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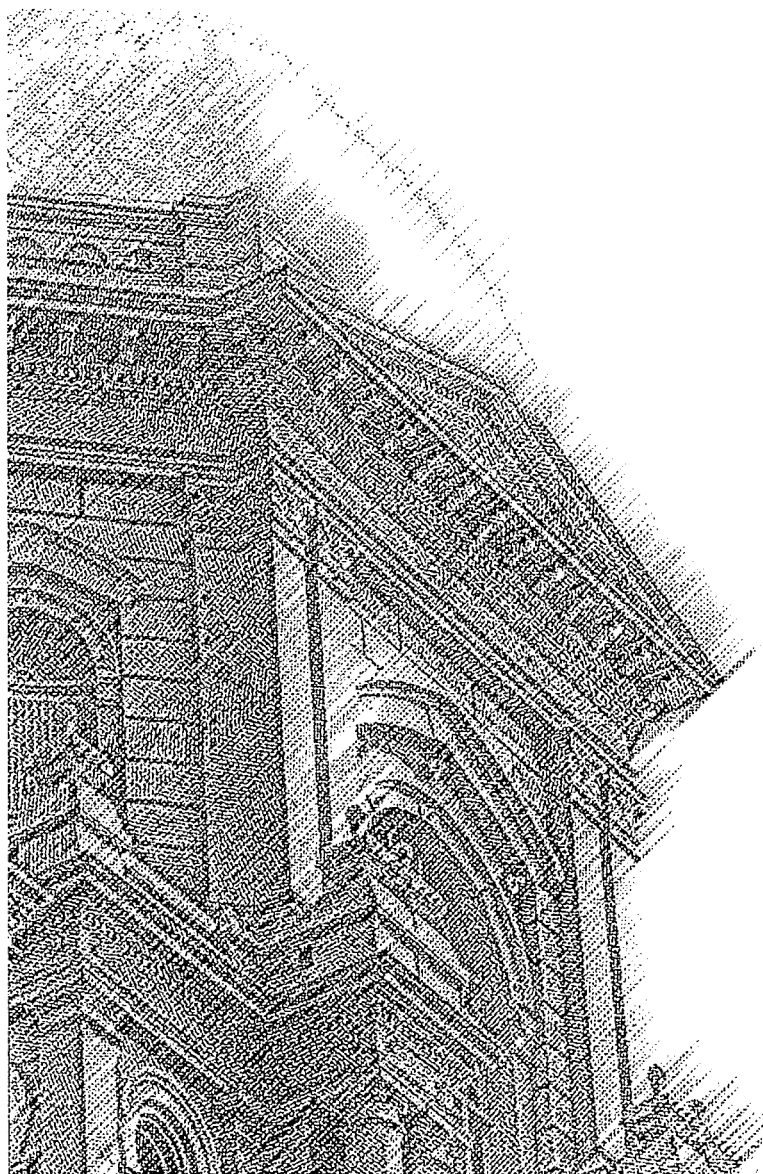
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The University

Notre Dame Decides Not to Join the Big Ten

The Board of Trustees of the University of Notre Dame affirmed the recommendation of the University's officers that Notre Dame retain its institutional independence.

The decision culminated a process of information-sharing between Notre Dame and both the Big Ten Conference and the Committee for Institutional Cooperation (CIC), the academic consortium of Big Ten universities plus the University of Chicago and the University of Illinois-Chicago.

Andrew J. McKenna, chairman of the Board of Trustees, and Rev. Edward A. Malloy, C.S.C., Notre Dame's president, announced the decision at a news conference in Marian Kennedy Fischer Hall, Notre Dame's new London study center, following the Trustees' winter meeting there. The meeting took place in conjunction with the dedication of Fischer Hall.

"Notre Dame over the years has enjoyed close associations with a number of Big Ten and CIC institutions both in athletic and in academic pursuits, and certainly we look forward not only to maintaining, but also to expanding these relationships in the future," McKenna said in announcing the Trustees' decision. "It has been a privilege to have been allowed to explore the possibility of full partnership with these great universities. In the end, however, it was the judgment of the University's officers that Notre Dame should remain independent institutionally and retain its existing athletic arrangements." In athletics, that means continued independence for the football program and Big East Conference membership for most other sports.

