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Students help shape national proposals

When officers of the National Association of Graduate Professional Students (NAGPS) arrived in Washington, D.C., this past weekend, Feb. 11-12, to lobby for legislative initiatives among members of Congress, they took with them a platform crafted in part by students from Saint Louis University.

Walter Williams from the School of Architecture, president of the Graduate-Professional Council (GPC) representing all eight schools at the University, was part of a NAGPS conference that wrote the group's 2000 legislative platform. Also at the conference, held in Columbus, Ohio, in November, were Shelly Schrapp of Arts & Sciences, Graduate Student Senate and Malakai Brown, a graduate student in Arts & Sciences now on leave from the University. Brown is a member of the NAGPS national board.

The platform sets forth an ambitious legislative agenda, including proposals for:
- Increased federal funding for graduate fellowships, which have diminished in number dramatically since the 1970s.
- Expanded tax deductions for interest paid on student loans.
- Rising the income ceiling for national board.

By TONY FITZMERICK
George J. Zahalak, Eng.Sc.D., professor of mechanical engineering and biomechanical engineering, has received a singular honor: A fundamental equation in the molecular theory of association of macromolecules, named the "Huxley-Zahalak Equation," was co-authored by him and Andrew Fielding Huxley.

Andrew Fielding Huxley, one of the first biophysicists, and Walter Herzog named the equation for Huxley and Zahalak in their book, "Molecular Models of Skeletal Muscle: Structure and Mathematical Considerations," published by John Wiley and Sons, New York. Huxley shared a Nobel Prize in Physiology and Medicine in 1963 for work he did with collaborators on the transmission of neural signals. According to Zahalak, Huxley is perhaps best known in biological and engineering sciences for the Hodgkin-Huxley Equations, which made possible a detailed quantitative understanding of neural conduction based on sound biological data.

For the last 40 years, Huxley has concentrated on the molecular mechanisms of muscle contraction and published the first version of his mathematical theory in a now-classic paper in 1957. Zahalak said, "That paper contained a simplified version of what Epstein and Herzog have dubbed the 'Huxley-Zahalak Equation.' That version is valid only for steady-state conditions, whereas the equation to which

Equation named for George Zahalak

Howard Mechanic, a former student who jumped bail nearly three decades ago to avoid a prison sentence related to the May 1970 burning of the ROTC building at Ohio State University, has surfaced in Scottsdale, Ariz. He surrendered to federal authorities Friday, Feb. 12, 1999, police officers and fire fighters. The rally culminated just after midnight May 5 with the burning of the ROTC building. One of several persons charged with crimes related to the incident, Mechanic was accused of throwing cherry bombs at police officers and fire fighters. On Oct. 11, 1970, he became the first person found guilty under a 1968 federal anti-riot law. Mechanic disappeared in May 1972 shortly before he was scheduled to begin a five-year prison sentence.

Fugitive in 1970 anti-war protest sentences

Kristina Vischer chalked a big "X" on the blackboard while her fellow students at St. Louis' Central Visual and Performing Arts High School practiced their experiments.

"Coin of the realm" Students help shape national proposals

Graduate student Suzanne M. Underhill (right) and a trio of human brains provoke a laugh among students at St. Louis' Central Visual and Performing Arts High School.

\textbf{Whiz kids} Program inspires new generation of scientific researchers

\textbf{Medical News}: Scientists discover how alcohol damages the developing brain

\textbf{Record}

\textbf{Washington University in St. Louis}

\textbf{Inside}: Dramatic design for riverfront wins annual architecture competition

\textbf{Washington People}: Denise McCartney brings zest for life to management job
This detail of the winning design board in the School of Architecture's Steedman Fellowship Competition features a translucent glass surface that would cover Interstate 70, forming a pedestrian bridge to St. Louis' Gateway Arch grounds. Italian architect Fabio Oppici won the international competition.

Olympic diver Greg Louganis giving lecture

Greg Louganis, a diving and Olympic champion, will discuss his life story and experiences. His lecture, sponsored by the Human Resources Department, is scheduled for March 22 at 7 p.m. in Graham Chapel. Louganis will also introduce the next installation of the “Museum of American Architecture” Web site. Details will be available at the Human Resources Web site (http://hr.wustl.edu) or call 935-5285.

