executive vice president, and Robert McQuade, associate vice president for Human Resources, will present findings specific to the overall University. In subsequent meetings, employees will gather in their divisions and departments to review results specific to their areas, and consider action plans to address those issues.

The 13 general sessions will include an outline of the areas of improvement the University will focus on as a result of these findings. In 2006, the areas of improvement involved respect, fairness, accountability and creating a culture of continuous improvement.

The responses to those concerns include the new performance management and merit pay systems, supervisory training programs, a new and multilayered professional development program and ND Renew, the University's project to update the way we define non-faculty jobs and assign compensation.

2008 findings are likely to lead to equally ambitious initiatives, but in new areas, says Tammy Freeman, director of talent management in the Office of Human Resources.

The benefit of attending the sessions is that employees will be able to see "the power of their voices," Freeman says. "They'll see first-hand the improvements made since the 2006 survey, and the results of their speaking up."

The schedule for the 13 sessions is as follows:

Academic Groups—10:30 a.m. Monday, Feb. 16, Leighton Hall/performing arts center

Athletics—2 p.m. Monday, Feb. 16, Leighton Hall/performing arts center

Business Operations (except Food Services)—9:30 a.m. Tuesday, Feb. 17, Leighton Hall/performing arts center; night shift 10 p.m. Tuesday, Feb. 17, Eck Visitors' Center Auditorium; 2 p.m. Thursday, Feb. 19, Washington Hall

Colleges—1 p.m. Friday, Feb. 20, Leighton Hall/performing arts center

Food Services—2 p.m. Wednesday, Feb. 18, North Dining Hall; 2 p.m. Wednesday, Feb. 25, South Dining Hall

Finance and Investments—4 p.m. Wednesday, Feb. 18, Eck Auditorium

OIT—9:30 a.m. Thursday, Feb. 19, McKenna Hall Auditorium

President's Office, EVP Office, OPAC, HR, General Counsel and Auditing—11 a.m. Friday, Feb. 20, Eck Auditorium

Student Affairs—1 p.m. Friday, Feb. 13, Leighton Hall/performing arts center

University Relations—3 p.m. Friday, Feb. 20, Eck Auditorium



At a glance

ND Renew:

- will update the system that defines job titles, responsibilities and compensation
- will support our compensation philosophy
- will involve input from all employees, through mid-March
- is not intended to reduce an individual's pay, cut back on jobs or otherwise address current economic concerns



ND Renew FAQs

This list of frequently asked questions has been developed to help all employees understand the purpose and proposed outcomes of the ND Renew project. If your questions are not addressed here, please contact your supervisor, HR Business Partner, HR Compensation staff or send an e-mail to renew@nd.edu.

GENERAL PROJECT OVERVIEW

Q: What is ND Renew?

A: ND Renew is a comprehensive review of the position structure and market competitiveness for non-faculty positions, exempt and non-exempt.

Q: Why is the University initiating ND Renew?

A: It is common for organizations to periodically review compensation structures, programs, and market competitiveness. While it is good business practice, the University's decision to initiate this project also resulted from input across campus beginning with the 2006 ND Voice employee survey.

This input indicated the current system is confusing and difficult to administer, with many employees having the same job title but different responsibilities, or the same responsibilities but different titles. Further, the perception is that our system may not provide equitable pay for similar campus positions and does not provide a clear picture of our external competitiveness.

Q: What has happened since 2006?

A: This is the third step to address the perceptions that were heard on the ND Voice employee survey. First, the University's leadership established a compensation philosophy—a statement that would guide our efforts. Our philosophy states:

The University strives to provide base compensation for staff and administrative employees that is (a) externally competitive with the relevant market and (b) internally aligned with pay levels of individuals who have similar responsibilities, demonstrated competencies and experience. The University will utilize variable compensation (incentive plans and recognition awards) as appropriate to further support the achievement of the University's goals and core values while considering the competitive market for positions.