"Notre Dame has a distinct identity that is the product of more than a century and a half of institutional independence," Father Malloy said in describing the decision. "As a Catholic university with a national constituency, we believe independence continues to be our best way forward, not just in athletics, but, first and foremost, in fulfillment of our academic aspirations.

"The process of sharing information with the Big Ten and CIC has been of great value to Notre Dame," Father Malloy said. "It encouraged us to consider a variety of issues integral to our pursuit of academic and athletic excellence, as well as to our distinct mission as a Catholic university. We have great respect for both the academic stature and the athletic integrity of the Big Ten universities."

The decision, Father Malloy explained, ultimately hinged on the institutional identity of Notre Dame. "Just as the Universities of Michigan or Wisconsin or Illinois have core identities as the flagship institutions of their states, so Notre Dame has a core identity, and at that core are these characteristics—Catholic, private, independent," he said. As a Big Ten and CIC member, Father Malloy pointed out, "Notre Dame would be one of only two private universities . . . and the only university with a religious affiliation." Notre Dame also, he said, would be by far the smallest of the affiliated institutions.

The Catholic character of Notre Dame, Father Malloy said, ". . . gives a unique perspective to our educational mission and permeates our campus culture. Our most basic decisions concerning student life, our faculty, our core curriculum, even the fields of scholarship and research in which we aspire to make a significant contribution, all reflect the fact that we are a Catholic university.

"These differences in identity between Notre Dame and the member institutions of the Big Ten are essential, not incidental," Father Malloy said. "They are not qualities that are amenable to change, nor would we change them. Notre Dame always will be Catholic and always will be private. Even in terms of size, we will not become appreciably larger. Given these realities, we have had to ask ourselves the fundamental question, does this core identity of Notre Dame as Catholic, private, and independent seem a match for an association of universities—even a splendid association of great universities—that are uniformly secular, predominantly state institu-

tions and with a long heritage of conference affiliation. Our answer to that question, in the final analysis, is no." Father Malloy echoed McKenna in expressing gratitude to the Big Ten for the opportunity to explore a potential partnership. "Our relationships with (the Big Ten) over more than a century — our competition in sport and cooperation in research and scholarship — have greatly enriched Notre Dame," he said, "and we look forward to maintaining and deepening those relationships — not as a member of the family but as, we hope, an old and close family friend."

Father Malloy also thanked the leadership and membership of the Big East Conference for "forbearance as we have assessed our future. We value highly our Big East athletic membership, which has helped to strengthen greatly our programs that are part of the conference, and we look forward to the continued success and prosperity of this relationship." Father Malloy pledged to Notre Dame's faculty, students, and alumni a continued commitment "to making Notre Dame a great university. You've seen this commitment take shape on campus in the quality of our new faculty hires, in our construction of state-of-the-art teaching and research facilities, and in the emergence of our academic centers of excellence," he said. "In the near future you will see further and fresh evidence of this commitment to continuing Notre Dame's evolution as a center of learning and scholarship. I give you my pledge that we will remain constant and diligent in pursuit of our highest academic aspirations."

**Remarks of Andrew J. McKenna,
Chairman of the Board of Trustees
of the University of Notre Dame**

The University of Notre Dame's Board of Trustees today affirmed the recommendation of the University's officers that Notre Dame should retain its institutional independence.

In a moment I'll call upon our President, Father Malloy, to discuss more fully how the University has arrived at this decision, but first I want to say how very grateful and honored we are

to have been able to engage in this extensive information sharing process with the Big Ten and its academic consortium, the Committee on Institutional Cooperation, or CIC. Notre Dame over the years has enjoyed close associations with a number of Big Ten and CIC institutions both in athletic and in academic pursuits, and certainly we look forward not only to maintaining, but also to expanding these relationships in the future. It has been a privilege to have been allowed to explore the possibility of full partnership with these great universities.

In the end, however, it was the judgment of the University's officers that Notre Dame should remain independent institutionally and retain its existing athletic arrangements. The Board of Trustees concurred in this judgment.

And now I'd like to turn to the President of Notre Dame, Father Edward Malloy. Monk . .

**Remarks of Rev. Edward A. Malloy,
C.S.C., President of the University
of Notre Dame**

Thank you, Andy.

