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University sets strategy, combats slow economy

An article that appeared in the Jan. 20 Record outlined steps Washington University has taken to simultaneously reduce costs and improve services. Future articles will detail that effort. The following article provides an overview of ways in which the national economy affects higher education.

Higher education has not been spared from the combination of a slow economic recovery, which has affected tuition-paying families, and pared-down government spending. As the nation adjusts to a very modest rate of economic growth, higher education faces a number of budgetary pressures. This situation has placed universities in a challenging position. In 1990-91, 45 percent of the nation's colleges and universities announced mid-year budget cuts to deal with their financial problems. In 1991-92, 57 percent implemented mid-year cuts. Washington University has weathered better than most.

"Washington University confronts the future ahead from a position of strength. Qualitatively, our faculty, students and programs are very strong. Financially, our investments are solid and our operations are balanced. We are moving forward, not standing still," said President Edward S. Macias, Ph.D.

Nonetheless, the University will continue to be influenced by a number of external economic factors, including the federal budget, the financial resources of families, the value of investments, interest rates, the financing of healthcare, and the regulatory climate.

To understand the relevance of these factors to Washington University, it helps to review the way the University supports itself. To finance its operations, Washington University relies on five major sources of revenue: tuition, research support, patient care, gifts and investments. Each of these sources is vulnerable to uncertainties in the national economy. To improve its already strong position, the University is now challenging itself to deliver improved services at lower costs.

Federal pressures

Federal healthcare reform could significantly reduce income from patient care at the medical center. Washington University receives the largest percentage of its revenue — about 30 percent — from patient care. Until a specific plan emerges from the U.S. Congress, institutions like Washington University are proceeding with caution in budgeting.

According to William Peck, M.D., executive vice president and chief financial officer, "Federal pressures are balanced. We are moving forward not standing still."

Peck predicts that the National Institutes of Health (NIH) will continue to support the same level of research, and that the proportion of NIH funding going to Washington University, which ranks in the top five for NIH grants, and at other medical schools that focus on basic biomedical and clinical research.

Peck points that "Places like Washington University will continue to emphasize fundamental research."

In an attempt to cut its deficit, the government is sparing many programs, including funding for programs that help higher education. This pressure has been evident in a Congressional ruling that some general and administrative costs of federally funded research can no longer be submitted to the government for reimbursement, resulting in a "cap" on certain costs.

The University received about 30 percent of its income from government grants.

Student task force helps recruit minorities

A coalition of minority students at Washington University wants a more diverse student body. And they're working hard to do something about it.

Four student minority groups have come together to organize two multicultural preview weekends to attract prospective minority students. The associations for African-American students, Indian students, Latin American students and Asian students have helped the Office of Undergraduate Admissions plan preview weekends on Feb. 3 and Feb. 17-20.

The organizers hope to show prospective students of color the people, places and activities that make Washington University a diverse community. By attracting more minorities, the students hope to make the campus even more diverse.

Minorities make up 19 percent of this year's prospective class. The number of African-American students has dropped in the past three years, since I've been here," said junior Devin Burton, president of the Association of Black Students. "We decided that we wanted to have a say-so in recruitment."

Barton approached junior Sayar Lonial, co-president of ASIOKA, the Indian students' association, about the possibility of supporting and assisting the planning of the annual recruitment weekend for African Americans and expanding it to include other ethnic groups. Not only was Lonial interested, but Carmen Viera, president of the Association of Latin American Students, and Lennart Tan, president of the Asian Student Association, volunteered to join in the planning.

"Delvin approached me and we decided who's better at selling the school than students? Lonial said. "We asked a few other groups on campus and they all were interested. This is the first time all different groups have all worked together. Now that we've broken the ice and forged together, we will think about doing this again next year."

The students planned the agendas of the two preview weekends, helped identify and invite prospective minority students from across the country. In organizing the already strong position, the University is now challenging itself to deliver improved services at lower costs.

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Researchers' technique could drive credit card forgers out of business

Washington University researchers have invented a technique that could eliminate the majority of the $1 billion lost to credit card fraud each year in the United States. It also could change the way people and industries safeguard and authenticate information.

The technique identifies "electronic fingerprints" of objects that carry magnetically recorded data. The invention can provide positive identification of any object or document that carries magnetic information — from credit cards, credit cardkeys and security cards, to music and data tapes and other computer software. The technique reads a unique magnetic signature that is virtually impossible for a forger to duplicate, and it can protect the recorded information against tampering.

Ronald S. Indeck, Ph.D., associate professor of electrical engineering, and Marcel W. Muller, Ph.D., professor of electrical engineering, have invented an electronic "fingerprinting" technique that could eliminate credit card forgery.

Impossible to duplicate

Credit cards, for instance, have a magnetic stripe above the owner's signature. If you could actually see the magnetism of this stripe, you would find three parallel lines that look like railroad tracks, with cross ties that are the digital "ones" and "zeros" of the credit card information. The magnetism is carried by iron oxide particles — literally rust dust — encased in a plastic binder. Each of the millions of tiny grains, scattered about like spattered paint, is magnetic.

