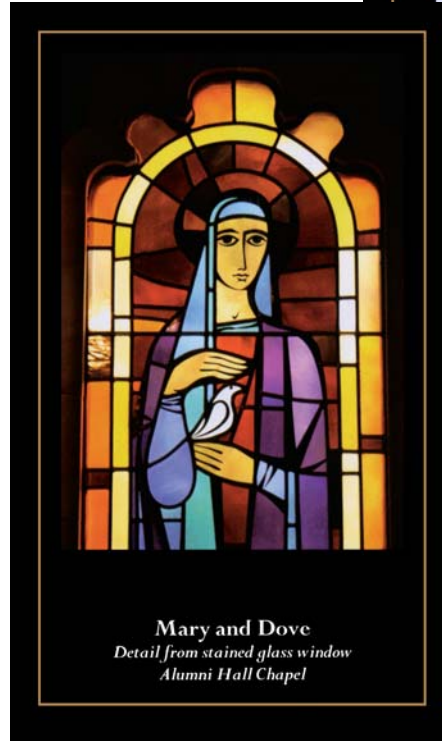


NOTRE DAME

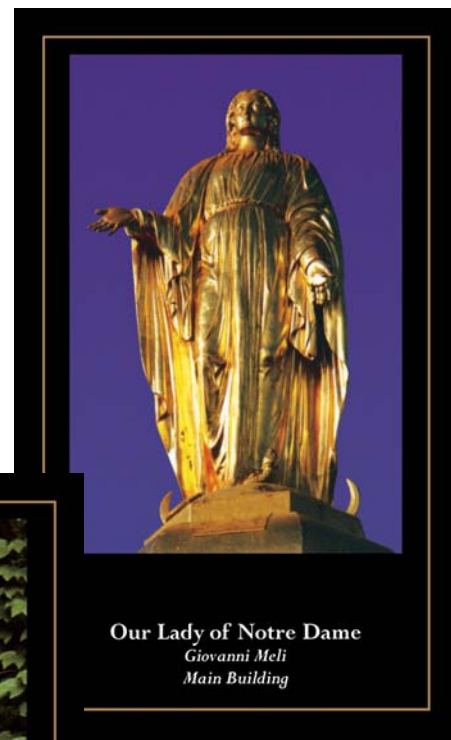
THE 2005-2006 STEWARDSHIP REPORT



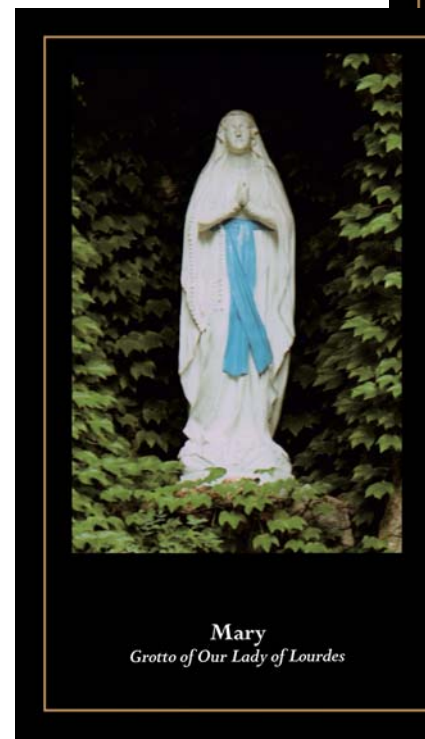
The Immaculate Conception
Courtyard of Saint Edward's Hall



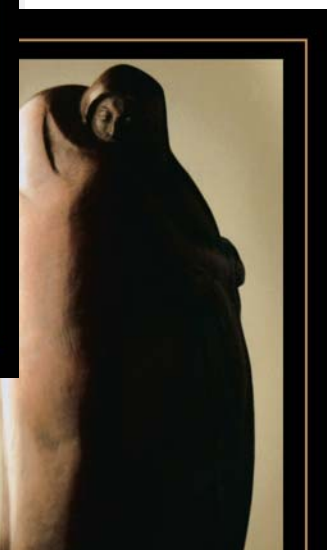
Mary and Dove
*Detail from stained glass window
Alumni Hall Chapel*



Our Lady of Notre Dame
*Giovanni Meli
Main Building*



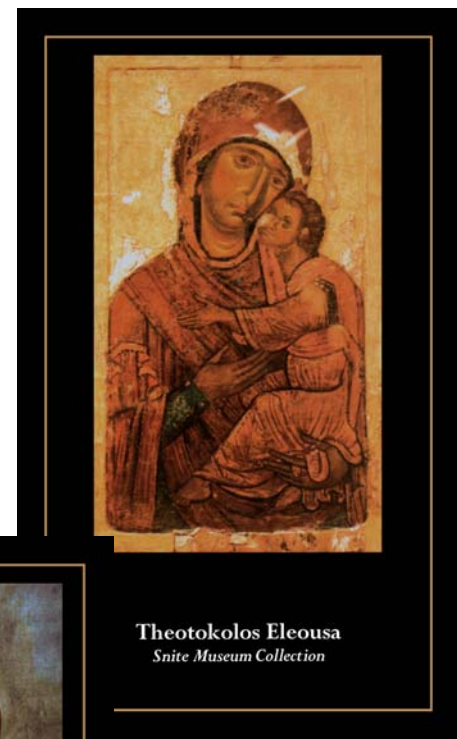
Mary
Grotto of Our Lady of Lourdes



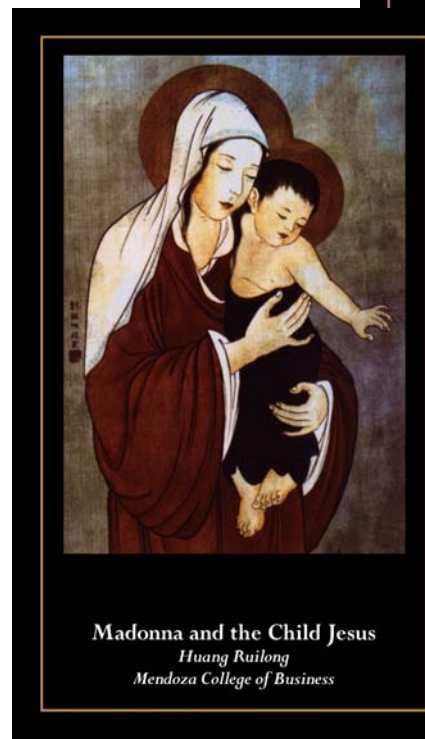
Madonna and Child
*Kamba, Kenya
Snite Museum Collection*



