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of bacteria that live in our gut. According to Gordon, in order to develop a comprehensive view of humans as a life form, we need to recognize the extent of biodiversity in our bodies. The discoveries of younger and older researchers, one of the most prevalent bacteria, one of the main players in the human intestine, is still under the fact that the gut contains at least 1,000 different species of bacteria, and that their collective genomes ("the microbiome") contain 100-fold more genes than the human genome. These bacteria provide certain metabolic capabilities that humans lack, including the ability to break down nutrients that human genes cannot break down. Gordon's team analyzed 8. thetaiotaomicron, one of the most prevalent bacteria, found that people with higher fluid intelligence use specific brain regions to help focus their attention and resist distraction during a difficult mental task.

Human intelligence is like a mental juggling act in which the smartest performers use specific brain regions to resist distraction and keep attention focused on critical pieces of information, according to a new brain imaging study. Jeremy R. Gray, Ph.D., researcher scientist in psychology in Arts & Sciences, co-authored the study which was recently published in the journal Nature Neuroscience. Describing the study as "impressive" in part because of its relatively large number of participants, the journal suggests the findings "will help to constrain theories of the neural mechanisms underlying differences in general intelligence." The research team included Gray; Todd S. Braver, Ph.D., assistant professor of psychology; and Christopher F. Chabris, Ph.D., a research associate at Harvard University. Using functional magnetic resonance imaging (fMRI), team members measured subtle changes in brain activity as study participants performed a challenging mental task — one that requires analytical thinking and attempt ing to keep the directions in mind while maintaining a conversation in the car. Participants in the study were asked to do what might seem like a mental juggling act. They had to keep a list of three words or faces actively in mind. Every few seconds, they had to add another word or face to the list, and drop the oldest item from the list. But before they forgot the old item completely, they had to indicate whether the new item they were adding exactly matched the oldest item they were dropping. Their brain activity was monitored as they did so. Critically, the experimenters would occasionally throw partici pants in Brain, Page 6
The Code of Conduct governs community members. This statement of ethical and legal standards that conduct summarizes the Code of Conduct that come to their attention. Managers have a special duty to act in compliance with the standards set forth in the Code of Conduct. To support and enforce the standards. There are three ways to report a violation or concern: (1) you may report violations or concerns to your immediate supervisor or department head, if appropriate; (2) you may call the University Compliance Office at the number established for this purpose: 362-4998. Reports may be made anonymously to this number; (3) you may make the individual responsible for the related compliance area. A list of these individuals appears online at codeofconduct.wustl.edu. Community members are expected to report violations or concerns about violations of the Code of Conduct that come to their attention. Managers have a special duty to act in compliance with the standards set forth in the Code of Conduct. To support and enforce the standards. There are three ways to report a violation or concern: (1) you may report violations or concerns to your immediate supervisor or department head, if appropriate; (2) you may call the University Compliance Office at the number established for this purpose: 362-4998. Reports may be made anonymously to this number; (3) you may make the individual responsible for the related compliance area. A list of these individuals appears online at codeofconduct.wustl.edu.

Compliance with laws

The University and each community member must transact University business in compliance with all laws, regulations, and University policies related to their positions and areas of responsibility. Managers and supervisors are responsible for teaching and monitoring compliance in their areas.

Violations or concerns

Community members should be aware that violations of the Code of Conduct are expected to be reported to the appropriate authorities. Managers have a special duty to act in compliance with the standards set forth in the Code of Conduct. To support and enforce the standards. There are three ways to report a violation or concern: (1) you may report violations or concerns to your immediate supervisor or department head, if appropriate; (2) you may call the University Compliance Office at the number established for this purpose: 362-4998. Reports may be made anonymously to this number; (3) you may make the individual responsible for the related compliance area. A list of these individuals appears online at codeofconduct.wustl.edu.

Diversity on display

Students perform a traditional salsa dance during Carnaval 2003, held March 27-29 in May Auditorium in Simon Hall. The event, sponsored by the Association of Latin American Students, featured plays, dancing, music and poetry aimed at educating the University community about the vast diversity of color, sound, style and culture that exists within the Hispanic community.