Information is imprinted on the particles by magnetizing them with a strong magnetic field, which is why the information can be lost if the card is accidentally exposed to a strong magnetic field. The information is reconstructed upon entry of the magnetic signal into a magnetic read head in the card reader. When a sales clerk runs your credit card through a magnetic card reader, the result is a digital confirmation of the number that encodes the credit card information: your name, address, phone number and whatever other data the credit card company may want to know about you.

But all that the process does now is confirm your number. Forgers who obtain the number, say from a sales slip, can reproduce it and easily fabricate a phony credit card. The illicit business costs an estimated $1 billion in losses to banks and merchants each year.

Indeck and Muller found, however, that each credit card magnetic stripe has a unique magnetic signature, its "fingerprints." Like a human fingerprint, this fingerprint cannot be duplicated on a credit card.
Research at the School of Medicine and the University of Cincinnati Medical School have found that psyllium, the active ingredient in several over-the-counter, fiber-type laxatives, lowers cholesterol.

Their report, in the Annals of Internal Medicine, says psyllium produces moderate but significant improvement in blood levels of cholesterol and low-density lipoprotein (LDL) cholesterol.

Anne C. Goldberg, M.D., assistant professor of medicine and director of the lipid research clinic at Washington University, was the principal investigator for the St. Louis portion of the study. "We studied 118 men and women ages 2-70 who had high cholesterol levels, defined as serum cholesterol counts above 220. We found that those who took psyllium had a reduction in their cholesterol levels. That was true whether they were eating a low-fat or a more typical, high-fat American diet," Goldberg said. Some 50 million Americans are believed to have high cholesterol levels that require some kind of medical treatment. The basic treatment is a low-fat diet and sometimes prescription medication. Goldberg said studies like this one and others that have found garlic or other dietary supplements can lower cholesterol are good news unless patients decide to take supplements instead of seeing a doctor or reducing their fat intake. She said psyllium is most effective when combined with other treatment. "In some people who have borderline high cholesterol, if they start already on a low-fat diet and then you add psyllium, you may be able to get cholesterol to desirable levels without going on to expensive cholesterol medications," said Goldberg.

The finding is important because cholesterol medication is usually a lifelong treatment. "In the minds of most people," Goldberg said, the longer such medication can be avoided, the better.

Study participants either took psyllium or an inactive placebo for eight weeks. Psyllium, which is a soluble fiber, is different from the kind of insoluble fiber that is found in things like wheat bran and cellulose. Those fibers can provide a laxative effect, but they have no effect on cholesterol. A bulk laxative, psyllium works by holding water in the gut. The dose in this study was 5.1 grams twice a day. That is slightly more, Goldberg said, than would be taken for a laxative effect. In the 37 patients on a high-fat diet, LDL, or "bad" cholesterol, levels declined on average by 5.8 percent. The 81 study subjects already on diets saw their levels decline 4.2 percent beyond the effect of diet.

There were bigger drops in levels of LDL in the 37 patients on the low-fat diet. LDL levels declined 7.3 percent lower in those with high-fat diets. They declined 6.4 percent in patients on low-fat diets.

"LDL is the so-called 'bad' cholesterol," said Goldberg. "It's associated with increased risk for heart attack and stroke." Psyllium does not dissolve in the bloodstream, instead, it attaches itself to protein packets that travel through veins and arteries. Too much cholesterol can clog those blood vessels and cause heart attack and stroke. The National Cholesterol Education Program, sponsored by the National Institutes of Health, says that people with blood cholesterol levels between 200 and 239 have borderline levels. Those with cholesterol above 240 are at high risk. Psyllium may be combined effectively with other treatments to manage cholesterol levels.

Goldberg said patients need to consult with their physician before deciding to take an over-the-counter laxative as a means of lowering cholesterol. "Low-fat diet is still the cornerstone, the foundation of all treatment. It's still where we start with all of our patients," Goldberg said.

Jim Dryden

Study finds that fiber laxatives lower cholesterol levels

Healthcare system announces name change

Crane named executive vice president for medical affairs at BJCSuch a distinguished history of community service by Barnes and Jewish hospitals, and Christian Health Services has announced a permanent name and an administrative restructuring. The new name will be BJC Health System.

"We conducted a very thorough process because we know our name is a symbol of our identity and our pride as healthcare professionals," said Fred Brown, president and CEO of the system.

Brown added that BJC's streamlined name encompasses a distinguished history of community service by Barnes and Jewish hospitals, and Christian Health Services affiliates. "That focus has built our reputations as individual institutions. In 1994 and the years ahead, we'll extend BJC's mission of community service and the vision and values that unite us as a system, well beyond the walls of our facilities."

In BJC's restructuring, Jim Crane, M.D., associate vice chancellor and associate dean for clinical affairs at the School of Medicine, will serve as the role at the school and will have on medical affairs. In this role, he will serve as an advocate for the medical staff and provide physicians a strong voice within the BJC Health System. Crane, a quality committee chairman of the Greater St. Louis Healthcare Alliance, also will oversee development of uniform clinical outcome measurement tools.