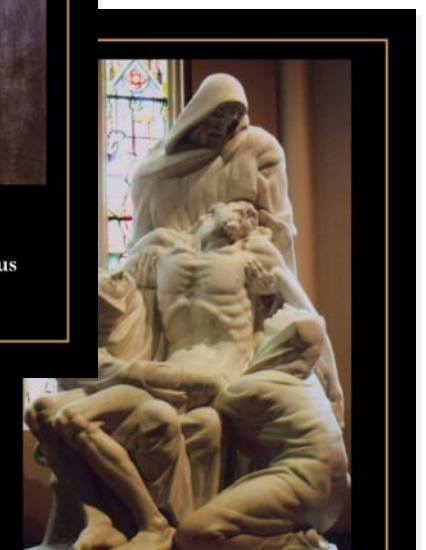
Nuestra Señora de Guadalupe,
Febrero 15, 1729
Snite Museum Collection



Theotokos Eleousa
Snite Museum Collection



Madonna and the Child Jesus
*Huang Ruilong
Mendoza College of Business*



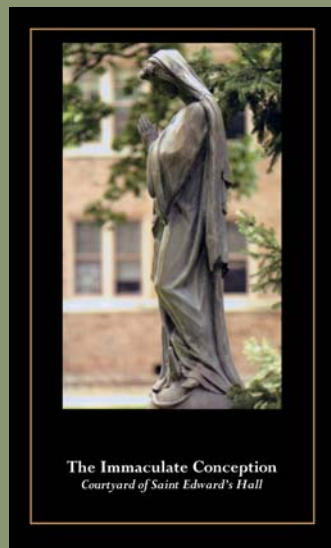
For more information, please call or write:

University of Notre Dame
Office of Stewardship Programs
1100 Grace Hall
Notre Dame, Indiana 46556-5612

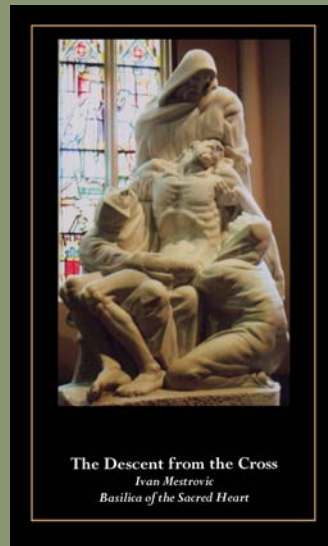
574/631-8689 telephone
574/631-8325 fax

ABOUT THIS REPORT

The Office of Stewardship Programs in the University of Notre Dame's Department of Development publishes this annual report to illustrate the fundraising activities of the University during the previous fiscal year. The stories within highlight specific accomplishments of charitable giving to five primary funding priorities—endowed professorships and directorships, financial aid, the Hesburgh Libraries, Endowments for Excellence, and unrestricted giving. Detailed financial charts offer a closer look at each priority and specific category of giving. We hope you enjoy learning more about how your gifts have made a lasting impact on the Notre Dame community.



The Immaculate Conception
Courtyard of Saint Edward's Hall



The Descent from the Cross
Ivan Meštrović
Basilica of the Sacred Heart

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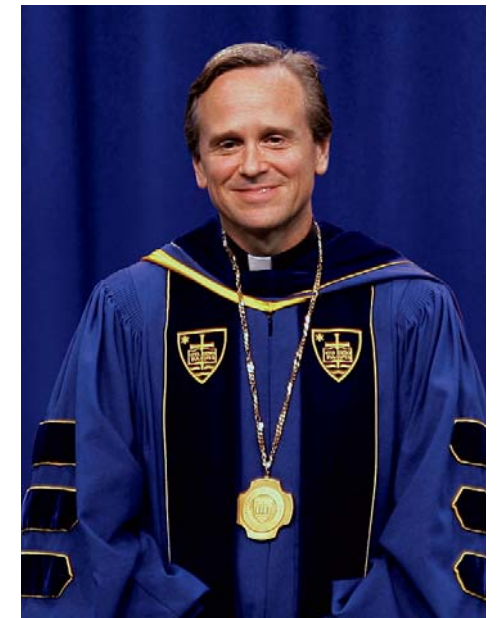
FROM THE PRESIDENT

Notre Dame has been blessed by your generosity. I am grateful that, in providing us with indispensable resources, you choose to stand with us as co-creators of our mission. I am thankful, too, that you have so warmly embraced our multi-faceted goals: to advance nationally as a leading research university, to stay true to our roots as an undergraduate teaching institution, and to remain absolute in our commitment to the Catholic faith.

This year, we are particularly blessed with fundraising records that set us on a path to even greater achievement. All told, benefactors contributed a record \$180.7 million in fiscal year 2005-2006.

Such records are not made in a single fiscal year. Rather, they reflect years of hard work and development on the part of our faculty, administrators, and benefactors. In giving thanks for these gifts, I am mindful that, as Sir Isaac Newton once said, our success is built "on the shoulders of giants." I remain unassailably grateful to two of those giants, my predecessors Fathers Hesburgh and Malloy, whose vision and exemplary service created the foundation from which our current achievements grow.

The ongoing success of our fundraising efforts is also representative of your willingness to engage with and champion the work of Our Lady's University. That willingness, so much a part of the Notre Dame spirit, is evident in the stories on the following pages.



These stories describe some of the women and men who made it possible for us to achieve great things this year. As you will see, their gifts come from a place of love, devotion, and personal responsibility. Like you, they see Notre Dame as an essential part of their lives, and rightly so.

Their generosity, and yours, reflects the spirit of Mary, who every day sits atop the Dome reminding us of what it means to love fully and give selflessly. It is in her name that I thank you for the sacrifices you have made for the betterment of Our Lady's University and for the love you continue to show the Notre Dame family.