Dance Marathon to benefit children

In a final fund drive geared toward the 1997 Dance Marathon, students are donating a percentage of their profits to Dance Marathon. Left Bank Books at 399 North Euclid Ave. — are donating a percentage of their profits to Dance Marathon. Left Bank Books will make a donation for purchases made Saturday, Feb. 19, while the windows to Campus Store purchases in Mon-Fri, 11-7, and Sat, 10-5.

Contemporary Art in St. Louis

"Grand gestures" to link Arch and downtown

"Grand gestures" to link Arch and downtown. St. Louis is poised to host both of the top design projects in the School of Architecture's Bimonthly Steedman Competition — an Italian architect’s winning proposal and the second-place design entered by a Washington University graduate student.

The winner, Fabio Oppici of Rome, was selected from 61 entrants from Europe, North Africa, South America, Asia and Australia. Oppici will receive a $20,000 traveling fellowship to interview and research the work of 15 leading figures in contemporary Japanese architecture.

Oppici’s winning design was selected to show and engage the vision of the city. He proposed covering the interstate trestle with a translucent glass surface allowing pedestrians to cross directly into the park from downtown St. Louis. His submission, Museum of Underground Architecture would surround the freeway and connect to the translucent plaza, making the freeway inside through a sculptural glass tube.

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Damage mechanism for fetal alcohol explored
By Joe Detten

For years, physicians and scientists have known that alcohol has detrimental effects on the fetus. A new study from investigators in Berlin, Tokyo, and St. Louis suggests that the damage associated with fetal alcohol syndrome might occur.

A paper in the Feb. 11, 1999, issue of Science reports that a single exposure to high levels of ethanol (the alcohol in beer, wine, and spirits) can kill nerve cells in the developing brain. The researchers found that the rat brain is sensitive to this toxic effect during a brain development stage that corresponds to the growth period in humans. The brain growth spurts from about the sixth month of pregnancy to a child's second birthday.

The scientists intoxicated infant rats by giving them ethanol for periods of five to seven hours. This maintained the alcohol level at about twice the level that defines legal intoxication in humans. This one-time exposure caused brain cells to die as a result of a process called apoptosis or programmed cell death. The group of cell death exceeded the spontaneous rate of cell death by almost 30 times in some parts of the brain (spontaneous cell death removes surplus cells from the developing brain).

"For many years, scientists have known that fetal alcohol exposure has tended to expose animals to alcohol for longer periods rather than studying the damage more frequently and in greater detail," said John W. Olney, M.D., the study's senior investigator and professor of neuropharmacology at the School of Medicine. "We exposed the infant rats just once, keeping them alive for a period of just a few hours, and we found that was sufficient to trigger consider- able damage to the brain."

The paper's lead author, Christian Olney, M.D., an associate professor of pediatric neuropsychiatry at Washington University in St. Louis, previously was a postdoctoral fellow in Olney's laboratory and now is a professor at the Tokyo Medical and Dental University.

The researchers found no evidence that exposure to small amounts of alcohol had cumulative effects on the developing brain. Rather, substantial intoxication was required before significant damage occurred. While translating effects from rats to humans is difficult, Olney believes it is unlikely that a single glass of wine would cause the damage observed in these experiments, even if expectant mothers consumed a very small amount of alcohol every day. Because it is not entirely clear how humans compare in sensitivity to alcohol, however, the investigators believe it is best to avoid alcoholic drinks completely during pregnancy.

The investigators also studied the mechanism of this alcohol-induced brain cell death. It is known that alcohol can interfere with certain transmitter systems in the brain. The study suggests that nerve chemicals, such as glutamate and GABA, to activate nerve cell receptors and transmit messages from one cell to another. In research reported last year in Science, Olney and colleagues found that drugs called NMDA antagonists, which interfere with glutamate transmission in the same way that alcohol does, have a similar cell-killing effect in the infant rat brain when given in a single high dose. In this high dose, the study, the investigators found that drugs that excessively activate GABA receptors, as alcohol does, also can kill nerve cells in the infant rat brain.