Creation of the new medical affairs position resulted partly from conversations between William A. Peck, M.D., executive vice chancellor and dean of the School of Medicine, and Brown, regarding the need for a comprehensive approach to involving physicians in the evolving BJC Health System.

"Jim has done a tremendous job coordinating the clinical affairs area within the school and in shepherding the development of the Washington University Physicians Network," Peck said. "We've committed his skills, knowledge and talents will be especially valuable as the BJC Health System, which is tied to the School through hospitals and Jewish hospitals, our close partners in the Washington University Medical Center." Crane's responsibilities in medical school administration will remain the same.

Workshops planned to assist flood victims

The Department of Psychiatry will conduct workshops with mental health professionals and community leaders from areas affected by the flood of 1993.

A $176,000 grant from the McDonnell Foundation is funding the program, called Project CREST (Community Resources for Disaster Management) and is basing its training on research done by Elizabeth M. Goldberg, Ph.D., associate professor of social psychology in psychiatry. Hong, co-director of Project CREST, said the workshops will involve two training modules. The first module will focus on training in disaster counseling, crisis counseling and bereavement work. The second module will provide skills training for the non-medical health trauma, including role playing, case review, counseling techniques and training in referral to mental health professionals. Project CREST is basing its training modules on research done by Elizabeth M. Smith, Ph.D., associate professor of social work in psychiatry, and Carol North, M.D., assistant professor and co-director of CREST. The two have done extensive work with disaster victims.

Psychiatrists, psychologists, psychiatric social workers and nurses will conduct workshops in flooded towns located within an hour of St. Louis. Free workshops will be conducted with each group, and a consultation hotline has been set up to answer questions for workshop participants as they begin to implement their training.

For more information, call project coordinator Jane Dengler, Ph.D., at 454-4321.
Chemist Jacob Schaefer tackles tough stuff

Like a Marine recruiter looking for the "right stuff," Jacob Schaefer, professor of chemistry at Washington University, searches for the "right stuff" when he is looking for a few good men, women and biological solids.

Schaefer has been a graduate student, research fellow, professor, consultant, and industrialist. His career has spanned the chemistry of biological systems.

Schaefer's work in NMR (nuclear magnetic resonance) has brought him recognition and awards. He is known for his innovative use of solid state NMR, a branch of nuclear magnetic resonance imaging (MRI).

Schaefer's work on insects, mussels and barnacles off vessels, the U.S. Navy has used toxic, anti-fouling chemicals in their paint, which has drawn the ire of environmentalists in San Diego and other port cities. If we could develop non-toxic compounds that prevent the glue from attaching to surfaces, we'd be able to develop non-toxic compounds that prevent the glue from attaching to surfaces.

Schaefer's work on coral reefs and black coral skeletons has led to a paper published in 1992. By studying coral skeletons, they can learn about the structure and composition of the coral. This information can be used to develop new compounds that are more environmentally friendly.

Schaefer's work on insects has led to a study of the exoskeletons of insects. He has used NMR to study the structure and composition of the exoskeletons. This information can be used to develop new compounds that are more environmentally friendly.
Films
Thursday, Feb. 3

Friday, Feb. 4
7 and 9:30 p.m. Filmboard Feature Series, “The Wild Party” (1929) (B&W). (Also 7 and 9:30 p.m. Filmboard Foreign Series. Room 219 Ridgley Hall. For more information, call 935-5983. Films are free and open to the public.)

Tuesday, Feb. 8
7 p.m. Chinese Film Series. “The Herdsman” (1982), subtitled in English and Arabic. Room 219 Ridgley Hall. For more info, call 935-5156.

Wednesday, Feb. 9
7 and 9:30 p.m. Filmboard Classic Series. “An Affair to Remember” (1957). (Also 7 and 9:30 p.m. Filmboard Feature Series. Room 149 McMillan Hall. 935-3122.

Friday, Feb. 11
7 and 9:30 p.m. Filmboard Feature Series, “A Night at the Opera” (1935). (Also 7 and 9:30 p.m. Filmboard Feature Series. Room 149 McMillan Hall. 935-3122.

Midnight, Filmboard Midnight Series. “Yellow Submarine” (1968). (Also 7 and 9:30 p.m. Filmboard Midnight Series. Room 149 McMillan Hall. Cost: $3.

Thursday, Feb. 10
7 p.m. Chinese Film Series. “The Herdsman” (1982), subtitled in English and Arabic. Room 219 Ridgley Hall. For more info, call 935-5156.

Lectures
February 3-12
11 a.m. Pulmonary clinical conference. “Genetic Basis of Asthma and Autoimmune Disease.” David G. Marsh, prof. of medicine, Johns Hopkins Asthma Center, Baltimore, Baltimore Medical Services Bldg. Room 816 McMillan Medical Sciences Bldg.

Friday, Feb. 4

Saturday, Feb. 5
11 a.m. Saturday morning neural sciences seminar. “Early Events in Neural Development: Early Events in Neural Development of the Mouse.” Robert Greenough, prof. of psychology and biological psychology, University of Washington; and Michael D. Brann, prof. of psychology, University of Washington.