Staff from Human Resources then reviewed and updated the University's compensation policies and procedures to reflect the philosophy. Every dean and officer met with HR to help determine the validity of the policies and procedures. These interviews revealed further details about the need to create a new structure. Late in 2008, new policies and procedures were adopted. ND Renew is the logical next step.

Q: Is this project a response to current economic pressures?

A: No. Planning for this project began before the current economic downturn and the message from University President Father John Jenkins in December. The University's leaders are clear on these points:

- this is not a plan to reduce pay
- it is not a cost-saving initiative and
- it is not an effort to eliminate jobs.

Q: Will this study affect the July 1, 2009 merit increases?

A: No. Performance Planning and Merit Pay considerations, which are being rolled out now and are effective July 1, 2009, will not be impacted by this project. Any outcomes from this project will be implemented independent of the normal performance planning and merit pay process.

Q: Will any employees receive a pay decrease as a result of the study?

A: The resulting changes from this project cannot yet be predicted. While there should be no expectation of individual salary adjustments, we can communicate the University's commitment that individual compensation will not be reduced as a result of the findings.

Q: What are the expected outcomes of this project?

- A position structure: a consistent set of definitions and equitable comparisons—internally and externally—for non-faculty positions
- A compensation program: a comparison of pay across University departments and with local employers and other prestigious universities from which the University draws talent

Q: Who is managing this project?

A: The University has engaged Mercer, a global human resource consulting firm, as our partner to complete the project. The Office of Human Resources is managing the project with the assistance of various campus partners, including an advisory committee for the project.

Q: What is Mercer's role?

A: Working closely with our administration, the Mercer team has structured the project's parameters and is charged with:

- creating supportive tools such as position questionnaires to identify job responsibilities and duties
- conducting the market analysis to assess our competitiveness
- designing a new position structure and rationale
- providing supportive technology to manage the new system

Q: When will the new structure be ready?

A: Given our current timeline, results of the study will be ready for implementation in late 2009.

Q: What will the new structure look like?

A: We do not know what will change until all of the data is collected and analyzed. When the results are complete, the University will communicate them to all levels of the organization.

Q: Will titles change as a result of ND Renew?

A: Across campus, employees and supervisors agree that we have too many titles and too little information about how one job compares to another. So streamlining the number of titles we have is a likely outcome. In the process, some employee positions may be retitled. New titles will help employees understand their position among the University's career paths and their potential for career growth.

YOUR ROLES, RESPONSIBILITIES AND OPPORTUNITIES

Q: How can I help?

A: Your personal contribution will be needed during a fact-finding phase in February and March 2009.

Individuals will be asked to complete a "Position Questionnaire" or participate in group activities that explore the details of your job responsibilities and duties. The position questionnaire will be available electronically, for those who use computers.

Supervisors and managers will facilitate the employee input phase and help by reviewing staff input for accuracy and completeness.

Q: How will I know when it's time to participate?

A: Working with HR or Mercer

representatives, managers and supervisors will identify a period for focusing on this project that takes into account your department or division's other responsibilities.

Q: How long will it take to complete a position questionnaire?

A: Your time commitment on the position questionnaire or group sessions will vary depending on how up-to-date your position description is. Employees whose responsibilities have not been reviewed for several years may need a few hours to provide the necessary details.

Q: Can I complete the questionnaire incorrectly?

A: Completing the questionnaire accurately is what

important. Managers and employees should work together to provide an accurate picture of duties and responsibilities.

Q: Should I be able to take time out of the regular day to participate in this project?

A: Yes. Employees should be given time at work to complete the questionnaire or participate in a facilitated session.

Q: What if I don't want to participate?

A: Employee participation is not mandatory; however, by not participating you lose the opportunity to provide input on your position.

'McMorris' promotes teamwork

BY CAROL C. BRADLEY

Recently, a stuffed blue M&M toy, dubbed "McMorris," has made the rounds of various Morris Inn and McKenna Hall departments, chronicling what he sees in a blog (adayinthelifeofmm.blogspot.com).