Mashiko pottery

Mashiko, a small town 60 miles north of Tokyo, is known throughout Japan for its Mashiko-yaki, a distinctive country-style pottery. The goal is for people to use the Web site information to plan their health goals," said Connie Donalson, chair of the University's Visiting East Asian Professionals (VEAP) Program in Art & Sciences in cooperation with the Gallery of Art, the School of Art and the Saint Louis Art Museum. The exhibition is co-sponsored by the University's Visiting East Asian Professionals (VEAP) Program in Art & Sciences in cooperation with the Gallery of Art, the School of Art and the Saint Louis Art Museum. The exhibition is co-sponsored by the University's Visiting East Asian Professionals (VEAP) Program in Art & Sciences in cooperation with the Gallery of Art, the School of Art and the Saint Louis Art Museum.

Exhibition

Where: Gallery of Art's Teaching Auditorium. When: Opens today; runs through April 29.

For more information about the exhibition, call 935-4523. For more information about the exhibition, call 935-4523.

Mashiko pottery exemplifies the simple, rustic charm of major, folk art, in which craftsmen work without artistic aim or pretense to create functional objects of great beauty. Utilizing nearby mountain clay and red pine wood (for firing), Mashiko potters speak to both the spiritual and practical sides of life with such everyday items as plates, bowls and trivets.

The exhibition is co-sponsored by the University's Visiting East Asian Professionals (VEAP) Program in Art & Sciences in cooperation with the Gallery of Art, the School of Art and the Saint Louis Art Museum.

Special programs and events will be announced as the yearlong observance approaches.

PICTURING OUR PAST

Washington University is celebrating its 150th anniversary in 2003-04. Special programs and events will be announced as the yearlong observance approaches.

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News Briefs

Chat With the Chancellor

April 8

The Office of Human Resources is offering the opportunity to "Chat With the Chancellor" as part of the Brown Bag Seminar series from 12:10-12:30 p.m. April 8 in the Women's Building Formal Lounge. Chancellor Mark S. Wrighton will speak on several issues of importance to all members of the University community and will field questions from the audience.

MetroLink ground-breaking event

The first step of the MetroLink expansion project will be taken at 10:30 a.m. April 9, when the ceremonial groundbreaking for the cross-county extension will take place in the West Campus parking lot just east of the West Campus Conference Center. Area mayors and city representatives are scheduled to take part, as are many University administrators including Chancellor Mark S. Wrighton. Others scheduled to appear include St. Louis County Executive Buzz Westfall and St. Louis Mayor Francis Slay.

WashU is offering a free car wash for each of its students on Friday, April 27. The event is sponsored by the University's Visiting East Asian Professionals (VEAP) Program in Art & Sciences in cooperation with the Gallery of Art, the School of Art and the Saint Louis Art Museum.

Bear Necessities

Spring Bear Necessities, located in Wash Student Center, is offering 30 percent to 75 percent off all baby clothing, hats, T-shirts, sweatshirts, vests, jackets, children's items and more. Donations continue while supplies last. Store hours are Monday-Thursday, 10:30 a.m.-6 p.m.; Friday, 10:30 a.m.-6 p.m.; and Saturday and Sunday, noon-5 p.m.

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Car wash benefits

WBU Build, the University's chapter of Habitat for Humanity, will be offering a free car wash from 10:30 a.m.-4:30 p.m. Tuesday-Thursday, 10 a.m.-8 p.m. Fridays, and noon-3 p.m. weekends. The gallery is free and open to the public.

For more information about the benefits, call 935-4523. For more details about the other events, call the VEA 935-4523.
New gene contributes to sense of balance

BY GILA Z. RECKESS

S while of Medical researchers have discovered a gene that appears to be critical for maintaining balance. The study appeared in the April 1 issue of the journal Human Molecular Genetics.

"Loss of balance is a significant problem in the elderly because it can lead to dangerous falls and injuries," said one of the study's principal investigators, David M. Celio, M.D., Ph.D., professor of molecular biology and pharmacology.

"Loss of balance also is a problem for astronauts following exposure to zero gravity. Now that we've discovered this new gene, we can begin to understand the mechanisms that allow the body to sense gravity and maintain balance.

Balance is determined and regulated by the vestibular system, which helps the body to sense the direction in which it is tilted. To detect gravity, a cluster of sensory cells containing otoconia rest atop hair cells lining the inner ear. Like a water buoy guided by the movement of waves, otoconia are displaced as the body moves. As otoconia move, they shift the hair cells, which trigger the cells to send messages to the brain.

