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University goal: improve services, reduce costs

WASHINGTON UNIVERSITY IN ST. LOUIS
Vol. 18 No. 16 Jan. 20, 1994

University goal: improve services, reduce costs

That do Washington University's commuter student adviser program, expanded shuttle service and April Welcome program have in common? They are a few of the new initiatives suggested by the year-old University Management Team.

The University Management Team, made up of about 75 managers from the central administration, also called the Central Fiscal Unit (CFU), and deans from the schools, meets in Simon Hall twice a month early Monday mornings. The group's mission is to find better ways of working together to serve Washington University and its students, faculty and staff and to do so at a lower cost.

In other words, the team is looking for ways to do better with less. Washington University costs, like those at other major research institutions, rose dramatically in the 1980s, but were matched by increased revenue. In the 1990s, however, economists predict costs will continue to rise but revenue is likely to grow much more slowly.

Lewis receives grant to study rain forest plants for medicines

As a head of a collaborative research group, Walter H. Lewis, Ph.D., professor of biology, has been awarded this year, approximately $2.5 million grant to explore the pharmacological properties of plant compounds in the Latin American rain forest.

Lewis heads one of five groups, which are part of a new interagency program called the International Cooperative Biodiversity Groups (ICBG). The program is funded by the National Institutes of Health (NIH), National Science Foundation (NSF) and the U.S. Agency for International Development (USAID).

The program awards grants to collaborative groups incorporating public institutions and pharmaceutical companies researching biodiversity conservation and the promotion of sustainable economic activity through drug discovery from natural sources.

Support for the entire program will total approximately $12.5 million over the next five years.

The Fogarty International Center, the international arm of the NIH, administers the ICBG.

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Receptor found for ulcer-causing bacteria

Research that could pave the way for a new line of ulcer drugs and explain why ulcers are more common in persons with O blood type was reported recently in the journal Science.

The work, by a research team from the School of Medicine, is the first to identify the natural target receptor for the bacterium Helicobacter pylori, a pathogen that causes gastritis and ulcers and may lead to stomach cancer. The bacteria are able to gain a foothold by gripping carbohydrate structures that line the stomach, says lead author Thomas Bonta, L.D.S., Ph.D., a National Institutes of Health Fogarty Fellow in Washington University's Department of Molecular Microbiology.

Studies revealed that the Lewis (Le) blood group antigens—a carbohydrate that defines blood type—mediates attachment of Helicobacter pylori to human cells. The Le antigen, which is found on red blood cells and stomach epithelial tissue and in breast milk and saliva, appears to be the prime target of Helicobacter attachment in the stomach, said Per Falk, M.D., Ph.D., a research instructor at the Department of Molecular Biology and Pharmacology and a member of the research team.

The work also proposes a molecular explanation for epidemiological data showing that ulcers are more common among people with type O blood. "Blood group O individuals have more receptors available for Helicobacter pylori attachment than people with type A or type B blood," said Stafinn Normark, M.D., Ph.D., a researcher professor of molecular microbiology.

The studies also found that human breast milk contains Le antigens that can act as natural "anti-adhesive" carbohydrates that interfere with H. pylori attachment to human cells. This finding could lead to a new line of ulcer drugs that disrupt the bacterium's ability to attach to cells in the stomach, Bonta said.

Until 10 years ago, it was believed widely that ulcers were caused by excess acid secretion or due to stress. Now it is generally thought that almost all ulcers are caused by bacterial infection, with $H. pylori being the main culprit. Researchers believe that the longer a person is infected with $H. pylori, the greater the chance of developing ulcers and potentially fatal stomach cancer.

Many physicians now agree that Helicobacter infection must be treated early and aggressively. Currently, the most aggressive treatment consists of long-term therapy with antibiotics and bismuth. But in addition to being expensive, antibiotics generally wipe out all the bacteria in the gut, and they can create resistant bacterial strains.

The intriguing observation that breast milk and saliva contain soluble carbohydrates that can prevent Helicobacter pylori attachment has led Bonta and his colleagues to develop anti-adhesive carbohydrates that may be the wave of the future in preventing and treating Helicobacter infection. Although further information is needed to develop clinically useful anti-adhesive compounds, Normark and he believes it will be possible to construct a carbohydrate that will bind Helicobacter with higher affinity than its natural receptor in the stomach. "Then it might be possible to put this carbohydrate in infant formulas or baby food to prevent bacterial colonization," Bonta said.

This would be especially useful in developing nations where the rate of Helicobacter infection is extremely high in young children and stomach cancer is much more common than in industrialized countries. Symbiotic, a Swedish pharmaceutical company that has partially funded Normark's research, is planning to develop these carbohydrate structures for clinical use.