REV. JOHN I. JENKINS, C.S.C.
President

ENDOWED PROFESSORSHIPS AND DIRECTORSHIPS

Notre Dame has experienced rapid growth in the number of its endowed faculty positions over the past four decades. There are now 216 established professorships and directorships at the University. These endowments play a vital role in Notre Dame's mission to be a distinctive voice in higher education, making it possible to recruit men and women who are not only leaders in their respective fields, but who are also extraordinary teachers.

On March 8, 2006, President John Jenkins officially invested Notre Dame's newest endowed chairholders while paying tribute to the benefactors who funded their faculty positions, including Bill ('59) and Anna Jean Cushwa, who support the William and Anna Jean Cushwa Director of the Cushwa Center for the Study of American Catholicism.

"More than any other university tradition, the endowed chair is a symbol of the highest of scholarly values: the pursuit of truth in all its forms," Provost Thomas G. Burish said. "It lives as long as the university, and its impact spans generations."

Sometimes the support of endowments spans generations, too. Bill Cushwa's mother, Margaret, originally endowed the Center for the Study of American Catholicism in 1981, inspired by the faith of her late husband, Charles B. Cushwa Jr. ('31). Last year, Bill and Anna Jean strengthened the center with their continued support of the Cushwa Directorship, currently held by Timothy Matovina.



The William and Anna Jean Cushwa Director of the Cushwa Center for the Study of American Catholicism

Established in 1975 and endowed by St. Mary's College alumna Margaret Hall Cushwa in 1981, the Cushwa Center for the Study of American Catholicism is widely recognized as the leading center for the historical study of Catholicism in the United States. In addition to generating numerous academic and popular publications, the center provides resources for Church leaders and pastoral workers and for journalists interested in Catholicism.



In 2005, the Cushwa Center celebrated its 30th anniversary, and Bill Cushwa and his wife, Anna Jean, strengthened the directorship of the center his mother endowed. "My wife and I feel there is no one better to be the voice of the Church in America than Notre Dame," Bill Cushwa said. "We created this directorship to strengthen that voice and make sure it continues."

Timothy M. Matovina has served as director of the Cushwa Center since 2002, but his relationship with the center began much earlier, when, as a graduate student, he was awarded a dissertation grant to research Latino Catholics in the U.S. Two decades later, his research in the area culminated in *Guadalupe and Her Faithful*:

Latino Catholics in San Antonio, from Colonial Origins to Present (Johns Hopkins University Press, 2005), which examines the prevalence and meaning of Our Lady of Guadalupe in the lives of U.S. Latinos. *Guadalupe, Madre de América: Narrative, Image, and Devotion* was also the focus of a conference hosted by the Cushwa Center in November 2006.

Now residents of South Bend, Bill and Anna Jean Cushwa are closely involved with Tim Matovina and the center that bears their family name, attending conferences, seminars, and lectures. "They have consistently displayed their deep, personal interest in history, in the life of the Church, and in the Cushwa Center," says

Tim. "We are blessed to have them not just as benefactors, but as people who are intellectually and personally engaged in the work of the center their family endowed."



Bill and Anna Jean Cushwa with the director of the Cushwa Center, Tim Matovina. The center celebrated its 30th anniversary on September 9-10, 2005, with a lecture and seminar.

Cash Gifts to Endowed Professorships and Directorships

BY FISCAL YEAR

01-02	\$5,356,245
02-03	\$3,583,128
03-04	\$3,961,510
04-05	\$3,854,087
05-06	\$10,860,805

Growth in Established Endowed Professorships and Directorships

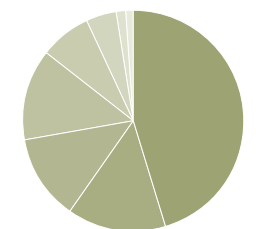
BY FISCAL YEAR

01-02	208
02-03	210
03-04	210
04-05	213
05-06	216

Distribution of Established Endowed Professorships and Directorships

AS OF JUNE 30, 2006

College of Arts and Letters	97
College of Science	31
Mendoza College of Business	27
College of Engineering	29
Directorships	16
Law School	11
School of Architecture	3
Other	2



FINANCIAL AID: SCHOLARSHIP AND FELLOWSHIP ASSISTANCE

Endowed scholarships remained the top University priority in fiscal year 2005-2006, and Notre Dame continued to meet the full demonstrated financial need of all admitted students — for the seventh consecutive year. The cost of a Notre Dame education, including tuition, room, and board, now exceeds \$42,000. Not surprisingly, about 80 percent of the undergraduate student body receives some form of financial aid. However, aid packages often include significant loans in addition to scholarship dollars. Total aid for last fiscal year — including scholarships, loans, grants, and jobs from all sources — amounted to \$155,227,000.

University-administered scholarship aid totaled \$64,191,985. The average unduplicated aid awarded to undergraduates, including grants, scholarships, loans, and work-study income, was \$23,371. The amount of scholarship aid awarded annually to undergraduates increased 8 percent — for a total increase of 402 percent in the last decade and 47 percent during the last five years. The University awarded fellowships of \$35,792,133, which is a 3 percent increase during the last year and a 22 percent increase during the last five years.

By supporting endowed scholarships, donors like Helen Hellmuth offer a world of opportunities to deserving young people, helping Notre Dame to build classes of economically, culturally, and intellectually diverse students, each of whom will enrich the campus community with their unique gifts and talents.



The Charles T. and Helen D. Hellmuth Scholarship

Helen and Charlie Hellmuth ('50) were married in his senior year at Notre Dame. He always dreamed that one of his children would attend the University. "I was proud to be married to a Notre Dame graduate," she says, "but it was Charlie's great love."

When it was time for college, their sons chose to attend Princeton. Still, each Christmas, "we all received Notre Dame clothes," Helen says, laughing. "Charlie was very much a promoter of the University, and he loved to take the kids back for football games, even later in his life, when his health began to fail."

Charlie worked in the insurance industry and had a strong interest in politics. Although a conservative republican, he was deeply committed to social justice, especially the abolition of the death penalty. "Some might find those positions

to be contradictory," Helen admits. "But Charlie let everyone know exactly what he thought. He was very outspoken." She remembers fondly one of her husband's preferred pastimes: writing letters to the editors of his favorite newspapers.