Monday, Feb. 7
4 p.m. Psychology colloquium. “Compensatory Systems and Memory.” Alan Baddeley, prof. of psychology, University of St. Andrews.

Thursday, Feb. 10


Exhibitions
“The Near Distance: James McGarel’s St. Louis Years” by artist James McGarel, prof. emeritus of art. Through Feb. 12, 11 a.m. to 4 p.m. daily. Steinberg Hall. Room 100. Free admission.

Friday, Feb. 4
11 a.m. Anthropology exhibtion. “Paleo-Pathways of Polycyclic Aromatic Hydrocarbons in the Missouri River Sediments.” Dr. John W. Keenleyside, assoc. prof., Center for Earth Resources and Environmental Sustainability, U. of Missouri, Columbia.

Monday, Feb. 7
12:10 p.m. Filmboard Solemn Series. “Management of Infections: A Model.” Dr. Charles J. Kass, prof. of medicine, St. Louis Regional Medical Center.

Wednesday, Feb. 9
7:30 p.m. Obstetrics and Gynecology Grand Rounds. “Management of Infections in Obstetrics.” Dr. Duncan R. Macdonald, chief of gynecology, U. of Washington; and Dr. John W. Keenleyside, assoc. prof., Center for Earth Resources and Environmental Sustainability, U. of Missouri, Columbia.

Students present political protest play

“Bad Blood,” a political comedy selected for the Seattle Fringe Festival, will be performed at 8 p.m. Feb. 18, 19, 25 and 26; at 7 p.m. Feb. 27; and at 2 p.m. Feb. 27, in the Drama Studio, Room 208, Memorial Center.

“Bad Blood” is the first university production of “Bad Blood” in the United States. The play received its U.S. premiere in December when California’s West Coast Ensemble, a professional company, produced it.

In conjunction with the play, a symposium on Latin American theatre will be held from 1 to 4 p.m. Feb. 19 in the Dinkelspiel Auditorium, and open to the public.

The play, written in 1981 by Giselda Gambardo, is directed by Annamaria Pileggi, artist-in-residence in drama. Gambardo, one of Latin America’s most contemporary playwrights, has been writing political plays for the last 15 years.

The play follows the life and times of the author’s mother, as she creates and evolves the acceptance of the status quo. A family servant, Fernan, carries out his duties with a rapidity that starts even in the auditions, and to the cast and crew have really immersed themselves in the production. An added bonus to this tour will be the only university group ever to perform at the Seattle Fringe Festival.

The father is played by junior David Baeker; the mother is played by senior Joseph Schmitt; Fernan is played by sophomore Alexander Gish; and Rafael is played by first-year student Ben Crabtree. Student-organized was—early—orchestra.

Although the play was written less than 15 years ago during Argentina’s “Dirty War,” Gambardo set the play in 1984 to avoid political reprisals. Like the 1980s, the 1840s had a population of 60,000 at the time.

Tickets are $7 for the general public, with discounts for students and senior citizens. For more information, call 935-3122.

Music library collection inspires dance event

A special event sponsored by the Department of Music will bring the past to life. “Footsteps at the Waldorf: An Evening of Dance, Music and Dance” will feature popular dance music of the 1920s and 1930s. Guests can dance to such popular favorites as “In the Still of the Night,” “Tea for Two” and “Starlight.”

The supper buffet will include selections from the Waldorf menus of that era. The event begins at 7 p.m. Sunday, Feb. 6, in Ridgley Hall’s Holmes Lounge.

Exhibition hallrooms from the Performing Arts Department will open and will host a number of performances. The dance orchestra features faculty and students from the Washington University Symphony Orchestra, directed by Dan R. Parseghian, lecturer in music. Performers Seth and Maryse Carlson, also members of the music faculty, will play eight novel piano numbers, including the classics “Icestorm,” “Kals” and several with a Latin flavor.

“Footsteps” is open to Friends of Music and their guests. The event costs $40. Concertgoers can purchase a ticket to the 8 p.m. performance of the annual “Foxtrots” is inspired by the annual collection of several hundred dance orchestra pieces that the Englewood Music Library acquired in 1986, said Taylor.

Forum on computing support scheduled

The third meeting of the Action Forum on Computing Support will be scheduled from noon to 1:30 p.m. Feb. 16 in Room 118 Brown Hall. This meeting will focus on the computing and networking help available to members of the Wash-
Washington University Conflict of Interest Policy

At the University Faculty Senate meeting of December 17, 1993, this Conflict of Interest Policy was approved for the University. It applies to all faculty and staff, and is printed in the February 3, 1994, Record so that all the members of the University community have a copy. Please remove and keep this insert.

The School of Medicine Conflict of Interest Policy, adopted by its Executive Faculty on June 9, 1993, is parallel to and concordant with the University's policy, and contains some additional elements that affect procedural issues specific to the School of Medicine. The Medical School policy soon will be distributed to the Medical School community.

Adopted October 20, 1993, by the University Faculty Senate Council, and accepted as amended on December 17, 1993 by the University Faculty Senate.

The faculty and administrators at Washington University recognize a shared responsibility to ensure that they conduct themselves in an unbiased manner and serve the goals of the University. It is thus the responsibility of the University and its employees to guard against conflicts of interest, which might compromise the integrity and objectivity of the University community.