The evidence documents that alcohol acts by two mechanisms - the first is to initiate apoptosis and excessive stimulation of GABA transmission. By combining these two mechanisms, it produces a complex pattern of damage that is greater than either mechanism would produce by itself.

The death of neurons by apoptosis occurs naturally. It enables the brain to get rid of unhealthy cells or cells that are not needed for normal brain development. "But what we saw was cell death at many times the normal rate. These sensitive nerve cells in the brain that would die anyway die more quickly. Unfortunately, a lot of these cells that should have died under normal circumstances to commit suicide — and millions did — are still alive."

These mechanisms might contribute to the wide variety of neurological and psychiatric symptoms seen in individuals with fetal alcohol syndrome. Symptoms range from hyperactivity and learning disabilities in childhood to severe psychosis in adulthood. Olney believes the variety of symptoms could be explained by the timing of alcohol exposure. In rats, he found that different populations of neurons were vulnerable at different times during the brain growth spurt.

A construction progresses at Washington University-Medical Center, some temporary but significant changes to links connecting buildings will take place. Three separate areas of the building will be affected. Steps are being taken to minimize the impact of these changes for employees, patients and visitors.

The Campus Integration Plan team spent several months conducting an exhaustive analysis of alternatives to find an affordable and less disruptive path. Unfortunately, it is not possible to complete the Ambulatory Care Center/Slifman Cancer Center and the McDonnell Pediatric Research Building without affecting routine use of the links. To minimize this inconvenience, a special shuttle service will transport patients between the north and south side of campus. The links that will be affected are the School of Medicine and BJC Health System have been working together for several months to schedule these changes during warmer months. All detours will be marked clearly with signs, and maps will be available in future weeks.

First, on March 15, the link between the Clinical Sciences Research Building and the Eric P. Newman Education Center will close. This section of the link will be demolished and a new link constructed through the McDonnell Pediatric Research Building. The new link is expected to open by August.

During construction of the new link, the direct indoor path from the employee shuttle depot through the Eric P. Newman Education Center to St. Louis Children's Hospital, the Clinical Sciences Research Building (CSRB) and Barnes-Jewish Hospital North will be out of service. A path through the Euclid Garage that separates pedestrians from vehicles will provide covered access to Children's Hospital, the CSRB and Barnes-Jewish Hospital North. Additional security will patrol the area at night.

Second, the link immediately north of Children's Hospital to Barnes-Jewish Hospital North will close April 1. This section of the link currently leads into the remaining section of the old Barnes-Jewish Hospital North garage, which will be demolished for the construction of the Ambulatory Care Center. Completion of a new permanent link is expected in November.

Shoening is interim library director

Paul A. Shoening has been named interim director of the Bernard Becker Medical Library and interim associate dean for academic information management.

Mark E. Frisse, M.D., previously was the library director and associate dean for academic information management and was president of Express Scripts Inc.'s clinical services, which interprets patient medical exam data. Shoening has been the library's director and manager of information and communication systems for the past year.

"Shoening helped make the library an information and communication powerhouse," said William A. Peck, M.D., executive vice chancellor and dean of the School of Medicine. "His expertise in applying innovative information technologies will assist in expanding the medical school's reach and is in place as an invaluable resource for the Medical Center region."

Shoening: Expert in information systems

Shoening's responsibilities as director and associate dean include coordinating medical center communications networks and information management facilities and overseeing medical computing facilities. He is also extensively involved with information management systems planning throughout the medical center and with the analysis and development of biostatistical systems.

Shoening received a bachelor's degree, magna cum laude, in biology and mathematics in 1983 from St. Olaf College in Northfield, Minn. There, he was awarded a master's degree in mathematics from the University of Minnesota in Minneapolis. In 1996, he received an executive M.B.A. from Washington University.

Honor: Glenn Virgil (right), a medical school custodian, receives an award for 25 years of service to the University from William A. Peck, M.D., executive vice chancellor for medical affairs and dean of the School of Medicine. Virgil, who joined the University in October 1974, also received an award in 1988 for his outstanding effort and dedication. He was among 50 long-term medical school employees honored Feb. 10 at an employee appreciation luncheon and reception in the Eric P. Newman Education Center.