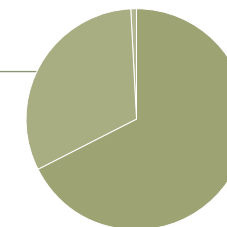
Charlie was generous toward Notre Dame throughout his life. "He felt very fortunate for his time there," says Helen, "and he always hoped to support the young people who wanted to go to Notre Dame but couldn't without help." Charlie passed away in 2003, and Helen carried out his wishes by establishing the Hellmuth Scholarship in fiscal year 2006 with an estate gift of \$1 million.

Now, the Hellmuths' granddaughter is attending Notre Dame. Alexandra is a member of the Class of 2010. "It's bittersweet," says Helen, "because it would have made Charlie really happy to see one of his own there."



Sources of Aid: Graduate \$86,071,361
FISCAL YEAR 2005-2006

- Fellowships and Grants \$58,143,918
- Loans \$27,358,470
- Work Study \$568,973



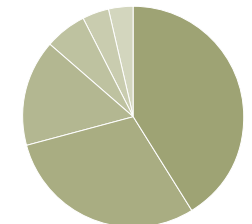
Undergraduate Scholarship Gifts
BY FISCAL YEAR (EXPENDABLE AND ENDOWED)

01-02	\$25,529,346*
02-03	\$24,347,762*
03-04	\$19,062,428
04-05	\$14,377,142
05-06	\$18,892,101

* External scholarships were included in these numbers

Sources of Aid: Undergraduate \$155,227,624
FISCAL YEAR 2005-2006

- University-administered Scholarships \$64,191,985
- Loans \$46,169,880
- Grants \$23,841,940
- Other Scholarships \$9,411,877
- ROTC \$6,197,004
- Campus Employment \$5,414,938



Graduate Fellowship Gifts

BY FISCAL YEAR
INCLUDES MBA AND LAW (EXPENDABLE AND ENDOWED)

01-02	\$5,189,181
02-03	\$3,022,039
03-04	\$3,879,407
04-05	\$2,509,378
05-06	\$5,169,492

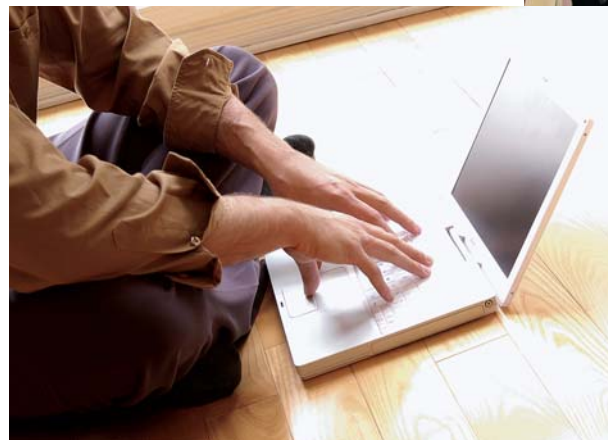
THE HESBURGH LIBRARIES

The Hesburgh Libraries require a constant infusion of funds to keep pace with the research needs of our students and faculty. Last year, donors responded generously to their pressing needs with more than \$1.1 million of support for library collections and services.

As the pace of technological change continues to accelerate, journals and databases are constantly evolving to reflect these changes. The Colleges of Science and Engineering alone require access to thousands of journals, and the cost of supplying them is often prohibitive—scientific, technical, and medical research literature is the highest priced of all the disciplines.

Notre Dame wants its aspiring scientists, doctors, and engineers to continue to explore, alongside accomplished faculty, technologies that have the potential to make positive changes in the world. Library support provides the kind of resources necessary to bring scientific research at Notre Dame to the next level. But the impact of these gifts will extend around the globe.

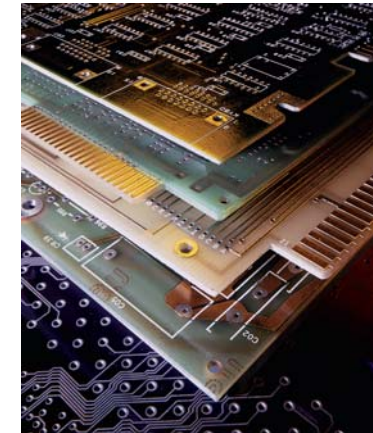
Recently, with the help of our benefactors, the Hesburgh Libraries have acquired significant resources to meet the needs of students and faculty in the sciences, including major databases such as the Web of Science. Donors like Haji Tehrani are granting them access to state-of-the-art learning tools from their desktops.



The Haji M. Tehrani Library Endowment

You must give in many different ways to maximize the benefits of giving—it's a principle that my father taught to me," says Haji Tehrani. For the founder of Drive & Shine, a northern Indiana chain of premium car care centers, creating an endowment for the science and engineering libraries is one of the ways he has chosen to give back to his community. "My father wanted me to be a good engineer and a good person," he says. "I dedicated this endowment to his belief in science, his hard work, his ethics, and his contributions to my life."

Giving to Notre Dame was a very simple decision for Haji—not only is it part of the community where he lives and works, it is, he says, "one of the finest schools in the country, and it teaches good humanity and great principles. It's where my son goes to school, and it's where I wish I'd gone to school."



By creating a library endowment for engineering, he knew he could positively impact the study of engineering at Notre Dame in perpetuity.

Haji studied engineering in college, and he describes it as the discipline he loves the most. "It teaches you to think in terms of processes—to take a complex problem, break it down into smaller components, and develop workable solutions," he says. "I believe it is the most versatile discipline one can study." If engineering takes a back seat to other disciplines, it will pose problems, he says, for our economy and our humanity: "To be world leaders and to help future generations, we must promote technology and teach our children to engage in technical education as much as possible."