It is understood that the faculty, as developers of new knowledge, have a unique opportunity and responsibility to disseminate that knowledge to the public. By adopting this Conflict of Interest Policy, the University reaffirms the value of collaboration with industry as a means of fostering public access to the practical benefits of University research. By adopting this Conflict of Interest Policy, the University also (i) demonstrates its commitment to the ethical principles that guide University research and (ii) establishes a mechanism to safeguard University and faculty integrity and objectivity so that University/industry interactions can optimally benefit society.

This statement of the University policy has been prepared to outline the University's approach to identifying and evaluating potential conflicts of interest, and assisting its employees in addressing conflict of interest issues. It has been, and shall continue to be the policy of the Washington University that all University employees take steps to avoid conflict of interest or the appearance of conflict of interest between their financial or other personal interests and the goals and policies of the University. This policy builds upon the principles established by the 1964 Statement of the Council of the American Association of University Professors and the American Council on Education, incorporated into University policy in 1977, and on the 1978 Report of the Committee on Confidentiality Agreements and Externally Sponsored Activities (the "Niland Report"), and incorporates governmental requirements. This policy statement, effective October 20, 1993, replaces all previous written, unwritten or uncollected University conflict of interest policies.

A. Applicability of Policy

This policy is applicable to:

1. All University faculty members.

2. All University staff members.

B. Definitions

1. Employee - Any person covered by this policy as provided in Section A.

2. Dean - Principal academic officer of a School of the University.

3. Conflict of Interest

   a. Many employees either have positions that allow them to influence University decisions, or they have been entrusted with the authority to make decisions for the University. Conflict of interest exists if an employee's position or authority may be used to influence or make decisions that lead to any form of financial or personal gain for that employee or for his or her family.

   b. In academic research, the term conflict of interest refers especially to situations in which financial or other personal considerations may compromise, or may have the appearance of compromising, an investigator's professional judgment in conducting or reporting research. The bias can affect collection, analysis and interpretation of data, hiring of staff, procurement of materials, sharing of results, choice of protocol, and the use of statistical methods. Conflicts of interest can affect all scholarly fields.

   It is acknowledged that, in their wider roles as academicians and professionals, the faculty may be subject to conflicts of interest that are not necessarily financial, and that are not within the scope of a policy that is designed to address conflicts of interest in the employer-employee setting. For example, the policy is not designed to address conflicts that may be encountered in service to a professional society, or in community service. Academic and professional activities not covered by this policy are best handled within the ethical guidelines established by the University Policy on Academic Freedom, Responsibility and Tenure, by various professional organizations, or by governmental policies.

   c. In academic administration, the term conflict of interest refers especially to situations in which financial or other
personal considerations may compromise, or may have the appearance of compromising, decisions made by administrators.

d. A conflict of interest is material if an ordinary person would take it into account in making a decision. Only material conflicts of interest are within the scope of this policy.

4. Family - For purposes of this policy, family is defined as the employee's spouse and minor children.

5. Financial Interest - Any relationship, including a consulting relationship, entered into by the employee or his or her family, other than employment by the University, which could result in financial gain for the employee or his or her family.

6. Equity or debt instrument - This term includes, but it is not limited to, preferred and common stock, stock options, warrants, bonds and notes. For purposes of this policy, investments in mutual funds or other investments in which an independent party has primary decision-making control regarding stocks selected or shares held are not included in the definition of equity.

7. Research performed under contract to a company - Any research, including clinical trials, materials evaluations, or general research projects, performed under a University contract with a company in which the company provides full or partial funding of the project.

8. Clinical Trial - Any study, regardless of funding source, involving the evaluation of a diagnostic or therapeutic drug, a vaccine, or a medical device in preparation for a regulatory evaluation or within a regulatory evaluation process, when the protocol requires approval by an Institutional Review Board of Washington University.

C. Principles

1. General Principles. As a natural outgrowth of personal commitment to academic principles, University employees must ensure the integrity of their academic pursuits by taking steps to avoid conflict of interest, or even the appearance of conflict of interest. Because the complexity and diversity of personal relationships is extensive, and the perception of conflict of interest may vary from one individual to another, the most effective means to address conflict of interest is to establish a system under which employees disclose and obtain evaluation of potential conflict. Thus, University employees shall disclose any potential conflict of interest that is or may be material.

2. Identification of Conflict of Interest. Identifying conflict of interest is not a simple task. A University employee has a conflict of interest if his or her judgment and discretion in research or in other matters affecting the University is or may be influenced by considerations either of personal gain or financial benefit.