Medical Center links change during construction

Beginning April 1, stairs will be built from the existing link to the sidewalk. A covered walkway also will be built from the base of the stairs to Parkview Place. Construction of this detour is expected to be completed by April 10.

From April 1 through 10, access Barnes-Jewish Hospital North, employees will be de- tected through Children's Hospital to the street level and out the valet parking return area through the Yalem Building. On April 10, the stairs and walkway will provide access to Barnes-Jewish Hospital North. Additional security will patrol the area at night.

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University Events

Race • Women in Ireland • 'Laughter of the Furies' • Magnificent Universe • Dance

Wednesday, Feb. 22
8 p.m. • Psychology Colloquium Series Lecture • "Molecular Genetics of Social Behavior" • Michael Skolnick, prof, of molecular biology and pharmacology, Rice University. 935-4841.

Wednesday, Feb. 23
8 p.m. • Ophthalmology Colloquium Series Lecture • "Characterization of Hyperbolic Complex Manifolds by Their Groups of Hyperbolic Automorphisms" • S. Alexander Ion Exchange, Australia National U. Room 150-Ceglia 675-6258.
3:30 p.m. • Radiology dept. • "Histoplastic Mimicking in Radiology: Lessons Learned" • Jeffrey C. Miki, perf. and dir. of radiology. dir. of magnetic resonance imaging, N.Y. U. Room 141, Mallinckrodt Inst. of Radiology 836-6519.
7 p.m. • Architecture Monday Night Lecture Series • "The 2000 Fumihiko Maki Series: Technology, Architecture" • Glenn M. T. Blau, prof, of architecture, University of Virginia. 935-4841.

Tuesday, Feb. 29
8 p.m. • Psychology Dept. • "What Is the New Science of Genetics?" • Gilbert F. Strick, dir., of the Science and Technology Studies Program Center for Social Theory and Research, Berkeley. 935-3272.

Monday, Feb. 21
4 p.m. • Neuroscience Research Seminar Series • "Dynamics of Cytoskeletal Dynamics" • Richard L. Smith, prof, of pathology, Eric P. Newman, dir. of magnetic resonance imaging, N.Y. U. Room 245B, Mallinckrodt Inst. of Radiology 836-6519.
4 p.m. • Mathematics analysis seminar • "Characterization of Complex Manifolds by Their Groups of Hyperbolic Automorphisms" • S. Alexander Ion Exchange, Australia National U. Room 150-Ceglia 675-6258.
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Saturday, Feb. 19
1:30 p.m. • University College Saturday Lecture Series • "Individuals vs. Institutions in Liberal Movement Theory" • Gerald N. Rosenberg, prof, of history. The Liberal Arts Program. Room 162 McDonnell Hall. 935-4614.

Friday, Feb. 18
11 a.m.-5:30 p.m. • Center for Mental Health Services Research Seminar Series • "The Empirical Study of Gambling in Problem Gamblers" • Stephen S. Lewin, prof, of psychiatry. Room 38 Goldfarb Hall. 935-5687.

Friday, Feb. 17
Noon-1 p.m. • Genetics lecture • "Two RNAs in Anarch" • Paul Davies, U. of British Columbia, Vancouver. Room 823 McDonnell Medical Sciences Bldg. 362-7072.
1:10 p.m. • Social work lecture • "Black and White and Beyond: Race in the 21st Century" • Evelyn Hu-Dehart, prof, of anthropology, center for the Study of Black Communities, Medical College of Wisconsin. Room 350 East Hall. 935-5927.

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Wednesday, Feb. 23
6 p.m. • Chinese Fire Series • "Family" • Sponsored by India and Near Eastern studies.小麦 Hall. 935-5115.