Library Cash Gifts

BY FISCAL YEAR
INCLUDES GIFTS TO LAW LIBRARY

01-02	\$1,204,639
02-03	\$1,560,810
03-04	\$1,128,032
04-05	\$1,287,601
05-06	\$1,160,159

Growth in Named Library Funds

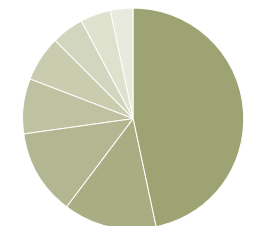
BY FISCAL YEAR

01-02	154
02-03	167
03-04	169
04-05	180
05-06	184

Named Library Funds by Academic Area

AS OF JUNE 30, 2006

College of Arts and Letters	86
Unrestricted / General Library Endowment	25
Law Library	23
Other	15
Mendoza College of Business	12
College of Science	9
College of Engineering	8
School of Architecture	6



ENDOWMENTS FOR EXCELLENCE

The Endowments for Excellence program was established in 1997 to provide new sources of funding for programs that would enhance teaching, learning, service, and research at Notre Dame. These endowments are flexible vehicles, offering friends of Notre Dame the opportunity to be creative in their giving, and to design and support endowments in areas close to their hearts.

Now, there are 204 Endowments for Excellence. The program, which has been nationally recognized for its innovation, has stimulated creative thinking in the colleges, departments, centers, and institutes at Notre Dame, significantly enhancing the academic experience of students and faculty. And its success is due in large part to the vision of our donors.

Latino studies. Shakespeare. Micro and nano technologies. These are just a few areas of study at Notre Dame enhanced with a new Endowment for Excellence last year. Total giving to the program amounted to more than \$3.4 million with 26 new funds established and many others strengthened, including the Messina Family Endowment for Student Productions in the Performing Arts.



The Messina Family Endowment for Student Productions in the Performing Arts

The Messinas are a Notre Dame family—dad, Dan, graduated in 1977; son, Michael, in 2002; and daughter, Lauren, in 2006. But if it hadn't been for the Marie P. DeBartolo Center for the Performing Arts, Lauren, who knew she wanted to major in theater, might not have come to Notre Dame.

"Before we had the DeBartolo Center, I don't know that this would have been the place for Lauren," says Dan. "Knowing that the facility was going to be here definitely influenced her decision." The construction of the DeBartolo Center made a statement that Notre Dame takes the performing arts seriously, and since its creation, the number of film, television, and theatre (FTT) majors at the University has increased by more than a hundred.

As a member of the Advisory Council for the College of Arts and Letters, Dan knew that even after construction was completed, the

facility would need support inside and out. "People don't always realize how much goes on behind the scenes of a production, and how much support is needed," says Dan.

After he and wife, Marie, researched the possibilities, the couple decided to create an Endowment for Excellence to support the center's costume shop.

Recently, the Messina endowment has provided costumes for productions of *Design for Living*, *Salome*, and *Summer Shakespeare*, among others. Describing the creative work of the costume designers, Peter Holland, FTT department chair and the McMeel Family Professor of Shakespeare Studies, was emphatic: "It's just incredible to watch their thought processes. They've made armor from hundreds of plastic spoons, but it looked like black feathers. They've made things from bicycle tires, placemats, and curtain rods. It's amazing."

The Messinas, who also support financial aid at Notre Dame, say they love receiving letters from scholarship recipients. "But we are also very proud of these costumes," says Dan. "We've hung photographs of them in our living room."



Cash Gifts to Endowments for Excellence

BY FISCAL YEAR

01-02	\$5,446,615
02-03	\$1,710,509
03-04	\$2,019,722
04-05	\$1,615,978
05-06	\$3,426,249

Growth in Established Endowments for Excellence

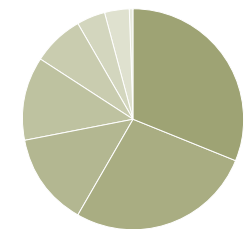
BY FISCAL YEAR

01-02	108
02-03	124
03-04	159
04-05	178
05-06	204

Distribution of Established Endowments for Excellence

AS OF JUNE 30, 2006

College of Arts and Letters	64
Institutes and Centers	55
Other	28
Mendoza College of Business	25
College of Engineering	15
College of Science	9
Law School	7
School of Architecture	1



UNRESTRICTED GIVING

Unrestricted gifts, facilitated through the Notre Dame Annual Fund, reached an all-time high of \$25.4 million in fiscal year 2006, exceeding the previous year's record of \$22.9 million. Many of those dollars — \$17.6 million — were contributed by members of the Edward Frederick Sorin Society, while the President's Circle continued to show strong support for Father John Jenkins during his first year in office, contributing \$2.6 million of the unrestricted total, up from \$1.75 million last year.

Those who gave smaller amounts — \$20, \$50, \$100 — touched Notre Dame in countless ways, from undergraduate scholarships to technology upgrades and campus maintenance. And maintaining a beloved, historic campus is no small feat. It requires a generous spirit and an eye for detail. Those qualities are shared by longtime Alumni Hall rector Father George Rozum, loving caretaker of students, window dressings, and the hundreds of little architectural flourishes that give this recently restored hall — one of Notre Dame's oldest, along with its twin sister, Dillon — its defining character.

All of Notre Dame's halls have their own distinct history, character, and spirit. But they are showing their age. They lack adequate study and social space, and in some cases, even updated plumbing. Hall restoration, essential for maintaining Notre Dame's prized residential tradition, is just one of the important projects supported by unrestricted giving. Benefactors help to reconfigure overcrowded rooms, provide more common areas for socializing and study, update furnishings, renovate restrooms, and provide better access to technology — all essential for residential life to continue to thrive at



Notre Dame. "The twins," Father George calls them. Alumni and Dillon, two of Notre Dame's oldest residence halls, were designed in 1931 by architects Charles Maginnis and Timothy Walsh of Boston. Father George has been the rector of Alumni since 1973 — the longest uninterrupted residency of a rector in Notre Dame's history.



Dillon is currently undergoing a nearly \$3.5 million renewal effort that will match the scope of repairs performed on Alumni in 2004. The work includes cleaning and repairing the exterior masonry, replacing the flat roof and exterior doors, installing new windows, and reconstructing the community bathrooms. These new windows are double-paned; they save on the heating bills and make the students more comfortable in the winter.

With help from unrestricted giving,
Notre Dame brings its historic residence halls
into the 21st century



LEFT Alumni Hall is constructed entirely of steel and masonry; the only wood is the slats that hold the 75-year-old slate and copper roof. The hall's exterior was cleaned as part of the restoration.