In the course of his travels, McMorris has learned to make drinks with the bartenders at Leahy's, spent time at the front desk with Morris Inn front office manager Shannen M. McKaskle and her staff, and had breakfast with staffers and Jim Lyphout, vice president for business operations.

McMorris also learned about some of the less glamorous aspects of maintaining the facilities by cleaning with Julie Scott, McKenna Hall service attendant.

"Keeping the facilities clean is critical to guest satisfaction," McMorris writes in his blog, "but as I found out, toilets do not clean themselves... spending a day with these folks, it is obvious that they take pride in what they do, provide an invaluable service to the operation, and are an integral part of our overall success. If I wore a hat, I would tip it to them for their hard work and dedication."

It's all about teamwork, says Ed Atkinson, Morris Inn business manager and McMorris blog ghostwriter.

When the Morris Inn and McKenna Hall merged last year, staffers wanted to do something to tie the two organizations together, "to make them feel part of a team, as opposed to two separate operations," says Atkinson.

The goal was to create an atmosphere where employees know what staffers in other departments do all day. Some staffers had never been inside a Morris Inn guest room or seen the kitchen, for example. "And the employees really didn't know each other," he adds.



Photo provided

After a long day's work at the Michigan State Game, McMorris has a nightcap at Leahy's at 11 p.m.

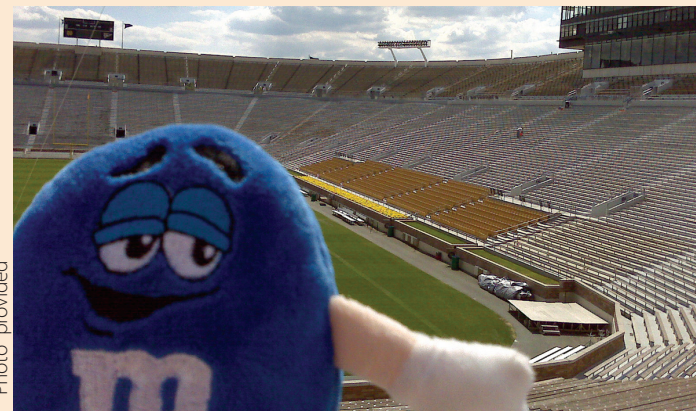


Photo provided

McMorris takes a tour of campus, including a behind-the-scenes look at the stadium. The adventures of McMorris, created as a team-building tool for employees of the Morris Inn and McKenna Hall, were chronicled in a blog ghostwritten by Morris Inn business manager Ed Atkinson.

The concept they came up with was "Team M&M," i.e. Morris Inn and McKenna Hall, and an 11-month series of events designed to help staff get to know each other and their respective jobs. The "McMorris" concept was the contribution of Atkinson and the administrative staff to the team-building effort. Staffers have followed McMorris' exploits with interest, Atkinson says.

Over the past year, each of 11 departments took turns planning an event to help familiarize others with their work area.

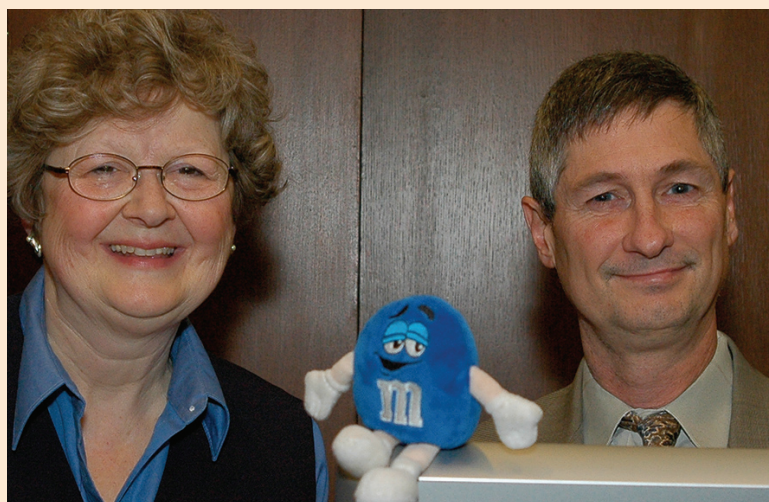
Staffers participated in an "Iron Chef"-type contest in the Morris Inn kitchens—teams were given a box of ingredients and told to create an appetizer, entrée and dessert in 30 minutes—and a scavenger hunt through several Morris Inn guest rooms.