Friday, Feb. 25
7 and 9 p.m. • Filmboard Feature Series. "Mystery Men." (Also Feb. 26, same time and film.) Cost: $3 first visit, $2 subsequent visits. Co-sponsored by the Office of Student Activities and the Office of Undergraduate Education. 935-6200.
10 a.m. • Biology Faculty Search Candidate Lecture • "Molecular Genetics of Social Behavior" • Michael Skolnick, prof, of molecular biology and pharmacology, Rice University. 935-4841.
3:30 p.m. • Mathematics colloquium • "Protein Crystallography as a Quantum Tetrahymena Thermophila." Douglas L. Dodson, prof, of molecular biology, U. of Texas, Austin. 935-6216.
4 p.m. • Molecular biology and pharmacology seminar • "Regulation of Blood Vessel Function: The Role of Proteins That Bind to Cells" • Thomas A. Woolsey, prof, of anatomy and physiology. 935-6170.
4 p.m. • Neuroscience Research Seminar Series • "Dynamics of Cytoskeletal Dynamics" • Richard L. Smith, prof, of pathology, Eric P. Newman, dir. of magnetic resonance imaging, N.Y. U. Room 245B, Mallinckrodt Inst. of Radiology 836-6519.

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International expert on addictive gambling speaks to face Feb. 25
Alex Blaszczynski, an international expert on compulsive gambling, will discuss "A unitary disorder, but affects several subtypes of people who share several features in common." He defines three categories of problem gamblers: the "normal" gambler who has no pre-existing psychological disorder but develops a gambling habit that becomes a problem; the "psychologically vulnerable" gambler who plays in order to escape from stress, depression, anxiety or the memory of painful losses; and the "impulsive" gambler who, from a young age, has had problems controlling impulses and staying out of trouble. The lecture, which is free and open to the public, is sponsored by the George Warren Brown School of Social Work. For more information, call 935-4899.
**Sports Section**

**Lady Bears tie NCAA record**
After picking up its 58th consecutive win Wednesday, Feb. 13, the University of Chicago's women's basketball team made history Sunday afternoon by beating the University of Rochester, 90-43, to tie the NCAA women's all-divisions record of 59 consecutive games. The Bears can top the mark Friday, Feb. 10, when they play at Carnegie Mellon University. The current winning streak began Dec. 22-0 on the 1989-90 season and was also 59 games long

**Gowns in the Gallery**
Show a full-blown Paris-style fashion presentation of historic couture. The show will take place May 7 at the Saint Louis Gallaria. Saint Louis Gallaria that noted both the full-scale fashion show and the more intimate gallery exhibition provide valuable, professional experience for young designers preparing careers in the fashion industry. In particular, "Gowns in the Gallery" gives students an opportunity to discuss and promote their work on a face-to-face basis. People in the business talk about clothes more than they show. "Shirts on models or the runway," Saint Louis Gallaria explained, ""Clothes in the Gallery" gives our students a chance to really explain the ideas and concepts behind their designs.

For more information, call the art school at 915-6470.

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Range of job skills covered in HR courses

Staff and administrators looking to improve their skills can get help in managing their offices, effective teaching strategies for handling stress and creating learning environments. They can take the 360-degree Management/Leadership Development Program offered by the Human Resources Department.

Courses on these topics are among the new offerings for the 2000 spring/summer session. Annually, new offerings are in the 360-degree Management/Leadership Development Workshop, in which managers, directors and administrators can get feedback on their management and leadership competencies from supervisors.

"Self-examination requires courage but is an essential step for all managers and leaders," said Richard L. Round, director of training and human resource development. "The course is not a performance review, but a confidential way of looking at your abilities and how you interact with others, then learning how to use the feedback." In addition to the numerous courses offered here are programs in management development. These off-campus programs are offered through AAM Management Association, a partnership of hundreds of St. Louis business and organizations, including the University. A sampling of courses offered in the program include: "Advanced Presentation Skills," "Managing Diversity in the Workplace," "Projecting a Professional Image" and "Interviewing and Hiring for Supervisors.

These opportunities are available to all employees of the Hilltop, Medical and West campuses. In addition to the courses, the division will work on one-on-one with employees and is available to provide customized developmental programs. While some courses are free, others require fees to be paid by the employee's department. Before registering, employees should consult with their supervisors.

The course catalog recently was mailed to all employees. If they did not receive one or would like more information, call 935-6970. The catalog also is available on-line at http://hr.wustl.edu/.

"Theater and Holocaust" lecture series

Hollywood expert Robert Skoob, director of theater and drama and Jewish studies at the University of Wisconsin Madison, will speak on "The Theater and the Holocaust" at 4 p.m. Thursday, Feb. 17, at the Performing Arts Department (PAD) in Arts & Sciences. The lecture takes place in the Formal Lounge of the Ann W. Olin Women's Building.