BELOW LEFT The stained glass windows in Alumni's chapel were created by the late Robert Leader, beloved professor of art at Notre Dame, in a 10th-century style.



The stained glass of St. Charles Borromeo, which adorns this original door to Alumni Hall, was designed by artist William Burnham of Boston.

The feeling among Alumni's "Dawgs" in a word? "Fraternity," says Father George. The building was intended to house 213, and it has held as many as 300. Every summer, Father George sends letters to the new freshmen residents introducing himself and asking for their pictures, so that he'll know their names and faces when they arrive.

Annual Fund

BY FISCAL YEAR / IN MILLIONS

01-02	\$11.9	\$23.1
02-03	\$12.7	\$25.9
03-04	\$12.8	\$27.2
04-05	\$13.9	\$28.2
05-06	\$16.2	\$30.6

■ Sorin Society Cash Revenues
■ Total Cash Revenues

Alumni Participation Rate

BY FISCAL YEAR

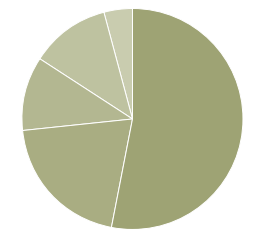
01-02	48.7%
02-03	50.9%
03-04	50.4%
04-05	50.0%
05-06	53.2%

Annual Fund | \$30,619,275

FISCAL YEAR 2005-2006

Sorin Society	\$16,246,973
Direct Mail	\$6,234,107
Other	\$3,319,110
Matching Gifts	\$3,605,302*
Phone Center Pledge Payments	\$1,213,783

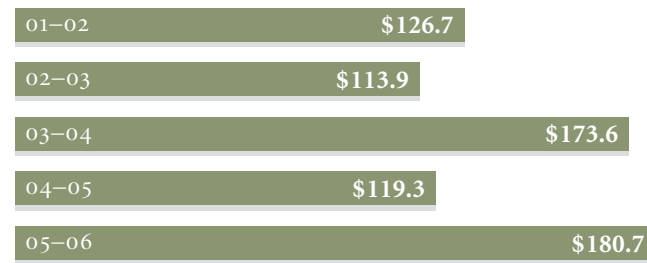
* Includes matching gifts to Sorin Society



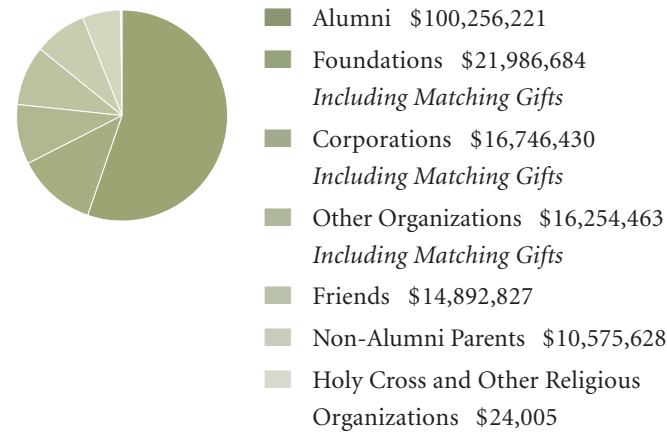
FINANCIAL OVERVIEW

Notre Dame's benefactors reacted with vigor during President Father John Jenkins' first year in office, breaking University records for charitable giving. A total of 64,532 donors gave \$180.7 million in fiscal year 2006, surpassing the 2004 record of \$173.7 million, which included a \$50 million bequest from the estate of Joan Kroc. Alumni participation was stronger than ever — 53.2 percent of undergraduate alumni contributed last year, an all-time high surpassing the previous record of 53 percent in 1994.

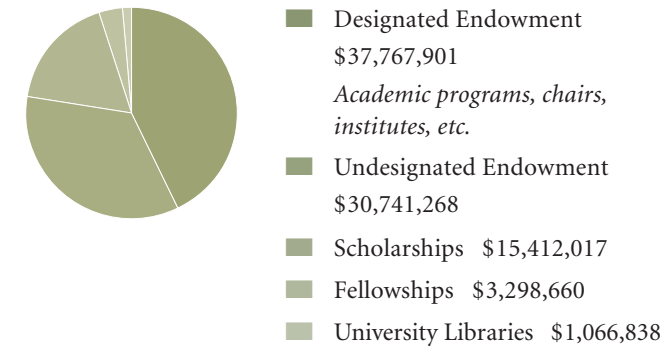
Total Dollars Raised
BY FISCAL YEAR / IN MILLIONS



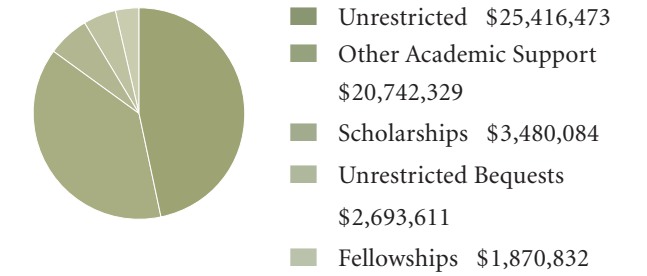
Sources of Support | \$180,736,258
FISCAL YEAR 2005-2006



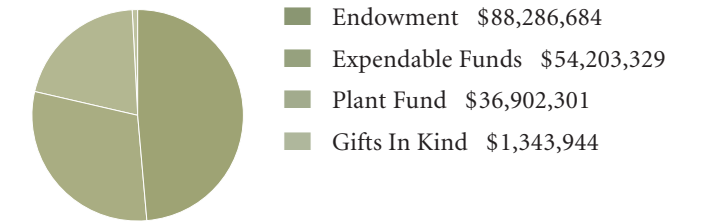
Endowment Gifts | \$88,286,684
FISCAL YEAR 2005-2006