Scientists suspect that otoconia are only produced during development, allowing the vestibular system to become rooted during normal aging, which can lead to balance disorders. But little is understood about how otoconia develop, and whether it may be possible to stimulate the production or regeneration of these particles.

Oritni's team genetically analyzed two strains of mice, and observed that although one strain of mice walk with their heads tilted and have trouble orienting themselves in water but have no hearing problems, the other strain is missing its otoconia but has normal hearing cells. They showed that the two strains both have a mutation in the same previously unidentified gene, which the researchers named Otoptenin 1 or Otn ("Oto" means ear and "peta" means stone).

"It's possible that this is one of the genes that shut down development," Oritnis said. "It also is possible that it is involved in a variety of vestibular disorders. If we can find a way to restore this gene, we may be able to help otoconia regenerate and thereby treat or prevent balance disorders.

Toward this goal, other principal investigators are Hsiao Thallam, Ph.D., research associate in laryngology, and Ruediger Thal- m, M.D., professor of otolaryngology and plastic facial fel- low. Belen Hurle, Ph.D., was first author. The School of Medicine team worked in collaboration with researchers at the University of Sao Paulo, Brazil.

Brain power: Amne Niel, a psychology major in Arts & Sciences, teaches 7-year-old Rachael Dennis about humans' use of the brain. Students also learn about human brain works at the University's hands-on brain awareness demonstration at the St. Louis Science Center. The March 16 event, led by the School of Medicine, helped promote Brain Awareness Week, an annual international effort to raise awareness about the progress and benefits of brain research.

MAGNETS HELP DOCTORS NAVIGATE THROUGH BLOOD VESSELS

BY GILA Z. RECKESS

A s any 8-year-old knows, medical professionals far better than their hand-powered cousins. They're easier to control and better at zooming around twists and turns. Similarly, heart and brain spe- cialists now have a potentially easier method to navigate through the body's curving blood vessels.

Magnetically guided catheters have been designed to possibly provide better control and access to the heart and brain than their traditional, wire-guided coun- terparts. "They may also make it easier to treat conditions such as heart rhythm abnormalities, according to University researcher Lindsay.

"The difficulty with traditional devices is that you get them to the target, and it's hard to move them with any preci- sion," said Bruce D. Lindsay, M.D., associate professor of medicine.

"The goal of the research is to develop a system that will help us manage these conditions with greater accuracy and less risk."

This system is directed by the computer- aided tracking system positioning magnets around the patient. An electrophysiologist "draws" com- mands for each directed action. There are some magnetic devices designed pen-tablet or by using a therapeutic device to the soft- ware interface, with the commands overlaid onto the patient's constantly updated X-rays.

Thanks to research at several universities, the School of Medicine, the Food and Drug Admin to test (FDA) has cleared one such magnetic device for mapping the right side of the heart. By mapping the organ, spe- cialists can localize problem areas so that treatment can then be applied specifically in the target regions.

An endovascular guidewire (a device similar to the magnetic catheter but about the size of a golf ball) is inserted by the FDA and allows surgeons to do some of the most advanced neuro- logical devices and treatments in the blood vessels and in around the heart.

School of Medicine researchers are working and presenting the School of Medicine, helped the development of guided catheters for treating heart rhythm abnormal- ities. Destroying areas of dis- eased tissue to divert abnormal electrical activity can effectively cure many heart rhythm abnor- malities.

In a recent publication in the journal Circulation, Lindsay and his team's preliminary studies in non-human subjects showed that the magnetic system appeared capable of navigating a catheter to the tip or the origin of a heart rhythm signal and thereby attempt- ing to treat—that area of tissue.

Our research and experience with this system suggests that it will allow us to navigate to diffi- cult sites with greater precision and to do procedures more effi- ciently and with potentially less complexity," Lindsay said.

Lindsay's team now is exam- ining the use of the magnetic catheter system to treat heart rhythm abnormalities in human patients.

Negroes at the School of Medicine also are investigating the use of this system in dealing with serious therapeutic devices to the brain and disorders such as aneurysms.