Let me begin by echoing Andy's sentiments concerning the Big Ten and CIC. Those of us who are involved in the administration of Notre Dame all have enjoyed long and close associations with faculty and administrators and officers of various Big Ten and CIC institutions. Our numerous and long-standing athletic associations with Big Ten schools are well known to the public; it was a group of University of Michigan students, you may recall, who first taught Notre Dame students to play the game of football, and not too long ago an entire book was written on that enduring football rivalry.

Our academic associations with Big Ten and CIC institutions are less well known, but of even greater importance. Many both of our faculty and administrative staff personnel are products of these institutions. In fact, our three newest deans and our director of libraries all came to Notre Dame from positions at Big Ten universities.

Likewise, numerous individual Notre Dame faculty, as well as various of our academic departments, centers, and institutes engage in joint scholarship and research projects with their Big Ten counterparts. One prominent example of these cooperative endeavors is the Indiana University medical school program that resides on the Notre Dame campus. We and Indiana even now are pursuing plans to expand that program and enhance its interplay with Notre Dame research efforts such as our Keck Center for Transgene Research.

The process of sharing information with the Big Ten and CIC has been of great value to Notre Dame. It encouraged us to consider a variety of issues integral to our pursuit of academic and athletic excellence, as well as to our distinct mission as a Catholic university. We have great respect for both the academic stature and the athletic integrity of the Big Ten universities.

Why, then, not take the ultimate step in partnership and become a member of the Big Ten? That answer, in the end result, transcends the many individual factors, academic and athletic, that weigh either for or against conference affiliation. Ultimately, the answer lies in the institutional identity of Notre Dame, its overarching definition. Just as the Universities of Michigan or Wisconsin or Illinois have core identities as the flagship institutions of their states, so Notre Dame has a core identity, and at that core are these characteristics—Catholic, private, independent.

Ostensibly, affiliation with the Big Ten would involve only one of these characteristics, but closer examination raises further questions. Notre Dame would be one of only two private universities among these institutions and the only university with a religious affiliation. Notre Dame also, by the way, would be by far the smallest of these institutions. Northwestern, which is nearest to us in size, has a student population twice as large as Notre Dame's, while the state universities all are three, four, even five times our size.

The issue of religious identity is not, as might be thought, a question of our Catholic character somehow being diminished by an affiliation with secular institutions. We alone are responsible for the vitality of our Catholic character. But that character gives a unique perspective to our educational mission and permeates our campus culture. Our most basic decisions concerning student life, our faculty, our core curriculum, even the fields of scholarship and research in which we aspire to make a significant contribution, all reflect the fact that we are a Catholic university. No other institution in the Big Ten, or the CIC, shares this distinctive educational mission, which creates a basic dissimilarity between Notre Dame and the institutions with which we would be partnered.

These differences in identity between Notre Dame and the member institutions of the Big Ten are essential, not incidental. They are not qualities that are amenable to change, nor would we change them. Notre Dame always will be Catholic and always will be private. Even in terms of size, we will not become appreciably larger. Given these realities, we have had to ask ourselves the fundamental question, does this core identity of Notre Dame as Catholic, private, and independent seem a match for an association of universities—even a splendid association of great universities—that are uniformly secular, predominantly state institutions and with a long heritage of conference affiliation.

Our answer to that question, in the final analysis, is no. Notre Dame has a distinct identity that is the product of more than a century and a half of institutional independence. As a Catholic university with a national constituency, we believe independence continues to be our best way forward, not just in athletics, but, first and foremost, in fulfillment of our academic aspirations.

To the leadership and membership of the Big Ten and CIC, I want to say, as Andy McKenna has, that you have our great gratitude for permitting us this opportunity to explore our potential partnership. Our relationships with you over more than a century—our

competition in sport and cooperation in research and scholarship—have greatly enriched Notre Dame, and we look forward to maintaining and deepening those relationships—not as a member of the family but as, we hope, an old and close family friend.

To the leadership and membership of the Big East Conference, let me say that we sincerely appreciate your forbearance as we have assessed our future. We value highly our Big East athletic membership, which has helped to strengthen greatly our programs that are part of the conference, and we look forward to the continued success and prosperity of this relationship. Finally but foremost, to our faculty, students, and alumni, I want to reinforce our commitment to making Notre Dame a great university. You've seen this commitment take shape on campus in the quality of our new faculty hires, in our construction of state-of-the-art teaching and research facilities, and in the emergence of our academic centers of excellence. In the near future you will see further and fresh evidence of this commitment to continuing Notre Dame's evolution as a center of learning and scholarship. I give you my pledge that we will remain constant and diligent in pursuit of our highest academic aspirations.