McMorris spent his last day on the job earlier in the fall with the servers from Sorin's (who serve close to 80,000 guests per year in a timely and friendly manner, he notes in his blog). He planned to make one last appearance to visit the department with the best United Way campaign participation.

Overall, the campaign has worked, Atkinson says. "I know it's a cliché, but teamwork really is important. This helps people understand that they are not alone. It opens their eyes to what goes on, and gets them out of their own little world."

And ultimately, he adds, it helps staffers understand their role at the University.

"We're a hotel," Atkinson said, "but we're part of the bigger team."



Pat Welling, Morris Inn guest service associate, at left, and Morris Inn business manager Ed Atkinson greet McMorris at the front desk of the Morris Inn.

Carol C. Bradley

A beautiful place to work

BY CAROL C. BRADLEY

Visitors to the Basilica of the Sacred Heart marvel at the beauty of the church—the ornate French Gothic altar, stained glass windows, statuary and carvings.

They probably don't give a thought to how it all gets cleaned.

To put it in perspective, imagine trying to keep your house clean—if your home were over 31,000 square feet, with 60-foot ceilings, and with hundreds of thousands of visitors tramping through every year.

But it's the daily task of Polish émigré Janina Momotiuk, the Basilica's day custodian. Momotiuk dusts, mops and otherwise cleans every surface in the Basilica and the Log Chapel.

"Everything you see in the church, I dust," she says. "It's not an easy job."

Momotiuk has worked at

Notre Dame for 15 years, and at the Basilica for eight. She works 4 a.m. to 12:30 p.m. daily, sweeping, mopping, vacuuming and handling other cleaning duties, including shoveling the front steps in winter (two other building services staffers, Debby Clark and Im Song, work the night shift.)

Momotiuk immigrated to the United States in 1979, became a U.S. citizen in 1985, and moved to Mishawaka in 1991. "In the beginning, I had a very hard time," she says. "I



Janina Momotiuk, day custodian at the Basilica of the Sacred Heart, is one of three staffers responsible for cleaning the 31,000-square-foot building. At right, Momotiuk uses a cloth on a telescoping pole to dust hard-to-reach areas.



Carol C. Bradley

came without knowing English. I like living in the United States. This is a very, very good country. They let people from different countries become citizens. They don't discriminate."

She's the mother of four children, and two of them—fraternal twins, a boy and a girl—are recent Notre Dame graduates.

Visitors often ask her for directions or ask questions about the Basilica—she directs them to the bulletins or to the tour guides. She enjoys meeting visitors—many, she says, have seen Notre Dame's televised Sunday Masses, and saved up their

money to visit in person.

"Seeing the thousands of people here on football weekends...Christmas and Easter... this is excitement for me," she says.

Not long ago, she says, a visitor paid her a great compliment. He was a bus driver who drives tourists all over, she says. "Different countries, different churches. He said he'd never seen such a spotless church anywhere.

"I get tired sometimes. Who does not get tired? But appreciate what you have," she says. "Seeing the beauty, the people coming from all over the world... it is a very good place to work."

United Way, food bank drives raise \$550,000

BY CAROL C. BRADLEY

Employees pledged more than \$355,000 to the 2008-09 United Way to support social service agencies in St. Joseph County, with \$6,177 designated for the Employee Compassion Fund.

Funds raised topped last year's United Way campaign by nearly \$24,000.

