Drug therapy for premature infants destroys brain cells in mice

**BY JIM DRYDEN**

A class of drugs used in premature infants to treat chronic lung disease can damage brain cells, according to researchers at Washington University in St. Louis.

New research suggests the drugs may cause cognitive and motor control problems even when they are given before birth.

The researchers have identified the cells damaged in the brain, as well as the time during which brain injury can occur. They say it may be possible to avoid damage to brain cells and still aid the development of premature lungs if synthetic forms of the drugs can be replaced with hormones made naturally in the body.

Like it ‘Cool’?

**BY NEIL SCHOENHERR**

A few days ago, someone shared a picture with me of his backyard, which was full of snow. I thought it was beautiful, but also wondered how the plants would handle it. Then I looked up and saw a bird perched in a tree, enjoying the winter scenery.

Home for the holiday

**BY JIM DRYDEN**

The month of December can be stressful, but there are ways to reduce stress and enjoy the season. Here are some tips on how to do just that:

- Feelings about friends and family: Many students experience intense feelings during the winter break between semesters. Some fear that the process of reconnecting with friends and family will be stressful. However, these feelings can be reduced by spending quality time with loved ones.
- Experiencing the holidays differently: Many students feel that the holidays are not as enjoyable as they are in previous years. This can be due to a lack of money to buy gifts or not feeling as “jolly” as the previous years. To combat these feelings, students can engage in activities such as volunteering, donating, or spending time with loved ones.
- Lack of money to buy gifts: Many students cite this as a major source of stress. However, there are many ways to reduce this stress, such as making homemade gifts, participating in charity events, or creating a budget.

With finals looming, programs help students reduce stress

**BY JIM DRYDEN**

The end of the semester can be a stressful time for many students. However, there are ways to reduce stress and make the most of the break. Here are some tips:

- Exercising: Regular exercise has been shown to reduce stress levels.
- Eating a healthy diet: A balanced diet can help reduce stress levels.
- Getting enough sleep: Lack of sleep can increase stress levels.
- Engaging in relaxation techniques: Deep breathing, meditation, and yoga can all help reduce stress levels.
- Limiting social media use: Social media can be a source of stress for many students.
_new department and pro-
gram heads have been named
in Arts & Sciences this fall.

**Athens in the Venetian Age:**

Betul Koc, director of the

Department of Modern Languages,

in the College of Humanities and
Arts, places the newly appointed
students in the Venetian Age as a

site of cultural and linguistic

convergence.

**Michele Boldrin, Ph.D.:**

New chair in English at WUSTL

Michele Boldrin, Ph.D., is a

nominated for the 2013

National Book Critics Circle award.

**Mark Glenn, Ph.D.:**

A member of the WUSTL

Parking and Transportation team

has been named to the

American Institute of Certified

Public Accountants' (AICPA) Board of

Trustees.

**Harvey Distinguished Professor of

Fields, Ph.D., the Lynne Cooper

Thomas F. Eagleton University

Professor of Economics in Arts &

Sciences, as chair of the

Department of Economics.

**Smith, Ph.D., the Ralph E. Morrow

Professor of Public Affairs and

Research at WUSTL.**

**Vincent B. Sherry, Ph.D.,

professor of English, succeeds

David A. Luton, Ph.D., professor of

English, as chair of the

Department of English.

**Boldrin is an economist whose

research focuses on macroeconomic

theory, the labor market, intellec-
tual property, fertility and interna-
tional trade.**

**Boldrin earned a doctorate from

Harvard University in 1984 and

previously was professor of

Economics at Tulane University in

New Orleans.**

**He is interested in North

American archaeology and pre-

columbian politics and on positive

theory in economics.**

**He also has a postdoctoral

fellow in political economy at

Carnegie Mellon University.**

**He earned his bachelor's

degree from Harvard University

in 1984.**

**Sherry joined the department in

2007 after serving as the Distin-

guished Professor of English at

Villanova University from 2000-

07 and the Pierce Butler Profes-

sor of English at Tulane Univer-

sity from 1997, 2000; second edition

2004; He was a member of

Villanova English faculty from

1980-2005.**

**Sherry is interested in game-

theoretic models of leader-
gatherers.**

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Gene chips find pneumonia in patients on ventilators