Faculty Notes

Appointments

Thomas F. Schaefer, chair and professor of accountancy, has been appointed to the KPMG Distinguished Chair in Accountancy in the College of Business Administration. The professorship is supported by an endowment provided by KPMG, one of the world's largest and most diversified professional accounting firms.

Paul Wilkes, award-winning author and documentary film producer, has been appointed Visiting W. Harold and Martha Welch Professor of American Studies for the 1999 spring semester. He is teaching two courses, "American Catholic Prophets" and "Spiritual Biography and Autobiography." Wilkes writes extensively about the role of religious belief in individual lives, as well as the place and impact of religion in public life. He is the author of 13 nonfiction books and one novel, and has been the host, writer, director or producer of seven PBS documentaries.

Honors

Rev. Richard S. Bullene, C.S.C., assistant professor of architecture, and **Robert L. Amico**, professor of architecture, have been appointed as members of the Jubilee Year 2000 Solidarity Committee and professional advisors for the international competition for the design and ultimate construction of the new parish church for Our Lady of Guadeloupe in rural Milford, Indiana, by the Most Reverend John M. D'Arcy, Bishop of the Diocese of Fort Wayne-South Bend.

James T. Cushing, professor of physics, has been elected a fellow of the American Physical Society.

Richard I. Fremgen, professional specialist in the Department of Accountancy, was elected to the Board of Directors of Hollister Incorporated, a multinational manufacturer and distributor of health care products, headquartered in Libertyville, Illinois.

James J. Kolata, professor of physics, has been appointed to the Program Advisory Committee of the Oak Ridge National Laboratory Radioactive Ion Beam Facility.

Alven M. Neiman, assistant dean and concurrent associate professor in the core course, has been named associate editor in charge of the regular section on scholarship in *Religious Education*, published for the Religious Education Association and Association of Professors of Religious Education by the University of Judaism.

Activities

Patricia Blanchette, assistant professor of philosophy, gave the talk "Frege's Metatheory and the 1906 Independence-Test" at Northwestern University's Program for the History and Philosophy of Science in Evanston, Illinois, January 22.

Roberto DaMatta, Joyce professor of anthropology, lectured on "What Can We Learn from Prejudice?" at Western Michigan University in Kalamazoo, Michigan, at the invitation of the Department of Geography and Anthropology during the commemorations of Martin Luther King week, January 22.

Gregory E. Dowd, associate professor of history, presented "Mobs, Germs, and the Law of Nations" at the Early American History Seminar at William Clements Library at the University of Michigan in Ann Arbor, Michigan, January 15. He presented "Pontiac's Otherworldly War" at the seminar on American Religion at the University of Notre Dame, January 27.

Richard Economakis, assistant professor of architecture, delivered the lecture "From Palermo to the Art of Building Cities" as part of the "Andrew @ 4" lecture series at Andrews University in Berrien Springs, Michigan, January 21. He and **Victor Deupi**, visiting assistant professor of architecture, were interviewed by Effie Laskarides on the proposal for Omonia Square in Athens, Greece, in *Eseis*, no. 252, January 2-15, 1999, pp. 24-27.

Barbara J. Fick, associate professor of law, taught a two and a half day in-house training workshop on "Negotiation and Mediation" for the Canadian law firm of McCarthy Tetrault in Mont Gabriel, Quebec, January 28-30.

Dirk Guld, associate professional specialist in the Radiation Laboratory, presented "Charge Separation in Super- and Supramolecular Assemblies; Utilization of Fullerenes as 3-Dimensional Building Blocks and Electron Acceptor Moieties" at the Department Seminar at Osaka University in Osaka, Japan, December 9; and at the Department Seminar at Trieste University in Trieste, Italy, January 7. He gave the invited talk "Fullerenes; Electron Accepting Building Blocks in Photoactive Donor-Bridged-Acceptor Dyads" at the second ICRS International Symposium and ICRS Conference in Sendai, Japan, December 11. He presented "Elektron- und Energietransferstudien in ausgedehnten konjugierten p-Elektronensystemen" at the University of Leipzig in Leipzig, Germany, December 18.