Magnetic catheter will fund a new idea, there must be some proof of concept, some recognizable foundation upon which a company might be built." Cho and Chancellor Mark S. Wrighton created the Bear Cub Fund to support faculty in applied research studies that would not normally be supported by federal grants. The fund sup- ports all 13 of the School of Medicine research centers as they work to make proving technologies more attractive for licensing to commercial enterprises.

"We recognize that Washington University should play a pivotal role in the generation of knowledge that gets commercialized in this region," Cho said.

The Bear Cub Fund, which has been in existence since November, is administered through the University's sponsored research office. The fund is made up of endowment income and capital from private sources. Grants are plans to offer investigators grants totaling about $250,000 each year.

For this round of funding, a selection committee of senior faculty and members of the university community reviewed 13 grant applica- tions. They're applied for 2008-2009, one-year grant.

Chamberlain plans to use the Bear Cub grant to assist in designing and building a system that will make database searches up to 100 times faster than con- ventional approaches. The project also aims to speed up sequence matching in searches of genome databases.

Elson's grant will fund work on a system to improve the screening of chemical compounds thought to have therapeutic potential. Typical screening meth- ods provide little or no information on how chemical compounds interact with the heart.

Elson is developing a screening method that measures cellular responses to candidate drugs.

Grants will support up to eight projects annually. The next application deadline is May 3.
Kennedy Cuomo to give Women's Society Starbird lecture

By NADEE GUERNERA

Human rights activist Jerry Cuomo will deliver the annual Washington University Women's Society Adair Starbird Lecture for the Assembly Series at 11 a.m. April 9 in Graham Chapel.

Kennedy Cuomo's work in the field of human rights began in 1989 when she attempted to protect an investigation into alleged abuse of refugees from El Salvador by U.S. immigration agents. Since then, she has devoted herself to the promotion and protection of basic rights, covering such legal and social justice as freedom of expression, child labor, indigenous land rights, judicial independence and the protection of women's rights.

For more than 20 years, Kennedy Cuomo has led more than three-dozen human rights delegations to countries around the world. In 1988, in honor of her father, she established the Robert F. Kennedy (RFK) Memorial Center for Human Rights, created to protect the rights outlined in the United Nations Declaration of Human Rights.

The center provides support and resources for human rights defenders and investigates and uncovers violations, such as torture or disappearances. The center also encourages the U.S. government to follow through with its treaty obligations and to vigorously pursue human rights issues, including the Lawmaker's Committee for Human Rights and the Bloody Sunday Trust, and on many advisory committees and political campaigns.

In addition, Kennedy Cuomo chairs the Amnesty International Leadership Board and serves as a jurist for the Dublin Human Rights Award. She has served on many governing boards, including the Los Angeles Times, the Los Angeles Daily News, the Los Angeles Times and the Los Angeles Daily News, and has worked on numerous international human rights issues. She has published numerous articles and given numerous lectures on human rights issues. She has written and edited many books on human rights, including "Human Rights in the United States: The Unknown Story," "Human Rights: The Myth and the Reality," and "Human Rights: The Challenge for the 21st Century.

In 1998, she settled in Paris, where she teaches human rights at the University of Paris, La Sorbonne. She has also taught at several other universities and organizations, including the University of Wisconsin, the University of Michigan, and the University of California, Berkeley.

Her book, "Speak Truth to Power: Human Rights Defenders Who Change the World," has been translated into more than a dozen languages and is available in many high schools and colleges.

Kennedy Cuomo is a member of the Board of Directors of the American Bar Association and the American Bar Association. Her lectures are free and open to the public. For more information, call 314-935-5285 or visit the website of the American Bar Association, www.bar.org/assembly.

Washington University in St. Louis

University Events

Internationally distinguished architects to speak

BY LISA OTTEN

The internationally renowned architect Rafael Pelli will present their work early this month as part of the School of Architecture’s Monder Night Lecture Series. Pelli is the 2003 recipient of the American Institute of Architects’ National Gold Medal. The lecture will be at 7 p.m. April 4 in Steinberg Auditorium in the Kirkwood Commons. Architecture student Samantha Cramer will moderate the event.

Pelli has been a principal with Pelli & Associates since 1994 and has led the firm’s New York office since its establishment in 2000. Current projects include a new office development in Battery Park City, the first design- guided project in the city and believed to be the first “green”- high-rise residential building in the United States.