-Sam Keeler

Waterston named head of genetics

Robert H. Waterston, M.D., Ph.D., has been named James S. McDonnell Professor and head of the Department of Genome Sciences at the School of Medicine. Chancellor William H. Danforth announced the appointment of the geneticist and scientist who has gained a vision of the future of genetics that has already inspired him, William A. Peck, M.D., executive vice chancellor for medical affairs and dean of the School of Medicine. "There is no greater motors in the medical science that has resulted from the work of this scientist and leader who has a great vision of the future of the field," Danforth said. "Bill Waterston is a pioneer of occupational medicine and has established a strong program in occupational medicine at Children's Hospital Medical Center in Boston."

He has completed his undergraduate work in 1965 at Princeton University. In 1972, Waterston received both his M.D. and Ph.D. from the University of Chicago.

Sutters endow chair in occupational medicine

Richard A. Sutter, M.D., a well-known pioneer of occupational medicine in Missouri, and his wife, Elizabeth Henry Sutter, have given $1 million to the School of Medicine to establish an endowed chair to support the study and treatment of work-related injuries and illnesses.

Chancellor William H. Danforth announced the establishment of the new chair.

"The new endowment is not the first time the Sutters have given generously to the School of Medicine," said Danforth, referring to a visiting professorship the couple established in 1985. "Dr. Sutter has pioneered in occupational medicine. It is fitting that they should lead in establishing this chair at Washington University."

The first incumbent of the Sutter chair in Occupational, Industrial, and Environmental Medicine will be Washington University alumnus Bradley Evanoff, M.D. Evanoff is an instructor in the Occupational and Environmental Medicine Program at the University of Washington in Seattle. In his new appointment, he will be promoted to assistant professor of medicine and will head the newly formed Section of Occupational and Industrial Medicine within the Division of General Internal Medicine.

"This is fitting that they should lead in establishing this chair at Washington University," Sutter said.

Evanoff earned a master's degree in public health from the University of Washington in Seattle. From 1990 to 1991, he served as a visiting researcher at the Swedish National Institute of Occupational Health and the Department of Occupational Health, Karolinska Hospital in Stockholm, Sweden. From 1991 to 1993, Evanoff was a fellow with the Robert Wood Johnson Clinical Scholars Program and the Occupational and Environmental Medicine Program at the University of Washington in Seattle.
A s Dana Wilson Klar discusses her mission as director of the Center for American Indian Studies at the George Warren Brown School of Social Work, she uses a vivid metaphor to sum up how many American Indians have come to think of their own traditions in today's world.

"What Indians call their children of this generation is 'stuck on the Horizon,'" says Klar, "because they are not really part of the land or part of the sky, because they must walk in two worlds. For those children there is a very real fear of rejection by either one — or both worlds. "Growing up I knew I was Indian and I was very proud to be Indian, but I was raised away from the Indian community," said Klar, a member of the Louisiana Houma Indian nation.

"My mother was the first from our tribe to get a high school degree. She was the first to get a college degree and she also went on to get a master's degree, so she was very accomplished for our tribe. She saw the need to keep us away from our people because she was worried about the peer pressure. Our tribe had about an 80 percent high school dropout rate and a very high teen pregnancy rate. She wanted to raise us away from that sort of influence."

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"I see a lot of promise. A lot of people are re-embracing their Indian heritage and things are getting better."
Exhibitions

“Recent Acquisitions: Rare Books and Manuscripts.” Through Jan. 28. Oliva Li
derman Library, 4th floor. Noon-5 p.m.; Thursday, 5-8 p.m.; Friday-Sunday, 1-5 p.m. Free admission. Call 935-6701.

“Amputation,” Michael Strube, prof, Dept. of Anatomy and Neurobiology. Noon-5 p.m. 935-6701.


Midnight. Filmboard Midnight Series. Midnight. Filmboard Midnight Series. 8:30-11 p.m. 423 McDonnell Medical Sciences Bldg. M. Binzer, research assoc., Dept. of Otolaryngology. Second Floor, Aud. and Research. Credit 4.45 p.m. 853-3200, ext. 671.


Wednesday, Jan. 26


11 a.m. Assembly Series Neurobiology Lecture library. "Life and Death of a Girl Gang,” mutants will be provided. Room 300 Brown Hall. Cost: $3. 935-6287.

Thursday, Jan. 27

7 a.m. Animation Seminar. "Recent Acquisitions: Rare Books and Manuscripts.” "The Varieties of Non-Fiction.” Continues Saturdays through March 12. Course is an introduction to the various forms of contemporary creative non-fiction: autobiography, travel writing and nature writing. Instruction by Rockwell Gray; adjunct faculty member, Dept. of English. Cost: $180. For info on credits and registration, call 935-6701.