The following is a partial list of activities or actions that merit case-by-case examination to determine whether they create a material conflict of interest that should either be managed appropriately or eliminated.

a. Consulting activities.

b. The purchase of goods or services for the University from businesses in which the employee, or his or her family, has a financial interest or, as a result of such purchase, may directly benefit.

c. Receipt of gifts, gratuities, loans or special favors (including trips or speaker's fees) from research sponsors or vendors.

d. Holding of an ownership interest by the employee or the employee's family in any real or personal property leased or purchased by the University.

e. Holding of an equity, royalty or debt instrument interest by the employee or the employee's family in any entity providing to the University financial support, including research or other support or services, when such support will benefit the employee or persons supervised, directly or indirectly, by the employee.

f. Receipt, directly to the employee from non-University sources, of cash, services or equipment provided in support of the employee's University activities.

g. Some memberships on boards of directors, committees, advisory groups (or similar bodies) of any governmental, for-profit or not-for-profit entity.

h. Use of information received as a University employee for personal purposes.


Increased research support from the private sector, changes in federal law and regulations encouraging technology transfer, and the continued need of the University and its employees to demonstrate public accountability have necessitated some new approaches in the management of conflict of interest. Some previously acceptable activities may now require reevaluation, and ongoing activities that involve potential conflict of interest should be disclosed and reevaluated at the time this policy becomes effective. If reevaluation indicates that problems exist, provisions will be made to correct them in an orderly and reasonable fashion.
4. Protection of Academic Freedom and Integrity.
   a. For the protection of academic freedom and integrity, restrictions on publication (except for limited periods to permit filing of applications for protection of intellectual property), and/or restrictions on the dissemination of research data should not be permitted.
   b. Special care should be exercised in the involvement of students, including fellows at the post-doctoral level, in the evaluation of commercial products or in research supported by industrial sponsors, and such activities should be evaluated with attention to avoidance of detrimental effects on the student's academic program.

5. Research performed under contract to a Company.
   a. Research performed under contract to companies is desirable in order to promote the advancement of research and to benefit the public by bringing the results of research more rapidly into public use. To preserve the integrity of research information arising from company-funded projects it is necessary to take particular care to manage conflict of interest. Clinical trials research is an area in which it is particularly important to avoid conflict of interest because of the immediacy of impact of this kind of research on patient care and the general public welfare. Financial interests of the employee, or the employee's family, must not influence, or appear to influence, the design, conduct or reporting of company-funded research, or any clinical trials involving the evaluation of commercial products such as drugs, vaccines and medical devices.
   b. Prior to engaging in research funded by a company, or in a clinical trial funded either by a company or non-company sponsor, both the employee serving as the principal investigator and any person subject to this policy who has responsibility for the design, conduct or reporting of the project, shall disclose, via the mechanisms developed under section D, any consulting or other financial interest as defined by this policy, in any entity that manufactures, sells or otherwise has property rights in the type of product to be studied.
   c. When no financial interest is involved, the disclosure requirement may be satisfied by certifying to that fact.
   d. If a financial interest is disclosed, it will be determined whether it is likely that this interest will compromise, or appear to compromise, the design, conduct, or reporting of the study, and recommendations for resolution will be provided as described in Section D. The activity creating the possible conflict of interest shall not be initiated unless authorized through the mechanisms provided in section D.
   e. Disclosures by employees who are involved in collaborative projects that cross School boundaries shall be reviewed by the Disclosure Review Committee (DRC, defined in Section D of this policy) of the School in which the employee has his/her prime appointment. The DRCs shall develop mechanisms for coordination of any federal reporting that may be required on such collaborative projects. If disputes arise as a result of decisions of several DRCs that relate to the same project, such disputes shall be referred to the Conflict of Interest Review Committee (CIRC, see below) for resolution.

D. Implementation

1. Authority. Each School shall develop and administer procedures to implement this policy that include at least the elements outlined in this Section D, and shall place a copy of the procedures on file with the University's General Counsel.

2. Disclosure Review.
   a. Faculty disclosures shall be referred to a standing committee(s), the Disclosure Review Committee (DRC), which shall include representation from the faculty and the office of the University's General Counsel. The Deans of the Schools are each responsible for the establishment of appropriate DRCs, and each school must either have its own DRC, or may participate in a joint DRC established for a subset of the Schools. It shall be the responsibility of each DRC to keep and maintain in a secure manner such files as may be required to comply with federal regulations on conflict of interest.
   b. Disclosures by non-faculty employees who are subject to this policy shall be provided to their immediate supervisors for review and management. Disclosures by Officers of the University shall be made to the Chancellor, who shall, with the advice of the University's General Counsel, resolve any conflicts of interest, and who shall report on such resolution annually to the Audit Committee of the Board of Trustees.

3. Faculty Disclosures.
   a. All faculty members subject to this policy shall disclose, using a standard format developed by the relevant Disclosure Review Committee (DRC), financial interests, either as required by this policy or by government regulations or policy. Disclosures either shall be made directly to the DRC, or alternatively, to the department head for referral to the DRC, according to the implementation mechanism established by the School. Heads of departments shall make initial disclosures to the relevant Dean, for transmittal to the DRC. The review of the disclosures shall include an evaluation of each situation on its own
4. **Timing of Disclosures.** Faculty disclosures shall occur upon the request of the Dean of a School, and may be required on an annual basis. Disclosures by staff shall occur upon request of the relevant supervisors, and may occur on an annual basis. Faculty disclosures shall also be required at the time of proposal of company-funded research, or clinical trials, as provided in Section C.5, and will occur at such other times as may be required by law or federal regulation (e.g., disclosures that may be required at the time of grant application submission) or when the employee’s financial interest, as previously disclosed, changes in a manner that is relevant to the concerns of this policy.