The community-wide "People Gotta Eat" campaign, spearheaded by Legal Aid Clinic's Judy Fox, has so far raised nearly \$201,000 for the Food Bank of Northern Indiana and area food pantries. In addition, campus food drives collected more than 3,000 pounds of food.

"Regardless of whether economic conditions are good or poor, Notre Dame employees have a sense of social responsibility that extends into

the St. Joseph County community and beyond," says Robert K. McQuade, associate vice president for human resources. "They step up to meet the challenges of the day, and do their part to meet the needs of people in the community."

A number of departmental fundraisers added to the United Way total. Among them, the Strikes and Spares bowling fundraiser netted \$4,545. The Coaches Car Wash raised \$2,500.

Names of 54 prizewinners have been drawn at random from among those who pledged to the United Way. Christine Breisch, Mendoza College of Business, won two roundtrip airlines tickets to anywhere in the United States, and David Bierwagen, locksmith services, won an Apple iPod Nano. Reserved parking spaces for 2009 went to Brian Kirzeder, Research and Sponsored Programs Accounting, and Elma L. Gallegos, Building Services.

'Shinny' and fans fire up the hockey team

ND WORKS STAFF WRITER

When coach Jeff Jackson sends the Irish hockey team to practice in an outdoor neighborhood venue like Merrifield Park, he has a few things in mind, explains Tim Connor, sports information assistant director.

It's a way to mix it up during an off week, a way to get a fresh perspective just when the season starts feeling long. "It's called shinny," Connor says, of a pick-up practice that leaves behind the pads and makes due just with shin guards, helmets and gloves.

"Most of these kids started playing

on the ponds or an outdoor rink," explains Connor. Last season, Jackson tried returning players to their roots at Merrifield. It worked like a charm. The team broke a brief losing streak by sweeping a series against Bowling Green.

Regardless of the point, the payoff was a chance to see, at extremely close range, how much their fans adore them. Pee Wee and Mini Mite leaguers piled out of dozens of minivans for a chance to walk up to their favorite players and get an autograph. Some 250 people dropped by to see the team practice, Connor says.

With help from hockey promotions staffer Darin Ottaviani, the fans also were treated to chocolate and team posters.



Half-pint autograph seekers get signatures from, starting in the foreground, Rich Ryan, Luke Lucyk and Ryan Guentzel.

Gail Hinchon Mancini

Business programs discounted for employees and spouses

The Executive Education program in the Mendoza College of Business offers non-degree programs to employees of Notre Dame and their spouses at a 20 percent discount. Programs beginning in March are:

The **Certificate in Executive Management** program is for managers, department heads, and directors who want a foundation or a refresher course in core business management topics. The 20-session course meets for

10 Mondays in spring and 10 in fall beginning March 2.

The **Supervisory Development** program is a two-day program for supervisors, managers, and team leaders looking for practical skills in dealing with day-to-day management challenges. Sessions are Tuesday and Wednesday, March 17 and 18, and Tuesday and Wednesday, Oct. 20 and 21.

The five-day **Project Manager Training** program is Monday through Friday, March 9 to 13; a fall session

meets Monday through Friday, Oct. 5 through 9.

Beginning in May, a new five-day **Advanced Project Management Skills Track** incorporates three advanced instructions on effective scheduling, managing multiple projects and turning around problem projects, as well as business case analysis, advanced risk analysis and working with a virtual team. The course will be offered Monday through Friday, May 4 to 8, and Nov. 9 to 13.

For more information, please visit executive.nd.edu or contact Chris Cushman at 631-4099 or cushman.1@nd.edu.