Jinesh C. Jain, assistant professional specialist in civil engineering and geological sciences, presented "Determination of Sub PPB Level Rare-earth Elements in Geological Samples by Ultrasonic Nebulization Inductively Coupled Plasma Mass Spectrometry (ICP-MS)" at the Winter 99 European Winter Conference On Plasma Spectrochemistry Symposium in Pau, France, January 10-15.

Erik A. Johnson, visiting research assistant professor of civil engineering and geological sciences, gave the seminar "The Stochastic Beam-Beam Interaction Problem: A Comparison of Several Numerical Solution Methods in Computational Stochastic Dynamics" at the Institut für Mechanik of the Leopold-Franzens University of Innsbruck, Austria, January 13; and at the Institute of Technical Mechanics of the University of Karlsruhe, Germany, January 18.

Ahsan Karcem, professor of civil engineering and geological sciences, chaired a technical session on the Reliability of Offshore Platforms and presented the papers "A Stochastic Model

of Ringing" co-authored with K.R. Gurley, F. Waisman, and M. Grigoriu, and "Probabilistic Response Analysis of a Coupled Platform-Tether System Under Directional Seas" co-authored with X. Song, at the 17th International Conference on Offshore Mechanics and Arctic Engineering in Lisbon, Portugal, July 5-9. His paper "Polynomialization of Viscous Drag Loading Using an Enhanced Moment-Based Hermite Approach," co-authored with M.A. Tognarelli, was also presented at this conference. He gave the seminar "Probabilistic Dynamic Analysis of Structures Under Environmental Loads" at the Department of Civil Engineering at Vanderbilt University in Nashville, Tennessee, July 14. He presented an overview of recent mitigation strategies in extreme wind events at the Governing Council meeting of the Partnership in Natural Disaster Reduction in Miami, Florida, August 5.

Scott Mainwaring, executive director of the Kellogg Institute for International Studies and Conley professor of government and international studies, gave the lecture "Democratic Survivability in Latin America" at the Kellogg Institute at the University of Notre Dame, February 4.

Tadeusz Mazurek, acting director of the Undergraduate London Program and concurrent assistant professor of classics, organized and presided over the panel "Figuring Identity: Personae and Literary Agenda in Roman Satire" and presented the paper "Satirist as Judge: Programmatic Ramifications" at the annual meeting of the American Philological Association in Washington, D.C., December 27-30.

Garth Meintjes, associate director of the Center for Civil and Human Rights, was a panelist in the round table discussion "Holding Heads of State Accountable," sponsored by the Kellogg Institute at the University of Notre Dame, January 28.

G. Felicitas Munzel, assistant professor in the Program of Liberal Studies, gave the invited lecture "Immanuel Kant's 'Grounding': Its Argument and Its Pedagogical Purpose" at Christ College at Valparaiso University in Valparaiso, Indiana, January.

Andrew Reynolds, assistant professor of government and international studies, gave the lecture "The Good Friday Agreement: A Constitutional Pied Piper for a United Ireland?" at the Kellogg Institute at the University of Notre Dame, February 2.

Billie F. Spencer Jr., professor of civil engineering and geological sciences, presented the invited seminar "Technological Frontiers in Smart Damping for Civil Engineering Structures" at the Workshop on Computational Stochastic Structural Analysis and Control at the Institute of Engineering Mechanics at Leopold-Franzens University in Innsbruck, Austria, January 13; and at the Workshop on Stochastic Mechanics and Control in the Institute for Technical Mechanics at the University of Karlsruhe in Karlsruhe, Germany, January 19. He gave the invited seminar "Smart Damping Technology for Seismic Protection of Structures" at the Danish Center for Applied Mechanics and Mathematics of the Danish Technical University in Lyngby, Denmark, January 20. He presented the invited seminar "Semi-Active Damping of Stay-Cable Vibration: A Preliminary Study" in the Department of Structural Engineering and Materials at the Danish Technical University in Lyngby, Denmark, January 21.

Sandra Vitzthum, assistant professor of architecture, gave two presentations to South Bend's Northeast Neighborhood Council regarding roundabouts and neighborhood planning principles, September and October.