By Caroline Arbanas

WASHINGTON UNIVERSITY IN ST. LOUIS

Dec. 4, 2008

Pain, itch responses regulated separately

By Jon Dryden

WASHINGTON UNIVERSITY IN ST. LOUIS

Dec. 4, 2008 3
Kemper presents 'Some Like it Cool' film series at the Tivoli

The Mildred Lane Kemper Art Museum presents three classic Hollywood films as part of its "Some Like It Cool" series Dec. 3-11.

Held in conjunction with the exhibition "Birth of the Cool: California Art, Design and Culture at Midcentury," the film series will feature screenings of "Rebel Without a Cause" Tuesday, Dec. 9; "Anatomy of a Murder" Wednesday, Dec. 10; and "North by Northwest" Thursday, Dec. 11.

All screenings are free and open to the public and begin at 7 p.m. at the Tivoli Theatre, 605 Delmar Blvd. N. Gautam, prof, of anesthesiology. 362-7177.

Monday, Dec. 7

Tuesday, Dec. 8

Thursday, Dec. 10
4 p.m. Student Cancer Center Basic Science Seminar Series. "From Developmental Biology to Cancer." Dr. Kunhua Zeng, prof, of molecular & cellular oncology. Siteman Cancer Center Basic Science Seminar Series. Farrell Conference Rm., 2. 454-8981.

Friday, Dec. 11

Saturday, Dec. 12

Sunday, Dec. 13

Monday, Dec. 14

Tuesday, Dec. 15
Women's hoops wins McWilliams Classic
Senior Jill Brandt scored a career-high 29 points to lead the No. 6 women's basketball team to an 83-54 win over Carthage College at the WU Field House Nov. 16, capturing the Eighth Annual McWilliams Classic championship. For her performance, Brandt was named the McWilliams Classic MVP. Joining Brandt on the all-tournament team was senior forward Jaimie McFarlin and sophomore guard Katherine Berger. Senior Shanna-Lei Dacanay broke the McWilliams Classic single game and tournament assist records with a career-high 10 assists against Carthage. Senior Shanna-Lei Dacanay was named the tournament MVP.

Men's basketball wins fifth straight on road
Junior Austin Thompson scored a game-high 21 points and was named the tournament MVP as the No. 1-ranked Bears overcame a seven-point halftime deficit to post a 70-66 victory over Anderson University in the championship game of the Anderson Invitational Nov. 29 in Anderson, Ind.

Junior Zach Kelly was named to the all-tournament team along with Thompson as Kelly averaged 15.5 points and 7.0 rebounds per game.

WUSTL (5-0) hosts the 25th Annual Lopes Classic this weekend at the WU Field House. The Bears take on Hamilton College (3-0) Friday, Dec. 5, at 8 p.m. in the tournament opener and then host No. 18 Illinois Wesleyan University 3 p.m. Saturday, Dec. 6.

Cross country 12th at championship meet
The women's cross country team finished 12th at the 2008 NCAA Division III Championships held Nov. 23 at Indiana State and Hamilton College.

Sophomore Taryn Surtess was the top finisher for the Bears, placing 30th and completing the 6K course in 21:36.03. With her 6K season-high time, Surtess earned U.S. Track and Field and Cross Country Coaches Association All-America honors for the first time in her career.

The Bears tallied 371 points as a team, placing ahead of two other University Athletic Association competitors, Case Western Reserve University (116th place) and Emory University (24th place).

Women's soccer falls in NCAA tournament
The women's soccer team ended its first season under head coach Jimmy McElroy with a 1-0 loss to Wheaton College 3-0 Nov. 21 in the NCAA Division III Sectional Semifinal.