Evening. Filmboard Feature Series at 7 and 9 p.m. as follows: "The General” (1958), "Ben Hur” (1959) and "Lawrence of Arabia” (1962). Seating available. 935-5285.

Friday, Jan. 28


Saturday, Jan. 29

Saturday, Jan. 29-30

Calendar guidelines

Events sponsored by the University — its departments, schools, centers, organizations, and its recognized student organizations — are published in the Calendar. All events are free and open to the public, unless otherwise noted. Calendar submissions should state date, time, place, sponsor, (title of event, name of speaker) and affiliation, and admission cost. Please include photographs with descriptions, which are welcome. Send items to Judy Rubland at Box 1070 (or via fax: 935-4529). Articles should be typewritten, double spaced, on one side of the paper, with single spaced, double spaced, on the other. Late entries will not be published. The final calendar of events must be submitted every Thursday during the school year, except holidays, and monthly during the summer. If you are uncertain about a deadline, holiday schedule, or any other information, please call 935-4923.

Calendar

Jan. 20–29

Films

Wednesday, Jan. 19

7 and 9 p.m. Filmboard Foreign Series. "The Return of the Scarlet Pimpernel.” (Also Jan. 20, same times.) Room 100 Brown Hall. Cost: $3. 935-6287. For info on credits and registration, call 935-6701.

Wednesday, Jan. 26

7 a.m. Animation Seminar. "Recent Acquisitions: Rare Books and Manuscripts.” "The Varieties of Non-Fiction.” Continues Saturdays through March 12. Course is an introduction to the various forms of contemporary creative non-fiction: autobiography, travel writing and nature writing. Instruction by Rockwell Gray; adjunct faculty member, Dept. of English. Cost: $180. For info on credits and registration, call 935-6701.


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Friday, Jan. 28


**Spring Assembly Series continues with Joyce Carol Oates**

**Spring 1994 lineup**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Jan 19</td>
<td>Douglass North</td>
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<tr>
<td>Feb 2</td>
<td>Samuel Betances</td>
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<td>Feb 9</td>
<td>Nancy Wexler</td>
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<td>Feb 25</td>
<td>Maurice Sendak</td>
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<td>Mar 3</td>
<td>Members of John Zorn's Cobra</td>
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<td>Mar 7</td>
<td>Betty Hartmann</td>
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<td>Mar 9</td>
<td>Michael Wos</td>
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<td>Mar 16</td>
<td>John Holland</td>
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<td>Mar 30</td>
<td>Sheward Rowland</td>
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<td>Mar 31</td>
<td>Gregory Nagy</td>
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<td>Apr 13</td>
<td>Barbara Ehrenreich</td>
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<td>Apr 20</td>
<td>Asia Quinnedin</td>
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<tr>
<td>Apr 27</td>
<td>George Will</td>
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**Exhibit explores architecture, photography**

- The Architect and the Photograph will be exhibited in the Mudd Law Building Hall, May 3-30. The show is curated by Zorn, whose column has been syndicated worldwide since 1974, and is authored by Robert A. Maxon, a world-renowned architectural photographer. The exhibition is open to the public.

**Women's Basketball**

- Last Week: Washington 72, Chicago 64; Washington 69, Auburn 75; Washington 75, Johns Hopkins 76; Washington 61

- This Week: at New York University, Friday, Jan. 14, at New York University, Saturday, Jan. 16, at Harvard University, Sunday, Jan. 16, at Washington University

- Season Record: 7-4, 1-1 in UAA

- Returning from a three-and-a-half-week hiatus, the Bears will host the Harvard Crimson, followed by a home-and-home series with the Washington Huskies.

**Bill T. Jones/Arnie Zane Dance Company**

- “Daring” modern dance company known for innovative Bartigging

- Bill T. Jones and Arnie Zane are known for their innovative approach to dance, which they have been performing since 1980. Their work is characterized by a combination of modern and postmodern techniques, often incorporating multimedia elements such as video projections and spoken word. They are also known for their collaboration with other artists from various disciplines, including visual artists and writers, which has resulted in unique and innovative productions. Their work often explores themes of identity, power, and social justice, and they are recognized for their commitment to social activism through their art. Their performance at the State University of New York at Buffalo, which began in 1970, is a testament to their continued influence on contemporary dance and their ability to challenge conventions and expectations in the field.
Washington University benefactor, once a student, returns to help foster collaboration across groups of students, faculty and staff to hear the unique perspectives of those who are best for Washington University; to improve the ability to attract students who are锦上添花, improving services to faculty and staff; to improve the student experience; to establish more linkages between the CFU and the academic units; to initiate process mapping and streamlining efforts. In the first year, the management team has established several departments — Undergraduate Admissions, Facilities Planning and Management, Campus Recreation, and a Fulbright. She has received more than 100 awards and commissions from various organizations. She was appointed to the American Academy of Arts and Sciences in 1984 to 1990.