John A. Weber, associate professor of marketing, presented the paper "Partnering with Distributors to Stimulate Sales: A Case Study in the Paper Industry" at the joint conference of the Institute for the Study of Business Markets and the Center for Business and Industrial Marketing in Atlanta, Georgia, January 16-19.

Publications

Bruce A. Bunker, chairperson and professor of physics, co-authored "XAFS Studies of Fe Sites in Synthetic and Natural Neuromelanins" with A.J. Kropf, M. Eisner, S.C. Moss, L. Zecca, A. Stroppolo, and P.R. Crippa, published in *Biophysical Journal*, vol. 75, 1998, pp. 3135-3142.

Gregory E. Dowd, associate professor of history, wrote an exhibition review of "In the Presence of the Past: The Miami Indians of Indiana" at the Eiteljorg Museum of American Indians and Western Art in Indianapolis, Indiana, published in *Journal of American History*, vol. 85, no. 3, December 1998, pp. 1017-1020.

Barbara J. Fick, associate professor of law, wrote "The Law and Practice of Collective Bargaining in the Czech Republic, Hungary, and Poland," published in *International Review of Comparative Public Policy*, vol. 10, 1998, pp. 137-152.

Bonnie Fremgen, associate professional specialist in management, wrote "Integrative Learning Activities: In-Basket Exercise," published in John Schermerhorn, *Management*, 6th edition. New York: John Wiley and Sons, 1999, pp. 450-461.

Gregory Gundlach, associate professor of marketing, co-authored "Slotting Allowances and the Retail Sale of Alcohol Beverages" with Paul N. Bloom, published in the *Journal of Public Policy and Marketing*, vol. 17, no. 2, Fall 1998, pp. 173-184.

Christine Jensen Hogan, adjunct instructor in first year composition and literature, wrote an essay on connections between the Puritan poet Anne Bradstreet and twentieth century Catholic monk Thomas Merton which develop in her drama "An Introduction to 'Un Pas de Deux, Un Pas de Dieu,'" published in Paul M. Pearson, Danny Sullivan and Ian Thomson, eds., *Thomas Merton, Poet, Monk, Prophet: Papers from the 1998 Oakham Conference of the Thomas Merton Society of Great Britain and Ireland*. Abergavenny, Monmouthshire, Wales: Three Peaks Press, 1998, pp. 200-208.

Frank Incropera, McCloskey Dean of the College of Engineering and Brosey professor of mechanical engineering, co-authored "Transient Thermal Response of a Rotating Cylindrical Silicon Nitride Workpiece Subjected to a Translating Laser Heat Source: I - Comparison of Surface Temperature Measurements with Theoretical Results" with J.C. Rozzi, F.E. Pfefferkorn and Y.C. Shin, published in *ASME Transactions, Journal of Heat Transfer*, vol. 120, 1998, pp. 899-906. He co-authored "Transient Thermal Response of a Rotating Cylindrical Silicon Nitride Workpiece Subjected to a Translating Laser Heat Source: II - Parametric Effects and Assessment of a Simplified Model" with J.C. Rozzi and Y.C. Shin, published in *ASME Transactions, Journal of Heat Transfer*, vol. 120, 1998, pp. 907-915.

Prashant V. Kamat, professional specialist in the Radiation Laboratory, co-authored "Can H-Aggregates Serve as Light-Harvesting Antennae? Triplet-Triplet Energy Transfer Between Excited Aggregates and Monomer Thionine in Aerosol-OT Solutions" with Suresh Das, published in *The Journal of Physical Chemistry B*, vol. 103, no. 1, 1999, pp. 209-215.

Jay A. LaVerne, professional specialist in the Radiation Laboratory, and **Barbara Pastina**, visiting scholar in the Radiation Laboratory, wrote "Scavenging of the Precursor to the Hydrated Electron by the Selenate Ion," published in *The Journal of Physical Chemistry A*, vol. 103, no. 1, 1999, pp. 209-212.

Scott Mainwaring, executive director of the Kellogg Institute for International Studies and Conley professor of government and international studies, co-authored "Disciplina Partidaria: O Caso da Constituinte" with Anibal Perez Linan, published in *Lua Nova*, vol. 44, 1998, pp. 107-136.