5. **Conflict and Confidentiality in Review.** Coinvestigators or persons with a material financial interest in any entity named in the employee's disclosure shall not participate in the review of the disclosure. Persons to whom disclosures are made shall take steps to ensure the confidentiality of the disclosure.

6. **Identification and Management of Conflict of Interest.** The DRC shall develop procedures to promptly evaluate faculty conflict of interest and shall share its written conclusions and recommendations with the faculty member and his/her immediate supervisor. Whenever appropriate the DRC, or, when necessary, the Dean or his/her designee, shall attempt to resolve or manage the conflict situation in a manner appropriate and reasonable to the individual situation by obtaining employee cooperation in the implementation of the recommendations. The outcome will be recorded by the DRC. To the extent required by law, the Dean or his/her designee shall report conflict disclosures and their resolution to appropriate governmental agencies.

7. **Appeals Process.** Unresolved disagreements between faculty employees and the DRC or the Dean concerning the application of this policy shall be referred for final resolution to the Conflict of Interest Review Committee (CIRC) established by the Provost.

8. **Amendments to the Policy.** This policy may be amended by the Chancellor or the Chancellor’s designee with the concurrence of the Faculty Senate whenever changes of substance or procedure are required, and in particular to comply with governmental requirements. The Deans shall inform the faculty of any such required change, and arrange for the dissemination of information concerning amendments made to the policy.

E. **Accessibility of Information**

To allow the implementation of this policy, the Dean, or his/her designee, may seek from employees subject to this policy any information relevant to insuring compliance with this policy. Because the integrity, and therefore the credibility of scholarly activity is enhanced by disclosure, it is expected that employees will provide any relevant information requested. The information received shall be handled confidentially unless public disclosure is part of the conflict of interest management plan, or is required by law.

F. **Non-Compliance with Policy**

Violations of the requirements of this policy by any employee shall, if not resolved, subject the employee to sanctions or other actions permitted by University policy, and in particular, University Policy on Academic Freedom, Responsibility and Tenure.

G. **Prohibition of Illegal Activity and Corruption**

Activities which are in violation of federal, state or local law, including the offering, or acceptance, of a bribe or kickback, are strictly prohibited.

H. **Interpretation**

Questions concerning the interpretation or applicability of this policy should be directed to Chair of the relevant Disclosure Review Committee.
### Music

**Friday, Feb. 4** 8 p.m. Edison Theatre "OVATIONS! for young people" series presents "An Introduction to Career Psychology and Psychopharmacology." Everett L. Shock, assoc. prof., Dept. of Psychology and Psychopharmacology, will include "Piano Concerto No. 1 in b-flat major, 2nd movt." by Beethoven. Horton Concerto for Piano and Orchestra, conducted by Richard Robert. Cost: $75. For more information, call 935-6788.


**Saturday, Feb. 5 1:30-3 p.m. University College Short Course. "ddition to Career Psychology and Psychopharmacology." Everett L. Shock, assoc. prof., Dept. of Psychology and Psychopharmacology, will include "Piano Concerto No. 1 in b-flat major, 2nd movt." by Beethoven. Horton Concerto for Piano and Orchestra, conducted by Richard Robert. Cost: $75. For more information, call 935-6788.


### Sports

**Men's Basketball**

Last Week: Washington 100, Emory 72; Carnegie Mellon 82, Washington 80
This Week: Tuesday, Feb. 4, at Center Brigade, University of Rochester, noon; Jacksonville, Ill., Sunday, Feb. 6, vs. University of Rochester, 2 p.m., Field House
Season Record: Men: 7-2, Women: 6-1

**Women's Basketball**

Last Week: Washington 76, Carnegie Mellon 47
This Week: Thursday, Feb. 4, at Center Brigade, University of Rochester, noon; Jacksonville, Ill., Sunday, Feb. 6, vs. University of Rochester, 2 p.m., Field House
Season Record: Women: 12th of 17 teams; Men: 2nd of 9 teams

### Miscellaneous

**Friday, Feb. 4**

**Women's Basketball**

Continues Thursdays through March 3. The four-course session will focus on the spread of Buddhism into Tibet and its evolution. In the West, it will be taught by Robert Goss, lecturer in religion. Cost: $75. To register, call 935-6788.

**Monday, Feb. 8**

**Men's Basketball**

This Week: Idle
Season Record: Men: 7-2, Women: 6-1

**Saturday, Feb. 12**

**Men's Basketball**

This Week: Idle
Season Record: Men: 7-2, Women: 6-1

**Women's Basketball**

This Week: Idle
Season Record: Women: 12th of 17 teams; Men: 2nd of 9 teams

**Wednesday, Feb. 9**

**Women's Basketball**

Week: Idle
Season Record: Women: 12th of 17 teams; Men: 2nd of 9 teams

**Thursday, Feb. 10**

**Men's Basketball**

This Week: Idle
Season Record: Men: 7-2, Women: 6-1

**Saturday, Feb. 12**

**Men's Basketball**

This Week: Idle
Season Record: Men: 7-2, Women: 6-1

**Women's Basketball**

This Week: Idle
Season Record: Women: 12th of 17 teams; Men: 2nd of 9 teams

### Calendar guidelines

Events sponsored by the University — its departments, schools, centers, organizations and its recognized student organizations — are publicized without cost and admission. Contact Tim Schedl at 362-6162. All events open to the general public; $15 for senior citizens, UU faculty and staff, students. Edison Theatre: 935-8653.
Economy challenges University to plan more wisely, imaginatively

New government regulations at the state and federal level also will increase the cost of running the University.