DISTINCTIONS

The University congratulates the following employees who celebrate significant anniversaries in February, including 30-year veterans **James D. Nissley** and **Christa L. Trok**, radiation laboratory, and **Frederick J. Sonneborn**, power plant and utilities. Others include:

25 years

Mary C. Finn, chemistry and biochemistry

Shari L. Fye, financial aid

20 years

Catherine A. Brown, Rolfs Sports Recreation Center

Michael J. Geglio, enterprise systems

Leon M. Glon, Cedar Grove Cemetery

Neil D. Rightmire, South Dining Hall

15 years

Donna L. Collins and **Eliza G. Macon**, custodial services

Yul P. Hubbard, athletic grounds

Mary K. Maloney, Alumni Association



Nissley



Trok

Debra S. Wenzel, Reckers

10 years

Kevin S. Abbott and **Corrie A. Klimek**, customer support services

Marsha Daviduke, health services

David W. Dobrzynski, **Steven S. Hamrick** and **Carol A. Szlanfucht**, custodial services

David T. Jenkins, library

James C. Merkle, preventive maintenance

Jane M. Nielson, landscape services

JoAnn Norris, College of Arts and Letters



Sonneborn

Patricia A. Schlarb, Basilica of the Sacred Heart

Terry Udstuen, Building Services
Randy M. Waldrum, athletics

Friends on the court, foes against cancer

BY GAIL HINCHION MANCINI

Fans who attend the home women's basketball game Sunday, Feb. 8, won't just be witness to a competition against DePaul. They'll be part of a larger challenge involving such top-flight women's basketball programs as Baylor, Connecticut, Duke, LSU, Maryland, Minnesota, Missouri State, New Mexico, Oklahoma, Penn State, Purdue, Tennessee, Texas Tech and Vanderbilt.

No... it's not that all the teams will be on the floor at one time, or even that the skills of the varsity players themselves will win the day. It's the presence of fans—a packed Joyce arena—that will help Notre Dame prevail in the first-ever Women's Basketball Coaches Association (WBCA) Pink Zone Challenge.

Muffet McGraw and a committee of Notre Dame friends and employees conceived the challenge, encouraging

a friendly competition among the 20 top-drawing women's teams in the country.

WBCA coaches have been supporting the fundraising cause for several years. In one year alone, the program reached more than 830,000 fans and raised more than \$930,000 for breast cancer awareness and research. The new Pink Zone challenge focuses on what can be accomplished during one designated home game on the roster of the 15 participants around mid-February.

"The WBCA Pink Zone is such a wonderful and worthwhile concept, and we believe this competition will serve as a catalyst to take that effort to a whole new level," says McGraw.

Fifteen of these elite programs are participating in what is both a fundraiser and an effort to raise awareness about breast cancer on the court and in the community. Each school's bid to win will culminate with fundraising activities building around one February game. The winner of the challenge is to be identified during Final Four play in early April; Notre



Caitlin Madden



While Coach Muffet McGraw signs autographs, above, player Erica Solomon leads stretches during a recent basketball clinic the Lady Irish gave in a Stevensville, Mich. school. The event was one of several the team has undertaken to raise awareness about and funds for breast cancer research.

Dame is contributing the winning trophy.

The ND-DePaul game is the latest and largest in a series of activities the campus Pink Zone committee has organized toward a goal of \$50,000. So far, many of the events have been behind the scenes, such as a skill-building clinic the Lady Irish recently conducted in Stevensville, Mich.

Pink Zone activities have become particularly visible this week as supporters at pink-accented tables in visible areas around campus began selling game tickets and related items such as pink T-shirts and calendars.

If the game sells out, the women's basketball program will donate an additional \$10,000 to the Pink Zone initiative.

On game day, the first 2,000 fans in attendance will receive a free pink Irish t-shirt, compliments of Saint Joseph Regional Medical Center. In addition, breast cancer survivors will be recognized during a special halftime ceremony. Expect the players in special, partially pink attire.

Throughout the challenge, the campus committee had been keeping an eye on the health of North Carolina State coach Kay Yow, who had been

battling breast cancer for several years. Yow died Jan. 24. Of Notre Dame's Pink Challenge proceeds, 25 percent will go to the Kay Yow/WBCA Cancer Fund; 75 percent will go to local breast-cancer-related causes.