Expendable Gifts | \$54,203,329
FISCAL YEAR 2005-2006

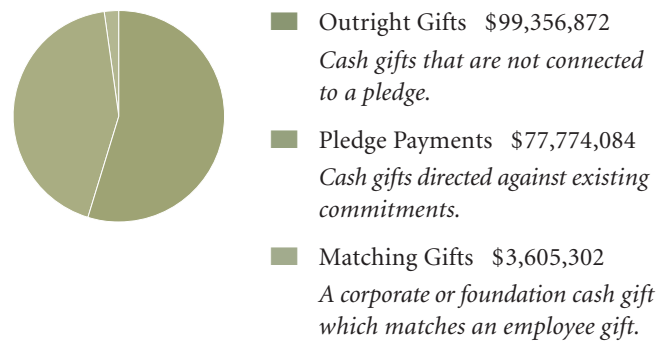


Gift Distribution | \$180,736,258
FISCAL YEAR 2005-2006

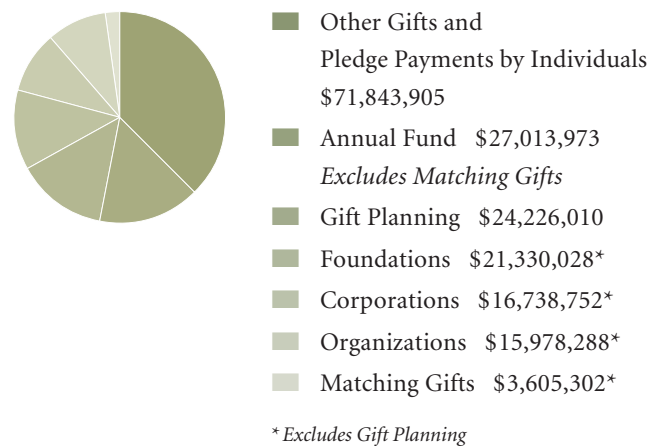


GIFTS AND PLEDGES

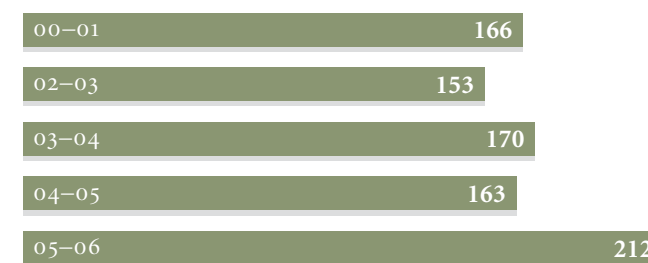
Gift Income by Gift Type | \$180,736,258
FISCAL YEAR 2005-2006



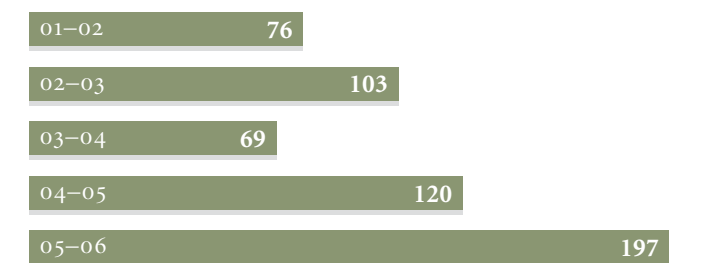
Gift Income by Program | \$180,736,258
FISCAL YEAR 2005-2006



Leadership Gifts (\$100,000+)
BY FISCAL YEAR



Leadership Pledges (\$100,000+)
BY FISCAL YEAR



Outright cash gifts totaled more than \$99.3 million last year, with new pledge commitments of more than \$132.4 million. Five of last year's gifts were of \$10 million or more.

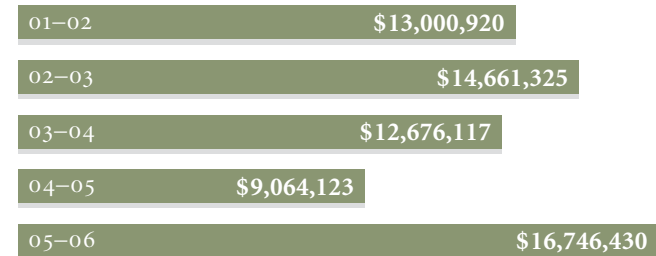
CORPORATE, FOUNDATION AND MATCHING GIFTS

Notre Dame's partnerships with corporations and foundations thrived last year, resulting in \$38.7 million in contributions, up from \$34.9 million last fiscal year. Notre Dame's matching gift program netted \$3,605,302.



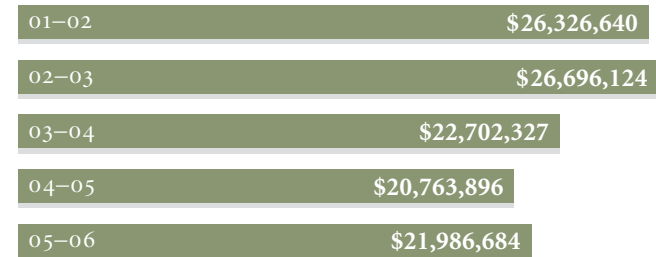
Corporate Support

BY FISCAL YEAR / INCLUDES GIFTS-IN-KIND AND MATCHING GIFTS



Foundation Support

BY FISCAL YEAR / INCLUDES GIFTS-IN-KIND AND MATCHING GIFTS



Matching Gift Totals

BY FISCAL YEAR

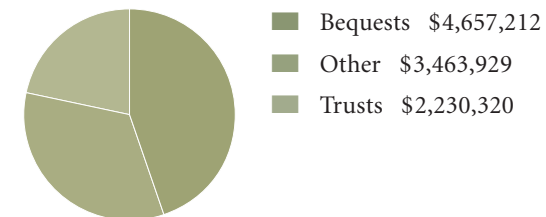


GIFT PLANNING

Gift planning continued to be a strong source of funding for Notre Dame, contributing \$24.2 million in cash receipts through bequests, lead trusts, charitable remainder trusts, charitable gift annuities, life insurance and other gift planning vehicles.