Other recent projects include a master plan for the Grand Hyatt Athens at the University of Athens, a master plan for the International City in Dubai, a master plan for the new campus of the Universidad Simó 71 in Cordoba, Argentina, and a 1.8 million square-foot mixed-use building in midtown Manhattan that will contain the headquarters of Bloomberg L.P. as well as housing and retail.

Pelli has lectured widely about sustainable building design since joining the U.S. Green Building Council in 1991. His office has served as guest critic at Yale University, the Massachusetts Institute of Technology, and the California Institute of Architecture. Articles about Pelli & Associates have appeared in Architectural Record, Metropolis, Wired, Grid, Sustainable Architecture, Building Design and Automation, and several architecture magazines.

Pelli played a bachelor’s degree from Yale in 1978 and has a master of architecture degree in 1983 from the Harvard University Graduate School of Design.

Seraji was born in Tehran, Iran, and in 1997 earned a diploma from the Architectural Association (AA) School in London, in 1988, she settled in Paris, where she has served as guest critic at the University of Paris, La Sorbonne. She has also taught at several other universities and organizations, including the University of Michigan, the University of California, Berkeley.


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Washington University in St. Louis
Baseball team wins two of three games  

The baseball team, which moved to 8-2 by defeating NAIA, Graceland College, 9-8, March 29 at the Bears Park, pulled back the game, a balked-in run and sixth WUSTL’s fourth error of the first game against Platteville, Wisconsin-Platteville (UWP) two of three games Pioneers, 5-3, in the first of two March 29, but the Red and an 8-7 loss to the University of lead slip through its fingers in Wednesday, April 16 Washington University, John Stewart, dir. 7-9 p.m. Catholic Mass. 11 a.m. Catholic Mass. 4 p.m. Softball vs. Blackburn College. 4 p.m. Men’s Tennis vs. Wittenberg U. 9:30 p.m. Catholic Praise & Adoration Kyoto Laughing Buddha. 11 a.m. Catholic Student Center, Hall, Rm. 100. 567-9324. 4 p.m. Butchuer and Molecular Bacteriology Seminar. "How Does a Grant Writing for Medical David Yue, prof., of biomedical engineer- (research), dept. of biochemistry, U. of Health Sciences — identified some of the genome, he and his students — determinants of our own physiology and studying the genomes of our own genome over time. This capacity may be key to under- stancoatatinas on the Hilltop, Medical and West campuses. Information is to the Demostranion office, 5610 Holmes Ave. 362-3003. 6352 Forsyth Blvd. 935-9191. Wednesday, April 16 8 a.m. American Chemical Society Brown Bag Seminar. "Interesting with Medical Science" (April 18 and 25, noon.) Caspe, 4059 McKinley Ave. 740-8027. 11 a.m. Food and Nutrition Seminar. "Norwich Food and Nutrition Seminar." (April 25) Anderson, 406 McKinley Ave. 362-3003. 2 p.m. Bacteriology Research Seminar. "The Importance of Virulence Factors in the Pathogenesis of Vibrio cholerae." By Dr. George Hansol, ophthalmology resident of the bacterium is a potential target for drug development. Dr. Hansol has identified several virulence factors that contribute to the pathogenesis of V. cholerae, a bacterium that causes cholera, the most deadly diarrheal disease in the world. The discovery of these factors could lead to the development of new drugs or vaccines that could prevent or treat cholera. The potential of V. cholerae as a model system for understanding the molecular basis of infectious disease is attracting increasing interest from researchers worldwide. The bacterium's genome, sequenced in 2000, provides a rich source of information for studying the molecular and cellular mechanisms underlying virulence. The sequencing of the genome has provided insights into the pathways involved in virulence factors, allowing researchers to identify potential targets for drug development.

In addition to the role of virulence factors in pathogenesis, V. cholerae is also known for its extraordinary adaptability. The bacterium can rapidly evolve in response to environmental changes, such as changes in temperature or pH, which can affect its ability to survive and multiply. This adaptability could be exploited for the development of new drugs or vaccines that are effective against different strains of the bacterium, increasing the chances of successful treatment and prevention.

Overall, the study of V. cholerae and its interactions with host cells and the environment holds great promise for advancing our understanding of infectious diseases and for developing new strategies to prevent and treat these diseases.
Graduate students Cristina Draghici (left) and Saida Sultanic experimented on one of the computers in Olins Library’s new technology center, the Arc.