Skoob has published numerous articles on modern theater and drama and is author of "The Darkness We Carry: The Holocaust," in 1988. In 1996, he edited the collection "The Theater of the Holocaust," for which he wrote an introduction. He has won numerous teaching awards and three Fulbright fellowships to lecture at the Hebrew University. Skoob's visit comes in connection with "Shalom, Shalom," Feb. 17, opening of "Hanah's Shawl" by Henry I. Myron, PhD., professor and chair of the PAD, which deals with the legacy of the Holocaust. For more information, call 935-3583.

\[Insert table here\]

Young scientists Program turns student to careers in science — from page 1

Making mini-motors Annie Nevaill and Kate Theuer assemble motors from magnets, batteries, paper clips and wire at the annual "Women in Engineering Day" sponsored by the Society of Women Engineers here. Nevaill and Theuer, students at Christian Outreach School in Hillsboro, Mo., were among more than 60 high school students on campus Feb. 5 for the event. The mini-motor assignment was devised by Paul Discher, supervisor of technical services in the Department of Electrical Engineering.

\[Insert table here\]

Employment

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Beata Grant receives Governor's Award for Excellence in Teaching

Beata Grant, Ph.D., associate professor of Chinese and chair of the Department of Asian and Near Eastern Languages and Literatures in Arts & Sciences, has received the Governor’s Award for Excellence in Teaching from the Coordinating Board for Higher Education. The award is given annually to recognize the outstanding contributions to teaching and learning."Continuing to be inspired by the beauty of the world and by the students who come here to learn, I strive to make the study of Asian languages and literatures relevant and meaningful, and to improve the products of that understanding," said Beata Grant.

Grant teaches a range of literature, religion and culture courses. One of her most popular courses, "Introduction to Asian Religions," takes students on a whirlwind tour of the major traditions of India, China and Japan. She also offers an introductory course on Buddhism in the various cultures of Asia and an introduction to the religions of and gender in Chinese literature culture.

Grant received the award in a statewide higher education faculty conference held last year. The awards have been presented annually to an outstanding faculty member from each of about 50 public and independent colleges and universities in Missouri. Award criteria generally include effective teaching and advising at the graduate level. A faculty member from the community college system is selected by the Missouri Board of Higher Education and the awards are presented to the faculty member here since 1987. Grant became an associate professor in 1995 and departmental chair in 1999.

"Always interested in the intersection of religion and literature, Grant focuses on the Buddha writings of a Soong Buddhist giant named Su Shi. Her research, which required two years in Beijing, was eventually published in 1994 as her first book, "Mount Lu: Revisited."

Grant's work continues to explore the poetry and other writings of 18th-century Chinese Buddhism and its global impact on literature, music and the arts of the times. And he is the half-brother of Luchini's projects, the federal government or patients and their families.

Timothy J. Eberlein, M.D., director of the Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and the School of Medicine, argues that medical insurers should pay for clinical trials. "Medicine is evolving at a pace that can often lead to dramatically improved survival while significantly reducing insurers' costs. And he is the half-brother of the federal government or patients and their families.

Timothy J. Eberlein, M.D., director of the Alvin J. Siteman Cancer Center at Barnes-Jewish Hospital and the School of Medicine, argues that medical insurers should pay for clinical trials. "Medicine is evolving at a pace that can often lead to dramatically improved survival while significantly reducing insurers' costs. The way forward is to encourage patients to participate in these trials. As a result, 80 percent likely will benefit from new treatment options that proved their worth in clinical trials. Similarly, patients with leukemia who benefit from prototypes for high-dose chemotherapy that have improved survival while markedly reducing insurers' costs. By supporting carefully designed clinical trials that minimize patient risks, the Missouri Association of Health Plans would encourage the Missouri Association of Health Plans to make a bold statement," Eberlein concluded. "A strategy that results in a large and complex Asian and Near Eastern languages and Literatures department and has been instrumental in looking for ways to connect the department to other areas in Arts & Sciences. Grant received a bachelor's degree in Classics and Asian Studies from the University of Arizona, a master's degree in Chinese from Stanford University and a doctorate in Chinese in 1987, also from Stanford. A member of the faculty here since 1988, she became an associate professor in 1995 and departmental chair in 1999.