The Bears finished at 13-4-2 and won their third straight and sixth overall University Athletic Association title.

Swimming and diving at WU Invitational
The women's swim team placed first and the men's squad was second at the WU Thanksgiving Invitational held Nov. 22-23 at the Millstone Pool in St. Louis.

The WUSTL women won six events at the meet, while the men won three, and the two squads combined to meet three NCAA provisional qualifying times.

Junior Alex Beyer grabbed two five-place finishes and set the NCAA "B" cut time in a pair of events. He won the 500-yard freestyle and was runner-up in the 1,650-yard freestyle. Senior Kelly Kondo met the third NCAA provisional time, winning the 500-yard freestyle. Both teams return to action Friday, Dec. 5, when they compete in the two-day Wheaton Invitational in Wheaton, Ill.

University College to host Preview Night Dec. 11

BY JESSICA DAUES
University College, the evening and summer program in the Arts & Sciences, will host a Preview Night 7 p.m. Dec. 11 at Holmes Lounge in Ridgley Hall. Preview Night features speakers who will discuss class and program offerings, admissions requirements and financial aid. Spring classes at University College start Jan. 12, 2009.

"Preview night is the most vivid and effective event for someone considering University College specifically or returning to school generally," said Robert E. Whitney, Ph.D., dean of University College.

Though other current students and faculty, program coordinators and University College advisers to provide information and reflection on all aspects of the adult education experience: academics, programs, costs, career planning, etc., Whitenburg said.

Preview Night is open to the public. A special break room will be available for University College to answer questions specifically geared to WUSTL employees.

University College classes are free to full-time U.S. military service members, reservists and dependents.

For more information gather together students, faculty, program coordinators and University College advisers to provide information and reflection on all aspects of the adult education experience: academics, programs, costs, career planning, etc.

Sports

Students by day, rockers by night Members of The McDreamies, a band made up of students in the School of Medicine, perform during the graduate school "Battle of the Bands" Nov. 29 at The Gramophone in St. Louis. Students from the School of Law had two bands in the competition, De Facto and The Restatement, and a group from the Olin Business School, Phat Cel McGwire and the Warren Buffets, also performed at the inaugural event. The competition was close, but The McDreamies were named the winning band after a well-timed stage dive by one of its members.

Therapy

"It's smart for students to take advantage of these opportunities to give themselves a break, regain a little and restore their energy before finals," said Melissa Rowitch, assistant director, Student Health Services and director of Health Promotion Services. "Many of them appreciate a site, a relaxation exercise, a massage or a chance to spend time doing a craft. We help them leave with stress management skills and information about our resources."

Rowitch said the health effects of stress on the body are well-documented, and that stress is a significant factor affecting the academic success of WUSTL students and their parents, other colleges and universities.

Inclincem weather information
Should weather conditions create potentially hazardous travel conditions, Washington University will evaluate the situation and take into consideration the safety of the faculty, staff and students as well as the services that must be provided despite the inclement weather.

In the unlikely event that WUSTL alters the normal work and/or class schedule, an announcement will be posted on the University's home page (wustl.edu), and a number of media sources will also air an announcement.

Separate announcements will be made regarding the Danforth Campus, the Medical Campus and enrolling schools.

These announcements will apply only to Washington University students, faculty and staff.

The media outlets that would air such an announcement are KTVI Channel 2, KMOV Channel 4, KSDK-TV Channel 5, KSHE-AM (88.7) and KXMO-AM (1120).
Consortium for Clean Coal Utilization will announce the establishment of the Consortium for Clean Coal—one of the nation's most abundant resources and efforts to drive energy security, economic development of new technologies and building energy security. We are confident that the Consortium for Clean Coal Utilization can and will play a vital role in helping the University to offer novel capabilities.