**In-placement committee**
Several newer groups have spun off the three original clusters, including the In-Placement committee. This committee, formed in 1990, works on a change that will be a way of life, will develop ways to place employees whose work has been eliminated elsewhere within Washington University wherever possible.

**Future plans**
Future plans call for more active participation by the schools to avoid service gaps, duplication and unnecessary work. The management team recognizes that it would be undesirable to save money in the CFU by eliminating work that is currently done in the schools. Danforth said: "Now, this area has allowed a much larger number of people than in the past to participate in University administrative decisions," said Provost Edward S. Macias, Ph.D. "Our successes to date have shown clearly that these processes work. I hope we can continue to find new ways to work together for many years to come."
Trina Williams, Ervin Scholar and 1992 graduate of the John M. Olin School of Business, recently was named Rhodes Scholar and will study at Oxford University this fall.

"I am absolutely thrilled to be among the 75000 students out there in the world that they have chosen to come to Oxford," Williams said. "I think it is an underestimate of how much opportunity this is. You're really forced to realize how much you can do for people in the world...to really connect with some of the best minds in the world and be able to really work with them."

It is estimated that 1 in 10,000 students have the chance to become a Rhodes Scholar, and Williams advised others who are interested in applying to do some research to determine if this is a program that is right for them. She also advised to "always try to keep centered spiritually."
Hilltop Campus

The following is a list of positions available on the Hilltop Campus. Information regarding how and where positions may be obtained is found in the Office of Human Resources, Room 126 North Brooks Hall, or by calling 935-9888. All resumes require three letters of recommendation.

Programmer Analyst II
940018. Computing and Communications. Requirements: Bachelor's degree; good language and people skills; ability to work with minimal supervision; ability to learn quickly and adapt to new circumstances; experience with use and management of desktop computers; knowledge of desktop database systems. College experience preferred; library updating preferred; experience with keypunch and word processing software; preferred; strong research and writing skills. Clerical tests and resume required.

Researcher
940102. Development Services. Requirements: Bachelor's degree; typing 35 wpm with accuracy; knowledge of the research process; experience preferred; library experience with publications, graphic design, and other projects. Resume required.

Driver/Warehouse Worker
940103. Central Stores. Requirements: High school graduate; must be able to lift heavy items; have ability to identify the critical unit to work within therapy. Resume required.

Switchboard Operator, Part-time
940104. Telecommunications. Requirements: High school graduate; typing 25 wpm with accuracy; must be able to answer phones and take messages quickly. Resume required.

Librarian
940105. Library Services. Requirements: Bachelor's degree; excellent spelling and grammar skills; familiarity with computers; demonstration of capacity in mental health. Resume required.

Administrative Assistant
940106. School of Social Work. Requirements: Bachelor's degree; good communication skills; administrative competence; experience with computers; detail oriented. Resume required.

Counselor
940107. School of Social Work. Requirements: Bachelor's degree in counseling; must have experience in working with children or youth populations; knowledge of social services; excellent written and verbal communication skills; administrative competence; experience with computers. Resume required.

Telephone Services. Requirements: Must have own vehicle or use University transport. Must be able to work with minimal supervision; must be polite and professional; must be able to work in a team environment. Clerical tests and resume required.

Requirements:
Campus Stores.

Clerical tests required.

Counselor
940108. School of Social Work. Requirements: Bachelor's degree; knowledge of human services; excellent communication skills; administrative competence; experience with computers; detail oriented. Resume required.

Laboratory Assistant
940109. Chemistry. Requirements: High school graduate; typing 30 wpm with accuracy. Resume required.

Social Worker MSW
940110. Policy and Planning. Requirements: Two years of social work experience; must have knowledge of computers; ability to work with people; must be able to work independently. Resume required.

Mail Clerk
940111. Accounting Services. Requirements: Some college preferred; ability to learn University procedures; some skill in using office equipment; legible handwriting. Clerical tests required.

Publications Assistant, Temporary
940112. Library Services. Requirements: Bachelor's degree or equivalent; 1-2 years experience in an ambulatory setting; supervisory experience; good communication skills. Resume required.