"We are already spending a great deal in complying with federal regulations. We'll probably have to spend considerably more to comply with new regulations, including those governing accreditation and student loan programs," said William H. Danforth, William H. Danforth President. "In addition, much of the endowment is invested in the stock market. The materials that support undergraduate education have remained constant while costs continue to rise. With one swipe, the extra money necessary to support operations is merely a patch on it just like that. With one swipe, the extra money necessary to support operations is merely a patch on it just like that.

The combination of increased need and decreased federal funding (in constant dollars) for financial aid has placed a strain on the University. The economy has gone through an unusual period of weakness," said Laurence H. Meyer, Ph.D., professor of economics. "The United States has the most outstanding colleges and universities in the world. Now, resources are being directed to the student aid endowment. This will reduce to a great extent the ability to keep pace in a globally competitive world.

The United States has the most outstanding colleges and universities in the world. Now, resources are being directed to the student aid endowment. This will reduce to a great extent the ability to keep pace in a globally competitive world.

"The University has in the past been able to keep overall spending in line with income. To respond to the current conditions, the University is looking closely at ways to increase revenues and reduce costs. We're looking for ways to reduce our total budgets for fiscal year 1995 by 5 percent while improving services and continuing to grant salary increases. The CFU's expense budget rose only 1.1 percent between fiscal years 1993 and 1994.

The economy challenges University to plan more wisely, imaginatively..."—from page 3

University applies for patent—from page 3

The four-member Hilliard Ensemble, which has been described as "one of the most incisive and elegant of vocal ensembles," will perform Feb. 13 in Edison Theatre.

The ensemble, part of the University's "OVATION!" series, is co-sponsored by the Faculty of Arts and Sciences, the Department of Dramatic and Public Affairs and the Renaissance Studies Committee. The ensemble has recorded extensively on a large number of labels and performs works from a wide chronological range. When the University applies for a patent on the method, the Hilliard also performs works by Bach, Cavalli, Purcell and part-songs from the Victorian era. Part-songs are secular works, usually from the 19th and 20th centuries, written for unaccompanied chorus.

The Hilliard Ensemble is part of a Department of Music conference on vocal music of the Middle Ages and Renaissance. The conference, which will be held Feb. 13 and 14, is titled "Hearing the Past."

The conference focuses on the motet, a vocal genre that was heard in courts, learning institutions and religious settings. The conference speakers will include international scholars, as well as former Joshua Rifkin. All conference sessions are open to the public.

The level of interest is not only faculty, but graduate students has been quite high, said Andrew Edge, associate professor of music and conference organizer. "That suggests to me that there is a strong interest in popular music within academics, many scholars and students are still being attracted to the early music of the Middle Ages.

Some of the composers whose music will be discussed are Guillaume Machaut, a pre-eminent poet of the 14th century, and Johannes de doinen monsors, Josquin Des Prez, considered the greatest composer of the early Renaissance; Palestrina, a late Renaissance master; and Bandini, a late Renaissance composer of sacred music; and William Byrd, considered the greatest of the Elizabethan composers and an influential teacher.

Peace and Craig Monson, Ph.D., chair of the Department of Music, also will participate in the conference. In addition to the Feb. 13 performance by the Hilliard Ensemble, the conference will include musical performances by the University by the Washington University Early Music Ensemble, the Hilliard Ensemble and the Medici in Grazia, at 2 p.m. Feb. 13 in Umrath Hall Lounge.

For more information about the conference, call 935-5581.

For more information, call 935-6543.
Introducing new faculty members

For The Record contains news about a wide variety of faculty, student and staff professional and educational activities.

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The following is a list of positions available on the Hilltop Campus. Requirements regarding these and other positions may be obtained in the Office of Human Resources, 4637 South Euclid Avenue, St. Louis, Mo. 63110. Please note that the medical school does not disclose salary information for vacancies, and the office encourages candidates to call the medical school or to submit a resume directly to the Human Resources Department of the medical school or to one of the schools. External candidates may call 362-7151 for information regarding application procedures or may submit a resume to the Human Resources office located at 4490 Claystone Ave., Campus Box 8022, St. Louis, Mo. 63110. Please note that the medical school does not disclose salary information for vacancies, and the office strongly discourages inquiries to departments across the campus.

Director of Information Systems
940557-R. Requirements: Bachelor's degree in computer science, statistics or related field with one year related office experience, good interpersonal and organizational skills, familiarity with medical insurance claims, billing and collecting procedures; typing 30 wpm.

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