"Arch Coal is pleased to partner with Washington University in St. Louis and some of our region's leading energy companies on this important new initiative," said Arch's Chairman and Chief Executive Officer Michael J.0. Wirth. "Global coal consumption has increased 65 percent over the past six years, and China, India and the rest of emerging Asia are expected to continue this trend. Arch is committed to supporting the development of new technologies that can be used to be used in cleaner and more climate-friendly ways. We are confident that the Consortium for Clean Coal Utilization can and will play a vital role in helping the world chart a successful course to a cleaner and more secure energy future."

"With 65 percent of Missouri's electricity generated by coal and the increasing likelihood of greenhouse gas reduction requirements, we must continue to find innovative solutions that will allow us to meet our customers' energy needs at a reasonable price — this is especially important given today's challenging economic conditions," said Ameren's Chairman, President and Chief Executive Officer Gary D. Wahba. "To meet that goal, coal must be a part of our fuel mix. The work of the coals and science is critical to the continued use of coal in a continent and environment-friendly manner. In addition, this initiative will help utility companies respond to the mandates both in Illinois and Missouri to generate and build natural gas plants for power from renewable sources. For those reasons and more, I am pleased to support the consortium in this effort."

The consortium partners will help establish the key priorities for research, education and training, site selection, and future strategic plans for the research facility. The American Chemical Society (ACS) and the American Chemical Engineering Society (TACE) are actively involved in the project. The consortium partners also plan to work with the University's PanAmerican Association and the Greek Life Office to finalize a timeline to ensure their successful transitional campus.

Representatives of the organization were on campus to meet with students, faculty, and leaders Greek Life staff. In the coming months, AOPi will work to make the necessary arrangements and hire a resident consultant to work with the student council full-time.

Currently, six nationally recognized sororities and 11 nationally recognized fraternities have colonies on WUSTL's campus. The fraternity row has been known as "Fraternity Row" in the north-east part of the campus. The sororities have suites in the Women's Residence Hall. The campus is home to the Greek Life Office, which is responsible for the Greek community's welfare and informs students about the services and resources available.

Coal

Consortium will have educational value

funding $3 million for seed research and construction of a new 9,000-square-foot building to house the University's Department of Energy, Environment, Chemical Engineering and I-CARES programs.

"In this consortium dedicated to clean coal and utilizing it to form an international partnership among the United States, Canada, China, India, Pakistan and the United Kingdom, we will form a partnership of nations, foundations and government organizations to foster improved efficiency, lower emissions and develop ways to address climate change," Wirth said.

"From a University perspective, this is a unique opportunity to take coal — one of the nation's most abundant energy resources — and put it to work for the public good. The University also will work to build public understanding of the energy options for the future. The Consortium for Clean Coal Utilization will place St. Louis as the center for clean coal research."

The University also will announce the establishment of the Consortium for Clean Coal Utilization at a news conference Monday morning, Sept. 22, in Hong Kong as part of the Second International Symposia on Energy & Environment, organized by WUSTL and the McDonnell International Scholars Academy.

Twenty-four premier research universities from around the world are partnered with Washington University through the McDonnell Academy and are working together to address issues related to energy, environment and sustainability, and the Consortium for Clean Coal Utilization will encourage collaborative research involving these students. The McDonnell Academy partners in China and India with coal companies, Arch and Peabody Energy.

Peabody is the global leader in clean coal solutions, advancing signature projects around the world that minimize the impact of coal-powered energy generation including GreenGen in China, the COALiT fund in Australia and Vision 21 and FutureGen in the United States. In 2009, Peabody was named to the Dow Jones Sustainability Index for eight consecutive years, and was named an enabler of green technologies.

Peabody Energy is the world's largest private-sector coal company and a global leader in clean coal solutions. Its coal products fuel approximately 10 percent of all U.S. electricity generation and 2 percent of worldwide electricity.

"Greater use of clean coal is the key to addressing the climate crisis and provides a secure and sustainable energy supply," said Peabody Energy Chairman and Chief Executive Officer Donald A. Smith. "The work of this consortium will be both unique and larger than an industrial city. It will be strategically located in its Midwest market with a generating capacity of more than 16,360 megawatts.