"I find this study exciting in that it addresses such a complex interaction of many psychological functions among individuals. For example, this study showed that fluid intelligence was more critical for performance on lure trials also was reflected in brain areas associated with between individuals of high and low fluid intelligence.

In several brain areas, including prefrontal and parietal cortex, people with higher fluid intelligence had stronger neural activity than people with lower fluid intelligence. That is, doing the task led to widespread activity across the brain, to improve performance of this activity was related to experience more emotionally the lure trials.

What was it exactly that the participants with higher fluid intelligence were doing differently? It is likely that their performance suggests they were keeping track of information in the memory at bay, and they appeared to do so by activating regions in prefrontal and parietal cortices, as well as a number of auxiliary regions.

The study shows the importance of fluid intelligence for fluid intelligence in reality, and it demonstrates that fluid intelligence may not be limited, but can be increased.

I find this exciting in particular because many of the findings in this study can be applied to everyday life. For example, students can use this information to improve their academic performance.

"Individuals differ in cognitive abilities and in many other ways. We can use this same type of research to understand these psychological differences, and it’s important to consider that when designing experiment that measure fluid intelligence and other related constructs.

"I look forward to continuing this work and to investigating the factors that contribute to fluid intelligence in everyday life.

"I am grateful to the University Police for their support on Macromedia Flash, and for all the hard work and dedication that goes into making this carnival a success.

"The carnival is a place where people can come together and enjoy each other’s company. It’s a wonderful way to spend an afternoon, and I look forward to seeing everyone there again soon.

For more information on the carnival, please go to the University Police Web site at police.wustl.edu/units/arc.
Of note

Jonathan S. Turner, Ph.D., the Edward Kern Professor of Engineering and professor of computer science, has been named to a three-year, $1.2 million grant from the National Science Foundation for research titled "The Open Network Laboratory: A Resource for High Performance Networking Research." 

Elementia, an M.D., Ph.D., assistant professor of pediatrics, has received a one-year, $50,000 award from the National Institutes of Health for research titled "Connecting Remote Measurements of Mineralogy and Lithology of Mars to Surface Environments Through Analog Studies."

George R. Kunz, M.D., Ph.D., postdoctoral trainee in psychiatry, has received a one-year, $15,000 grant from the National Alliance for Research on Schizophrenia and Depression.

Bowie M. Lee, M.D., M.P.H., clinical fellow in radiology, has received a one-year, $50,000 Siemens Medical Solutions Inc./Radiological Society of North America Research Foundation Grant from the American Heart Association. The grant will support research titled "Evaluation of MR Contrast on MRS Profile."

Obituary

Ford, 87

Lee T. Ford, a retired ortho-
pedic surgeon and a School of
Medicine professor for 15 years, died Tuesday, March 28, 2003, of heart failure at his home in Belleville, Ill. He was 87. He retired in 1991.

Abnormal Vision Research Award...

Yue Wu, graduate assistant in cardiology, has received a two-year, $4,000 predoctoral fellowship from the Heartland Affiliate Research Committee of the American Heart Association for research titled "Neural Diastolic Impedance: Frequency Based Characterization of Ventricular Function." Michael Holtzman, M.D., the Sclima and Herman Sclima Professor of Medicine, has received a two-year, $12,000 Victor B. Francis Fellowship from the Parker B. Francis Fellowship Program...

Linda M. Mundy, M.D., assis-
tant professor of medicine, has received a one-year, $30,000 grant from the University of Missouri-Kansas City's Disease and Related Disorders Research Program for research titled "Patient-Preferred Values: Examining Agreement Within Families."
Leading by example

As chief facilities officer in the School of Medicine, Walter W. Davis Jr. insists that teamwork is the cornerstone to success.

Walter W. Davis Jr., in his 11 years at the University, has received 280,978 deliveries, 8 million pieces of mail, and 19 million pieces of junk mail. And those are just a few of the department’s responsibilities. Collectively, the staff manages 4.3 million square feet of lab, clinical areas, classrooms, office buildings and parking facilities on the 40-acre Medical Campus.