G. Felicitas Munzel, assistant professor in the Program of Liberal Studies, wrote "Menschenfreundschaft: Friendship and Pedagogy in Kant," published in *Eighteenth-Century Studies*, vol. 32, 1998-99, pp. 247-259. She wrote a review of Dieter Henrich, *The Unity of*

Reason. Essays on Kant's Philosophy, published in *The Review of Metaphysics*, vol. 51, 1998, pp. 933-937. She wrote a review of Nancy Sherman, *Making a Necessity of Virtue: Aristotle and Kant on Virtue*, published in *The Review of Metaphysics*, vol. 51, 1998, pp. 955-958.

Patrick E. Murphy, professor of marketing, wrote "Ethics in Advertising: Review, Analysis, and Suggestions," published in the *Journal of Public Policy and Marketing*, vol. 17, no. 2, Fall 1998, pp. 316-319.

William O'Rourke, professor of English, wrote "Putting a New Face on Court," published in the *Chicago Sun-Times*, vol. 52, no. 307, January 15, 1999, p. 39.

W. Robert Scheidt, professor of chemistry and biochemistry, co-authored "Syntheses, Characterization, and Structural Studies of Several (Nitro)(nitrosyl)iron(III) Porphyrinates: [Fe(Porph)(NO₂)(NO)]" with Mary K. Ellison and Charles E. Schulz, published in *Inorganic Chemistry*, vol. 38, no. 1, 1999, pp. 100-108.

Joel Urbany, associate professor of marketing, co-authored "Rational Strategic Reasoning: An Unnatural Act?" with David B. Montgomery, published in *Marketing Letters*, vol. 9, no. 3, 1998, pp. 285-299.

John A. Weber, associate professor of marketing, wrote "Partnering with Distributors to Stimulate Sales: A Case Study in the Paper Industry," published in Michael K. Rich and Wes Johnson, eds., *Connecting to Customers: Value, Volume, and One-to-One*, Vol. 2. Atlanta, Georgia: Center for the Study of Business and Industrial Markets, 1999, pp. 91-103.

James F. White, professor of theology, wrote "Forum: The Scope of Liturgical Studies," published in *Worship*, vol. 73, January 1999, pp. 56-60. He wrote "Foreword," published in Gregg Mast, *The Eucharistic Service of the Catholic Apostolic Church and Its Influence on Reformed Liturgical Renewals of the Nineteenth Century*. Lanham, Maryland: Scarecrow Press, 1999, pp. vii-viii.

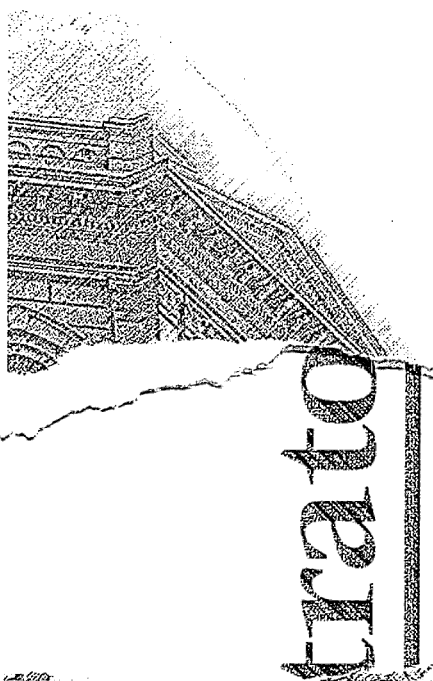
Eduardo E. Wolf, professor of chemical engineering, and **Thomas P. Fehlner**, Grace-Rupley professor of chemistry, co-authored "Clusters as Ligands — Large Assemblies of Transition Metal Clusters" with Xinjian Lei, published in *European Journal of Inorganic Chemistry*, 1998, pp. 1835-1846.

Administrators' Notes

Publications

Alan S. Bigger, director of building services, co-authored "War on Dirt...Getting More Bang for Your Buck!" with Linda B. Bigger, published in *NAILM News*, December/January 1999, pp. 28-29, 41. He co-authored "What's Your IQ About IAQ?" with Linda B. Bigger, published in *Executive Housekeeping Today*, vol. 20, no. 2, February 1999, pp. 11-12.

Notre Dame Report



Volume 28, Number 11
February 19, 1999

Notre Dame Report is an official publication published fortnightly during the school year, monthly in the summer, by the Office of the Provost at the University of Notre Dame.

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