New sorority will form Greek community on WUSTL campus

By Neil Schoenherr

The Alpha Omicron Pi (AOPi) Fraternity will be the seventh National Panhellenic Conference organization for women to join the Greek community at Washington University, announced Ryan Janzen Henne, director of Greek Life at the University. The fraternity is slated to begin in spring 2009.

"Another key feature of the proposed research facility will be to upscale the unique technology, essentially being larger than a typical university research lab but smaller than an industrial one, so it will bridge the gap between the two and allow the University to offer novel capabilities," said Wahba.

Arch Coal is pleased to support the consortium in this effort. The consortium partners will help establish the key priorities for research, education and training, site selection, and future strategic plans for the research facility. The American Chemical Society (ACS) and the American Chemical Engineering Society (TACE) are actively involved in the project. The consortium partners also plan to work with the University's PanAmerican Association and the Greek Life Office to finalize a timeline to ensure their successful transitional campus.
Introducing new faculty members

The following are among the new faculty members at the University. Others will be introduced periodically in this space.

Dawn Brancati, Ph.D., joins the Department of Political Science as assistant professor. Her research interests include intrastate conflict and democratization. Brancati earned a doctorate from the University of Washington and completed postdoctoral fellowships at Princeton and Harvard.

Isaac Kleshchelski, Ph.D., joins Olin Business School as assistant professor of finance. Before earning a doctorate from the Kellogg School of Management at Northwestern University, Kleshchelski earned a master's degree in law and banking at Tulane University. He has worked for KPMG as a financial consultant for the high-tech sector and in international corporate taxation for KPMG. He has served on the boards of research areas include asset pricing and macroeconomics.

Jaun Lee, Ph.D., joins the Department of Asian and National Languages and Literatures in Arts & Sciences as assistant professor. She earned a doctorate from Harvard University in Korean literature and culture. Lee is giving a dissertation on women's reading and writing in South Korea and early 20th century. Before joining WUSTL, Lee worked and taught at the University of Minnesota, the University of British Columbia, and the University of North Carolina.

Amir A. Mallac, Ph.D., joins Olin Business School as assistant professor of marketing. Mallac began her academic studies in Australia and completed her doctorate before pursuing a master's degree at the University of Technology, Sydney and completing a doctorate at the University of North Carolina at Chapel Hill. Most recently, she was an assistant professor at the University of Pennsylvania's Wharton School. Her research interests include consumer behavior, behavioral decision-making, intuitive decisions-making and the processing of aesthetic cues.

Rudolf Manuelli, Ph.D, joins the Department of Economics in Arts & Sciences as assistant professor. After earning a doctorate at the University of Minnesota, Manuelli had appointments at Northwestern University, Stanford University and the University of Wisconsin. He has served as editor and co-editor of various journals. His research areas include economic growth, development and social cognitive development. She is interested in how children learn the meanings of words, pragmatics and theory of mind and the development of social cognition in early childhood.

Lisa Mirrlees, Ph.D., joins the Department of Chemistry in Arts & Sciences as assistant professor. Mirrlees earned a bachelor's degree from the California Institute of Technology and a doctorate from Stanford University. For the past three years, Mirrlees has been a National Institute of Health postdoctoral fellow at the University of California. Berkeley. Mirrlees research interests center around the role of metal ions in chemistry and biology and include renewable energy catalysts, biomimetic oxidation catalysts, metalloenzyme-catalyzed biological oxidation, and metal-mediated amyloid peptide aggregation in Alzheimer's disease.

Alvin Murphy, Ph.D., joins Olin Business School as assistant professor of economics. Murphy earned a doctorate from Duke University after completing undergraduate and graduate degrees at Trinity College Dublin and University College Dublin. Murphy's research interests include public and urban economics, industrial organization and applied econometrics.