Courier
940113. Correspondence Center. Requirements: Some college; minimum score of average on clerical tests; excellent attendance and reliability record; good memory; majority of time is spent outdoor lifting and carrying medical equipment and boxes and other materials; previous experience in operations and maintenance and use of computing input/output preferred; experience with computer terminal device preferred; attention to detail; must have ability to use University shuttle service. Clerical tests required.

Researcher
940114. Development Services. Requirements: Bachelor's degree; typing 35 wpm with accuracy; familiarity with word processing software; preferred; strong research and writing skills. Clerical tests and resume required.

Driver/Warehouse Worker
940115. Central Stores. Requirements: High school graduate; typing 35 wpm with accuracy; knowledge of the research process; experience preferred; library experience with publications, graphic design, and other projects. Resume required.

Switchboard Operator, Part-time
940116. Telecommunications. Requirements: High school graduate; typing 25 wpm with accuracy; must be able to answer phones and take messages quickly. Resume required.

Librarian
940117. Library Services. Requirements: Bachelor's degree; excellent spelling and grammar skills; familiarity with computers; demonstration of capacity in mental health. Resume required.

Administrative Assistant
940118. Music. Requirements: Bachelor's degree in music; experience in music business; knowledge of music business; administrative competence. Resume required.

Laboratory Assistant
940119. Biology. Requirements: Bachelor's degree. Must be able to work hard and eager to learn. Will train in all relevant procedures. Resume required.

Medical Campus

The following is a list of positions available on the Medical Campus. Em- ployees interested in submitting a transfer request should contact the Human Resources Department of the medical school at 404-9250 to request an application. External candidates may call 362-7458 to request an application or may submit a resume to the Human Resources office located at 4040 Forest Park Ave. Mail: St. Louis, Mo. 63110. Please note that the medical school does not discline salary information for vacancies, and the office strongly discourages inquiries to departments other than Human Resources.

Social Worker MSW
940505-R. Psychiatry. Requirements: Bachelor's degree; two years social work experience; ability to work independently; strong research and writing skills. Resume required.

Supervisor, Medical Records
940506-R. Internal Medicine. Requirements: Associated degree in patient care; associate's degree in medical terminology; is a good eye for detail; previous experience with publications, graphic design, and other projects. Clerical tests required.

Secretary II
940507-R. School of Medicine. Requirements: Bachelor's degree in medical technology. Must have experience in an ambulatory setting; supervisory experience; good communication skills. Resume required.

Assistant Professor
940508-R. School of Medicine. Requirements: Bachelor's degree in medical technology. Must have experience in an ambulatory setting; supervisory experience; good communication skills. Resume required.

Data Control Coordinator
940495-R. Surgery. Requirements: High school graduate; ability to work well with others; responsible; good organization and supervision skills; ability to work with medical records; ability to work independently. Resume required.

Patient Account Coordinator
940501-R. Finance. Requirements: Some college preferred, bachelor of science in nursing or bachelor of arts degree strongly preferred. Knowledge of medical and legal terminology a plus; thorough knowledge of insurance regulations.

Medical Research Technician
940492-R. Biomedical Sciences. Requirements: Bachelor's degree; ability to work independently; strong research and writing skills. Resume required.

University employees' service

The Washington University community was busy during the holiday season spreading good cheer.

During the Christmas Store campaign, from November 15 to the 100 Neediest Cases fund-raisign campaign. This holiday tradition increased by nearly $30,000. The West Campus Library will be open from 11 a.m. to 5 p.m. Monday through Friday. The West Campus Library is adjacent to the Western School of Social Work.

New facility eases library overcrowding — from page 1

Most of the materials that will fill the shelves of the West Campus Library will be the more valuable and lesser-used items from the University's extensive collection. Eventually, the new facility will house most of the collection of books, periodicals and microforms before 1800 but not part of the University's special collection. Collection development is planned for the new facility. In addition to books, journals and manuscripts, the new library holds sheet music, topographical maps, some of the University archives, oversized atlases and beautifully illustrated books, among other unique items.

The moving process has been a model of organization. In the course of several months, thousands of books have been pulled from hundreds of shelves in more than a dozen buildings and replaced — in order — on the bookshelves of the new facility by movers with the Cord Moving and Storage, a franchise of North American Van Lines. The process has been free of errors due to careful planning and supervision processes. Thanks to a matching shelving and storage system, workers can recover each to keep track of each item throughout the entire process. Every book is available on the shelf in its home library, and each book is home on the shelf the day after. Strain said that was a major feat of the move. They misplaced less than one percent of thousands of shelves.

The West Campus Library is adjacent to the International Library Center, which includes the collections of Director William L. Mau, Ph.D., the David May Distin- guished Professor in the Humanities.