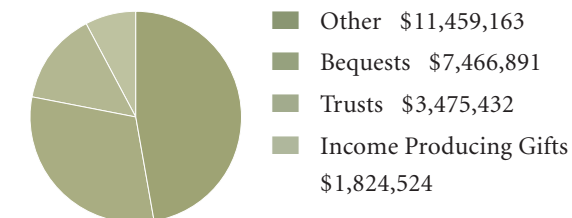
Planned Giving Total Commitments | \$10,351,461

FISCAL YEAR 2005-2006



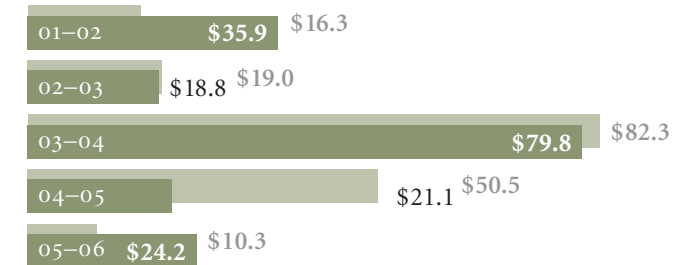
Planned Giving Cash Totals | \$24,226,010

FISCAL YEAR 2005-2006

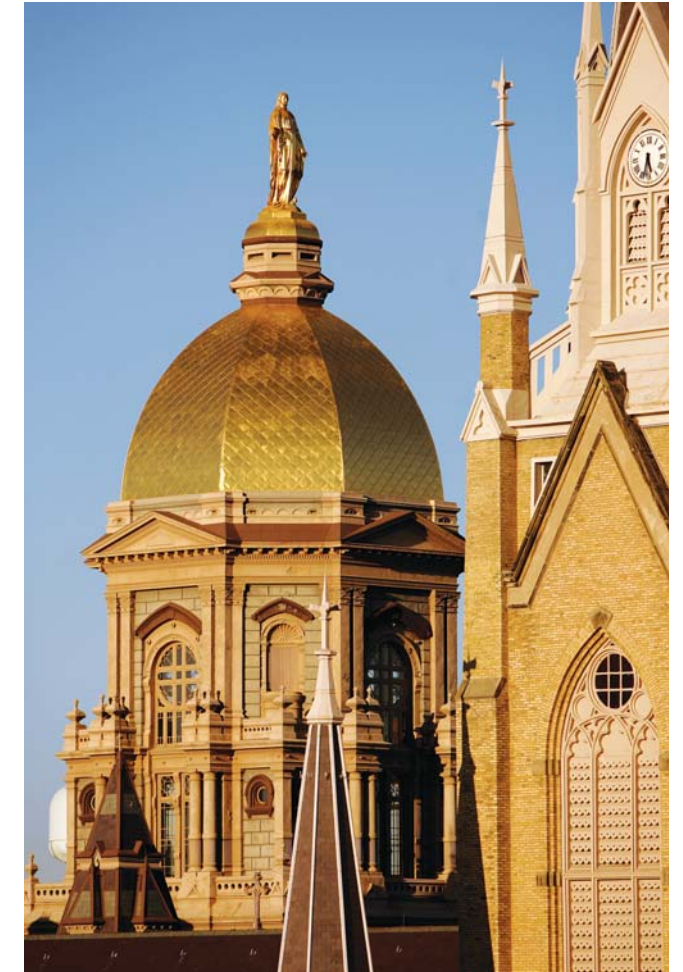


Planned Giving Support

BY FISCAL YEAR / IN MILLIONS



■ Cash ■ Commitments



ALUMNUS TRANSFORMS THE HONORS PROGRAM

John W. Glynn ('62) and his wife, Barbara, made a \$10 million gift last year that transformed the joint honors program in the College of Arts and Letters and the College of Science. Beginning in the fall of 2007, students accepted into the honors program will be known as Glynn Scholars.

Combining the benefits of a leading research university with those of an elite liberal arts college, the Glynn Family Honors Program will provide the most talented undergraduates a wide range of rich academic opportunities, individualized mentoring, and a student-centered experience that focuses on small discussion classes and independent research projects. Such a program will help Notre Dame to compete more successfully against the leading colleges and universities in America for the most talented students.

The Glynn family's gift will enable the honors program to admit 100 students per year, an increase of 20 students annually. Every student in the program will be eligible for summer school stipends to support original research projects at Notre Dame or other universities around the world.

John Glynn, a venture capital investor, is the founder and president of Glynn Capital Management in Menlo Park, California. For

the last 23 years, he has served as an advisory partner to New Enterprise Associates, a major venture capital firm managing more than \$5 billion. He teaches a venture capital course to MBA students at the University of Virginia, Stanford, and Cambridge University. He has served on Notre Dame's Advisory Council for the College of Arts and Letters since 1998 and on the advisory board of the Gigot Center for Entrepreneurial Studies since 2000.

Barbara Glynn earned her bachelor's and master's degrees in history from Trinity College in Washington and the University of Virginia respectively. She was involved in the founding of the Tech Museum of Innovation in San Jose, California, one of the major technology museums in the world. She serves on the boards of several schools and community organizations, including the Family Service Organization.



The Glynnns have four children: Alexandra, David ('00), Elizabeth ('06), and Jacqueline. "This extraordinarily generous gift from John and his family will allow Notre Dame to continue attracting and educating the nation's most exceptional students," said Father Jenkins. "The Glynn Family Honors Program will offer students an education of both the mind and the heart, preparing young scholars whose impact on the world will be felt for generations."

In fiscal year 2005–2006, the cost of fundraising was 8 cents of each dollar raised. Over the last five years the average cost of fundraising has been 7.6 cents of each dollar raised.

THE OBLIGATION OF STEWARDSHIP

As a reminder of our obligation to effectively steward contributions made to Notre Dame, the University adheres to the following guidelines:

- All gifts should be acknowledged in a timely and personal manner.
- A contribution accepted with a restricted purpose must be used for that purpose.
- If the University finds itself unable to utilize a contribution for its stated purpose, this should be communicated with the donor so that an alternative usage can be arranged or the contribution returned.
- Whenever feasible, and especially with endowment gifts, annual "impact" reports should be given to the donor.
- Proper recognition should always be given to the donor, and public recognition must be approved by the donor.
- The value of any "substantial" benefits as a result of contributions must be reported to each contributor.
- Contributions will be accounted for using universally-accepted accounting standards, allowing for maximum efficiency and productivity of each gift.

Thank you for your enduring support
of the University of Notre Dame.