Notre Dame committee members include Anne Riordan, Bob Nagle, Frances Shavers, Heidi Lamm, Jennie Phillips, Joan Lennon, John Anthony, Libby Schleiffarth, Mary Deditch, Mary Rattenbury, Mary Warner, Monica Hoban, Pam Burish, Patricia McAdams, Sara Liebscher, Stephanie Mead, Stephanie Menio and Tracy Vargo-Gogola.

FYI

ART

Expressions of the Figure

Through March 20, Crossroads Gallery, Notre Dame Downtown, 217 S. Michigan St.

Artist Eric Nisly interprets the human figure Presented by the Institute for Latino Studies

PERFORMANCE

Unless otherwise noted, all events take place in the Marie P. DeBartolo Center for the Performing Arts. For more information or to purchase tickets, visit performingarts.nd.edu or call 631-2800. Ticket prices are for faculty and staff, senior citizens and students.

Czech Symphony Orchestra

7 p.m. Wednesday, Feb. 11, Leighton Concert Hall
Performing works by Smetana, Mendelssohn and Dvorak
Visiting Artist Series
\$38/\$36/\$15

The Producers

7:30 p.m. Thursday to Saturday, Feb. 12-14, Washington Hall
Pasquerilla East Musical Company presentation of the Mel Brooks musical
\$8 general admission, \$6 students; available at LaFortune Box Office

Daniel Schlosberg Piano: Bach's Goldberg Variations

7:30 p.m. Thursday, Feb. 12, Leighton Concert Hall
Artist-in-Residence in the Department of Music performs Bach masterwork
Presented by the Department of Music
\$8/\$5/\$3

Stephen Lancaster and Daniel Schlosberg: Love Songs of the 20th Century

8 p.m. Saturday, Feb. 14, Leighton Concert Hall
Baritone Stephen Lancaster joins pianist Daniel Schlosberg in a Valentine's Day concert
Presented by the Department of Music
\$6/\$5/\$3

Turtle Island Quartet with Cyrus Chestnut

2 p.m. Sunday, Feb. 15, Leighton Concert Hall
Classical aesthetic fused with contemporary style
Visiting Artist Series
\$30/\$29/\$15

Karen Lykes

7:30 p.m. Thursday, Feb. 19, Leighton Concert Hall
Mezzo-soprano Lykes performs with collaborative pianist Paivi Ekroth
Presented by the Department of Music
\$5/\$4/\$3

Junior Parents Weekend Bands Concert

2 p.m. Saturday, Feb. 21, Leighton Concert Hall
Music by the Jazz Band, Symphonic Band and Symphonic Winds, concluding with a rousing chorus of the Notre Dame Victory March
Presented by the Department of Music
\$5/\$3/\$3

FILM

Unless otherwise noted, films are screened in the Browning Cinema, DeBartolo Center for the Performing Arts; tickets are \$5 for faculty, \$4 for seniors and \$3 for students. Visit performingarts.nd.edu or call the box office, 631-2800, to purchase or reserve tickets.

Henry Dunant: Red on the Cross (2006)

9:30 p.m. Thursday, Feb. 12
The story of the man who gave birth to the International Red Cross Convention; French language with English subtitles
Free but ticketed; Of War and Law series

Breaker Morant (1980)

6:30 p.m. Friday, Feb. 13
Australian Army lieutenants on trial for murder
Free but ticketed; Of War and Law series

Casualties of War (1989)

How normal moral behavior is discarded in wartime
Free but ticketed; Of War and Law series

The Godfather (1972)

2 p.m. Saturday, Feb. 14
Marlon Brando in the epic tale of Mafia life in America
PAC Classic 100

Afghan Breakdown (1990)

6:30 p.m. Saturday, Feb. 14
The Soviet war in Afghanistan; Russian and Italian languages with English subtitles
Free but ticketed; Of War and Law series

Welcome To Sarajevo (1997)

9:30 p.m. Saturday, Feb. 14
A British reporter smuggles an orphaned Muslim girl out of the country
Free but ticketed; Of War and Law series

Where God Left His Shoes (2008)