Sharif Nassar, Ph.D., joins Olin Business School as assistant professor of marketing. Nassar earned a master's degree in mechanical engineering at Cairo University. He worked for nearly a decade in marketing, sales and project management positions in Egypt and the United States. Nassar earned a master of business administration at Baruch College and a master's degree and doctorate in marketing from the Stern School of Business at New York University. Nassar's research interests include media management, game theory, advertising, social networks and compensation strategies.

Ryan Plate, Ph.D., joins the Department of Classics in Arts & Sciences as assistant professor. He earned a doctorate from the University of Washington. His field is ancient Greek and Latin language and literature, particularly Homer and archaic Greek poets. Greek and Latin linguistics, Sanskrit and Roman literature.

Raul Santanen-Llopis, Ph.D., joins the Department of Economics in Arts & Sciences as assistant professor. He earned a bachelor's degree from the Universidad de Valencia, a master's degree from University College London and a doctorate from the University of Pennsylvania. He is using quantitative macroeconomics theory to explore the interaction between economic decisions, family structure and skill acquisition. His research explores cases such as AIDS that affect all of the above; the role of individual and household heterogeneity in development and aggregate fluctuations; and the potential for social insurance uncertainty due to unstable and irreversible decisions.

By SUSEN KILENBERG McCANN

Donald Finkel, poet-in-residence emeritus of English in Arts & Sciences, author of 14 books of poetry and a memorable teacher, died Nov. 15, 2008, of complications from Alzheimer's disease at the Susan G. Brown, an assisted-living facility in St. Louis County. He was 79.

Finkel joined the University community in 1960 with his wife, the poet and photographer Constance Urdang. Finkel and Urdang were founding members of the Writers Workshop and Bard College began instructing at the University of California, Los Angeles. He was named for a National Book Critics Circle Award in 1969 and a Guggenheim Fellowship in 1967. In 1980, the American Academy of Poets and the University of Arts and Letters gave him the Morton Dusansky Award for being "a poetic progenitor, original and experimental tendencies."

A Phi Beta Kappa member, Finkel earned a bachelor's degree in philosophy, graduating magna cum laude, in 1952 and a master's degree in English in 1953, both from Columbia University. He did postgraduate work at the University of Wisconsin and the University of Iowa.

He taught at the Iowa Writers' Workshop and Bard College before joining Washington University's faculty.

Urdang, his wife of 60 years, died in 1991. He is survived by a son, Tom Finkel of St. Louis; two daughters, Lina Finkel of Portland, Ore., and Amy Finkel of St. Louis; four grandchildren, David Finkel of Massachusetts, Annabel Rae Finkel and Alice Finkel of Maryland, and Samuel Finkel of St. Louis.

The Writing Program in the English department will hold a memorial service in celebration of the life of Donald Finkel and Annabel Rae Finkel at 11 a.m. Dec. 12 in the Wycliffe Lounge of the Student Center.

For more information, call 935-5190.
Keeping the engine humming

James T. Stueber (right), director of facilities engineering at the School of Medicine, goes over the ledger book in the physical plant boiler room with Steve Harmon, assistant supervisor. "Jim has established a premier facilities engineering organization recognized by his peers and the facilities engineering community," says Walter W. Davis Jr., assistant vice chancellor and assistant dean for facilities operations. "Jim has transformed the operation of the power plant and the infrastructure systems supporting the medical school."

James T. Stueber could be called the helmsman of the School of Medicine. On a campus of 5 million square feet, he makes sure that employees and patients have housing, cooling, lighting and other necessities. He also makes sure the roots don’t leak, elevators function, and mechanical and fire alarm systems operate when necessary. And he and his staff ensure that tissue samples used in research stay at the right temperature and stored embryos in the IVF program remain viable.

Stueber, director of facilities engineering, does this by overseeing the work of 80 technicians, including plumbers, carpenters, electricians and heating and air-conditioning personnel.

Stueber's colleagues describe him as extremely committed, "rock-solid" dependable and expert at problem solving.