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"Imagine if the computer industry had decided a decade ago to stop investing in new technologies, and we had to manage with the computers of yesterday or without the internet," she said. "When patients' lives hang in the balance, the scenario becomes much more tragic. "Nationally, only about 3 percent of adults with cancer participate in clinical trials," he continued. "The percent is significantly higher here at The Alvin J. Siteman Cancer Center, yet some eligible patients cannot gain the funding to participate. Plans to encourage the Missouri Association of Health Plans to make a bold statement," Eberlein concluded. "A strategy that results in a large and complex Asian and Near Eastern languages and Literatures department and has been instrumental in looking for ways to connect the department to other areas in Arts & Sciences. Grant received a bachelor's degree in Classics and Asian Studies from the University of Arizona, a master's degree in Chinese from Stanford University and a doctorate in Chinese in 1987, also from Stanford. A member of the faculty here since 1988, she became an associate professor in 1995 and departmental chair in 1999.

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Assistant Dean for Management Services Denise A. McCartney leads a meeting of medical school managers.

A zest for life, work and laughter

Denise A. McCartney, plucky problem solver, applies keen mind and lively humor to medical management

D enise A. McCartney, assistant dean for management services at the School of Medicine, is a plucky solution seeker who thrives on coming up with creative approaches to problems. "If I have a situation and I don't know where to go, I go to Denise," said Edwin K. Hinrichs, executive director of anesthesiology. "She also is a great sounding board. She comes back to you with very thoughtful ideas and questions." Known for her dedication and resourcefulness, McCartney finds no problem too small or too grand to tackle. Her colleagues say she takes an employee's inconvenience just as seriously as, for instance, working with department heads to implement a new faculty compensation system, one of her latest projects. She also is known for her sense of humor and ability to find the lighter side of almost any situation. "There's never a time that I interact with her without having a laugh," said Beverly Hahn, executive director of the Department of Pediatrics, who has worked with McCartney for about 10 years. McCartney has administrative responsibility for human resources, research administration and performance improvement. She also functions as a liaison between department heads and the central administration. Lee F. Fetter, associate dean for administration and finance and McCartney's boss, said McCartney is a consummate team player who serves as an example to other employees. "Her tireless devotion to the University's mission, her strong service ethic and her ever-present optimism are inspiring to those fortunate to interact with her on a regular basis." McCartney said she enjoys working with such a large cast of customers — department heads, business managers, administrators and faculty. In addition to acting as a liaison, McCartney spends a great deal of time building consensus and writing policies. She enjoys delving into the rules and regulations that will affect policies and looking at other universities' approaches. And she delights in the intellectual discussion that goes into these decisions.

One of the most difficult parts of McCartney's job, however, is deciding where priorities lie. "There are so many things going on, and they're all really interesting," she said. "Everyone has so much excitement about what they're trying to get done that sometimes it's a little hard to know where to go first." McCartney's father, who worked in the field of science, was always taught to give back. "My dad taught me the importance of giving back," McCartney said. She became interested in science as a child. Her mother had wanted to become a laboratory researcher and often talked to McCartney about the field. After she earned a bachelor's degree in medical technology from the University of Missouri-Columbia in 1978 and worked for six months as a medical technologist, she decided to get a master's degree in business administration. She wanted to direct a hospital laboratory. Four weeks before getting married in 1980, McCartney fell off the roof of her house when she was cleaning the gutters. She woke up in the hospital paralyzed from the waist down. "It was a very stressful time," she said. "With spinal cord injuries, it's almost as devastating for the family and friends as it is for the person affected by it." McCartney's husband, Lee F. Fetter, associate dean for administration and finance, was a physical therapist who treated her. "But I'm so grateful that he could help me through that difficult time," she said.

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L ee F. Fetter

Denise A. McCartney

University position: Assistant dean for management services, School of Medicine
Education: BS, MBA, University of Missouri-Columbia
Community activities: Sunday school, handbell choir, disability awareness presentations
Sports: Cycling, golf, swimming
Other hobbies: Gardening, reading, traveling, family time

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