“I like the thrill of making all it happen,” says Davis, the medical school’s assistant dean for facilities and chief facilities officer in the facilities management department. “But it’s not about me. It’s about the 300 or so employed, all with different talents and skills, being brought together so they can support the School of Medicine in all respects.”

Plaques highlighting employees of the year and other honorees line the walls of Davis’ office. They remind him that world-class results are best achieved through teamwork, which he considers the cornerstone of his success.

“Walt is the least egotistical person I know,” says Denise McCartney, associate vice chancellor for research administration. “When he manages an organization, he’s really interested in making sure that his staff’s accomplishments are recognized.”

William A. Peck, M.D., execu-
tive vice chancellor for medical affairs and dean of the medical school, adds: “Walt’s knowledge, experience and leadership have combined to secure and sharply enhance the school’s facilities and infrastructure. He is wonderful with his people — effectively motivating them to do their best. I am most grateful to him for these accomplishments.”

Davis’ staff has been divided into six divisions, including administrative services, business operations, design and construction, facilities services and environmental health and safety, which recently became an institution-wide program under the direction of Michael R. Campbell, assistant vice chancellor for facilities and general counsel.

In addition to his team, Davis manages a $100 million annual capital construction budget and a $30 million operating budget. Since he joined the University, he has been involved in the construction of a handful of new buildings, including the Eric P. Newman Education Center and the McDonnell Pediatric Research Institute.

Davis’ days are often long. In between addressing a problem in the physical plant and rushing off to a Building Safety Committee meeting on the Hill campus, he might be checking on a faucet that’s running full tilt.

“I think leading is a step management for one of the nation’s most highly regarded medical schools is a tall order. And Davis and his team are always trying to improve the process.

“The excitement is that there’s so much we can still do — we can always go higher,” he says.

Lee Fetter, former associate vice chancellor for administration and finance and chief operating officer at the medical school, recruited Davis to the University. For Davis, he says, reaching this year’s goals just means raising the bar to establish loftier ones.

“It’s the embodiment of continuous quality improvement,” adds Fetter, now president of Saint Louis Children’s Hospital and senior executive officer of BJC HealthCare.

Known for his honesty, high standards and strong self-discipline, Davis also is a hard person to surprise, says Richard A. Roloff, executive vice chancellor.

“He’s always thinking and always thinking ahead,” Roloff says. “Walt has brought a degree of professionalism to the facilities area at the medical school that has been of tremendous benefit to the whole University.

“The planning he does has saved the University a lot of money — things happen on time and within budget.”

Always on the move

Davis, whose father was an officer in the U.S. Army, was born in the Panama Canal Zone. Before he graduated from high school, he attended 10 schools and lived in 12 states — some as many as three times. Three years of high school in Berlin, which was behind the Iron Curtain at the time, was a great experience for him.

“I always enjoyed the diversity of different parts of Europe and of the United States and meeting new people,” Davis says. “Moving around really was a very expansive experience, and I think it trans-

lasts well to the various cultures that I have helped shape the School of Medicine.”

As a child, Davis focused on academics and sports and always dreamed of going to the U.S. Military Academy at West Point. He also wanted to learn to fly — another dream that would come true.

After graduating from West Point in 1964, Davis went to flight school and then flew surveillance missions over Vietnam for a year. Two years after returning from Vietnam, he left the Army to work in manufacturing operations for Johnson & Johnson in New Brunswick, N.J.

It was a very high-charged, very demanding environment,” Davis says. “It was well-suited for the background that I had.”

For several promotions, he became facility manager for the corporate headquarters. He also earned a master of business administration degree from the management school in 1978 from Fairleigh Dickinson University in East Rutherford, N.J.

Davis was then recruited to the former Ralston Purina Co. headquarters. St. Louis, St. Louis Symphony Orchestra and the Missouri Botanical Garden. They also enjoy art films.

He has a wide array of books, ranging from management texts to biographies.

Walter W. Davis Jr.

University title: Assistant dean for facilities and chief facilities officer in the facilities management department.

Degree: B.S. in engineering from the U.S. Military Academy at West Point (1964); M.B.A. in management from Fairleigh Dickinson University.

Family: Wife, Virginia; son, Byron; daughter Deborah; grandchildren Carson and Cassidy.

Hobbies: Reading, attending the Saint Louis Symphony Orchestra and The Repertory Theatre of St. Louis.

Years at the University: 11