"Jim is one of the most dedicated and focused individuals I have ever met," says John Ursch, director of protective services, who has worked with Stueber for more than 13 years. "I have learned a lot from him and enjoy every time I have a chance to connect with him." He says, "And with all of his skills, there is never a hump day. I find that a rare quality."

Bruce Backus, assistant vice chancellor for environmental health and safety, says Stueber's modesty and self-spoken personality may give him a low profile at the medical school, but he doesn't detract from his ability to get things done.

"He's a very hard-working person," Backus says. "He is one of the people that I and many others at the University go to in order to fix the difficult problems that we encounter. And he truly believes in safety, energy conservation and customer service."

Stueber starts most days by "seeing if the engine's running OK" in the basement of the North building. Here, he checks in with his team supervisors, who oversee about 70,000 points of information on a dozen computer monitors. These computers keep track of any problems with air handlers, chillers, boilers and systems in the Geophysical Laboratory, which Good Manufacturing Practice forces out of use.

He also pays the medical school's utility bills, which include electricity and natural gas. These run $40,000 a day for a total of about $15 million a year.

More than anything, Stueber enjoys the variety and latitude in his job.

"I get to focus on what's most important and the rest just comes along," he says.

Despite the scope of his position, Stueber says he's able to sleep at night. "We're all working together to get the job done, and we've been very fortunate to have the best employees and managers that one could ask for," he says. "I look at all my employees like customers and ask how I can best support them to do their jobs."

Saving energy

Stueber has led the energy-conservation efforts on the medical school campus since he arrived 16 years ago. Through Stueber's technical and operational leadership, facilities engineering has achieved energy savings of more than $15 million, says Walter W. Davis Jr., assistant vice chancellor and assistant dean for facilities operations.

Stueber compares energy conservation efforts to peeling an onion. The last layer of the onion is capital improvement — replacing old technology such as boilers with new, more efficient technologies. Since 1992, the medical school also has installed automated lighting systems, variable-speed systems that deliver the right amount of energy when it's needed and an automated campus-wide chilled-water system. This system handles about 25,365 tons of cooling capacity, while a typical home's cooling capacity is three tons.

A second layer is operational initiatives, which include training custodians to turn off lights after cleaning rooms and setting thermostats in labs and offices back at night. As part of this layer, Stueber also developed a recommending group that goes through all of the existing space at the medical school every four years to check that everything is working properly and to make any needed adjustments or changes.

"A lot of times, maintenance departments don't do maintenance," he says. "They just put out fires. We have an extensive preventive maintenance program.

"We've been very happy with the loop on the union is awareness — getting staff and employees to turn simple steps to conserve energy. Some examples are convincing employees to turn off their space heaters and close sashes on louvered hoods when not in use.

"There is a time when we didn't get input, and getting handled a building was not ideal," Stueber says. "But in Weln's case, he's brought his depart-

ments together, and there's a true collaboration. It's the little things, like putting a 12-foot mirror above a counter where the custo-

diant can't reach to clean it."

Davis says Stueber has made a significant impact on facilities engineering.

"He has established a premier facilities engineering organization recognized by his peers and the facilities engineering community," says Walter W. Davis Jr., assistant vice chancellor and assistant dean for facilities operations. "Jim has transformed the operation of the power plant and the infrastructure systems supporting the medical school."

He adds that some of Stueber's greatest qualities are his drive to learn more and to increase performance.

Working his way up

Stueber was a construction electrician, and his mother worked her way up from secretary to broker in an insurance firm. He believes his mother taught him to embrace change and to always try to better himself.

"I realized at a pretty young age that it was up to me to improve my life," he says. "Another big life-changing experience was having children.

Stueber has worked extremely hard to get where he is today. He moved floors to put himself through Ranken Technical College to become a construction electrician. After he landed an electrician's job at Monsanto Co.'s St. Louis facility and other locations.

Davis says Stueber has developed a team of sharp, energetic and dedicated people to support him to do his job.

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