6:30 and 9:30 p.m. Thursday, Feb. 19
A homeless family can have an apartment for Christmas—if the father can find a job
WORLDVIEW Film Series

The Counterfeiters (2007)

9:30 p.m. Friday, Feb. 20
Story of a prolific Nazi-run counterfeiting operation
New Perspectives in Holocaust Films

The Boy in the Striped Pajamas (2008)

6:30 p.m. Friday and Saturday, Feb. 20 and 21
An unlikely and life-changing friendship between two boys—one a prisoner, the other the son of a Nazi officer
New Perspectives in Holocaust Films

The Godfather Part II (1974)

2 p.m. Saturday, Feb. 21
Part II of the Godfather trilogy continues the saga of the Corleone family
PAC Classic 100

One Day You Will Understand (2007)

9:30 p.m. Saturday, Feb. 21, 3 p.m. Sunday, Feb. 22
A Frenchman becomes obsessed with his family's history while watching the trial of Klaus Barbie on television
New Perspectives in Holocaust Films

CELEBRATIONS AND GATHERINGS

Global Women Writers Now

Monday to Wednesday, Feb. 9-11, Hesburgh Center
Presentations by prominent international writers, poets, editors and translators. Complete schedule at nd.edu/~alcwp
Sponsored by the Creative Writing Program

Brazilian Carnival!

8 to 11 p.m. Friday, Feb. 13, South Dining Hall
Music and dance with Chicago Samba, including Bloco parade and costume contest, samba lessons and door prizes
Free and open to the public

WELLNESS OPPORTUNITIES

RecSports fitness classes, personal training and fitness orientations
Some non-students classes remain open, as do sessions with personal trainers. Visit recsports.nd.edu or call 631-6100.

FROM THE ARCHIVES



Elizabeth Hogan, University Archives

Presidents present, and past: America's 44th president was inaugurated Jan. 20. The nation's 32nd president, Franklin Delano Roosevelt, who also served his country in a time of war and economic crisis, received an honorary degree from Notre Dame on Dec. 9, 1935, at a convocation honoring the new Commonwealth of the Philippines. During his visit, FDR is pictured here with George Cardinal Mundelein.

Chili—by the numbers

How many Food Service Support Facility staffers does it take to make that Texas chili you ladle into a cup at lunch? Quite a few. And they make 150 gallons at a time.

Photos by Carol C. Bradley



The chili you buy for lunch is prepared in the Food Services Support Facility



1. Butchers John Hans, in front, and Howard Busfield grind hamburger—306 pounds for a batch of chili.



2. In the vegetable prep area, Henry Brown, at left, Harvey Thompson and Alice Fisher peel 204 pounds of onions.



3. Amber Findley chops onions, then green peppers (95 pounds) and jalapeno peppers (16 pounds).



4. "Issue ingredients" cook Mike Evans gathers recipes and ingredients for the day's cooking tasks, which for chili include pounds of chili powder, bay leaves, salt, ground cumin, garlic, and spanish paprika and cayenne pepper.

5. Cooks Ron Dokes, at left, and Danny Bloss combine the beef, onions and peppers in a 150-gallon kettle.

6. The kettle keeps the mixture moving while it cooks to the proper temperature.

7. They pump the hot mixture out of the kettle, strain it through a colander to remove the grease, then return it to the kettle.



8. Then 612 pounds of canned pinto beans are added. . .



9. . . .306 pounds of diced tomatoes in juice. . .



10. . . and 150 pounds of tomato sauce. Then the chili cooks for two hours.



11. Bloss and Dokes pump the finished product—at a temperature of 180 degrees—from the kettle into 75 two-gallon plastic bags, which are sealed, stapled and labeled.



12. Bloss places the filled bags in the chiller (imagine a big clothes dryer, but filled with cold water), which cools the chili to 40 degrees within two hours, as required by the health department.

13. The finished product goes to the food services chill area or the freezer until time to ship it out to the various retail food service units on campus. . .