Creating a winter wonderland

Units get ready for new job classification system

Physicians saving sight in Third-World country

LSA dean announces theme semesters for next 3 years

INSIDE THE RECORD

USB progress
Renaissance woman
Service awards
Events: A&D art
CRLT’s new home

By Laurel Thomas Gnagy

When two physicians from the Kellogg Eye Center returned from Mongolia in September, they left behind five digital cameras, a laptop computer and a number of people who were spared a life of blindness.

Dr. Susan Thoms and Theresa Nairus—both physicians in Kellogg’s Loniavsatellite office—along with three other eye specialists from the United States and Canada, went to the country to set up the CYBER-SIGHT program through ORBIS, an international organization that seeks to end preventable blindness in Third-World countries by the year 2020.

The team also went to train Mongolian physicians and health care professionals in the diagnosis and treatment of eye problems, while caring for several patients as they taught.

ORBIS estimates that 45 million people in the world are blind, and $15 million have low vision and are at risk of blindness. The organization’s Web site says with proper care and treatment, 80 percent of those in the latter group would not have to lose their sight.

In its effort to end avoidable blindness, ORBIS connects ophthalmologists around the world with those in the United States who have more advanced training in the diagnosis of eye disease.

In general, physicians in Third-World countries don’t have the same level of training as those in the United States, says Nairus, clinical instructor of comprehensive ophthalmology and cornea, external diseases, and refractive procedures.

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By John Kinch

LSA communications

LSA has decided upon theme semesters through the academic year 2007, Dean Terrence J. McDonald has announced.

Based upon faculty proposals submitted last spring, theme semesters in the next three years will explore topics as diverse as the cultural treasures of the Middle East, Einstein’s Theory of Relativity, and the nature of local and global citizenship.

“Theme semesters mass the intellectual forces of the college and help map connections across our very diverse curriculum at the same time as they often connect the great intellectual and cultural strengths of the University of Michigan to the issues defining our world today,” McDonald says. “From now on we will request theme semester proposals from faculty each spring and maintain a list of upcoming semesters several years in advance so that faculty and students will have more time to plan and participate in these great opportunities.”

McDonald adds that theme semesters have been an integral part of the teaching
Thom's, who is a clinical assistant professor of ophthalmology and visual science, serves as a mentor for physicians who need her expertise in the diagnosis and treatment of cataracts. She says traveling to Mongolia allowed her to see what resources physicians there have available, which is important when serving as a mentor through CYBER-SIGHT.

“You have to answer them in the framework of what their capabilities are,” she says. In Mongolia they have limited equipment and expired anesthesia drugs that sometimes work and sometimes do not, and they reuse many items that we would not in this country, she says.

“But they do well with the resources they have,” Thom says. “They’re trying, and they’re eager to learn.”

One thing they do not have yet is a donor bank for transplants, says Nairus, a cornea specialist at Kellogg. She had to take along three corneas donated by the Eye Bank Association of America so she could train physicians to perform a transplant. Of the 60 patients she saw during the three days, 30 were candidates for a cornea transplant.

“I had to be pretty picky about who could get the most use out of the cornea for the longest time,” she says of the difficult process of choosing recipients. “I had one 16-year-old boy who showed up three days in a row, in a suit, hoping to be picked.” He was not a good candidate because he lived too far away to receive the follow-up care a transplant would require.

“The sad thing is that if 30 people walked in here [Kellogg] today, they all would get a transplant.”

One group she had to rule out was nomadic cattle breeders who make up 30 percent of the population. Because they roam around the desert, these Mongolians are susceptible to a disease called climactic droplet keratopathy, which is caused by damage from ultraviolet light exposure. Returning to that lifestyle after a transplant most likely would mean failure of the new cornea, Nairus says.

Of the three people chosen, one had waited seven years, one 12 and the other 20. If she walks back again in the future, Nairus hopes the Mongolian physicians will have established a donor bank, which she was helping them begin to organize before she left.

Out of the 55 patients Thom saw, 15 represented the best teaching cases and were chosen for surgery. This trip to Mongolia was her second. She went in 1997 through another organization. “I wanted to see what had happened in seven years and if anything had changed,” she says. Many of the facilities had been updated, but the need for help and expertise had not, she says. The 2.6 million citizens of the country, which is twice the geographic size of Texas, had not changed much either.

“It’s a very grateful group of people,” she says. “It’s a very interesting place with friendly, hospitable people. I’d like to go back in a few years.”
L-shaped USB to house innovative classrooms, labs

By Karl Jeff Reyes
News Service

With innovative classrooms for science courses and a building by the central location, the new Undergraduate Science Building (USB) promises to be a popular choice for both students and faculty when it opens about a year from now.

The 361,000 square feet USB is the final piece of the three-building Life Sciences Complex built on the site of the old North University Building next to the Central Power Plant. Its pink-faced “box” exterior on three sides matches the two other buildings on the site, the Life Sciences Institute and the Palmer Commons. USB’s north side is entirely glass, mimicking the Power Center for the Performing Arts and the Medical School’s Biomedical Science Research Building being built on Washtenaw at Glen.

In addition to a lecture hall and traditional teaching labs, the building will feature new studio classrooms that allow lectures and hands-on work in the same class period, and two “dinner theatre” rooms that the team of faculty, architects and contractors working on the building have taken to calling Michigan rooms. “People call those case study rooms ‘Harvard Case Study Rooms,’ so we thought, why doesn’t Michigan have its own room?” says Victor Cardona, principal architect on the project for the Smith Group of Detroit.

Two Michigan rooms on the building’s first floor feature tiered tables for four students set on risers that form a semicircle around the teacher. The design is intended to facilitate active learning for about 100 students in which the professor might show a slide or two or lecture briefly, but then the students cluster in small groups to discuss problems or perform simple “kit” experiments.

“I think they’re really going to be in demand,” Richard Hume, chairman of the Department of Molecular, Cellular and Developmental Biology, said during a hard-hat tour of the building. “Every body talk to says, ‘Yeah, I’d like to try teaching that way.’”

The USB’s first floor also will house offices for the Undergraduate Research Opportunities Program, Women in Science and Engineering, and the Life Sciences and Society Program, formerly known as the Life Sciences Values and Society Program.

To get more square footage on the tight building footprint, the building’s second through fourth floors are cantilevered to the north and west. This also makes a semi-covered walkway for pedestrians taking the new shortcut that connects the Hill residence halls directly with Washington Street.

At the elbow of the L-shaped building, which the contractors have taken to calling “the knuckle,” an oversized staircase sweeps up from the first to second floors. At the top of those stairs, there will be a spacious Resource Center with computers and small meeting rooms for student groups and for “just hanging out,” Hume said.

The second and third floors will feature teaching laboratories and seminar classrooms, a 190-seat auditorium, and a small plant-growing room. It’s not quite a greenhouse because it falls into the shadow of the Life Sciences Institute for about one month a year, Cardona explained.

The teaching labs on the second and third floors are more spacious than what biology students have been accustomed to in the oldest part of the Chemistry Building. The new labs also include more support space and supply storage, Hume said.

“The real luxury is just having a couple of new labs that don’t belong to any one course, so we can experiment some,” he said. “Right now, the only way to add a lab course is to ask somebody to drop one.”

The fourth floor will house teaching labs for undergraduate and graduate neuroscience programs.

Most of the rooms on the west side of the building, facing the Fletcher Street “Top of the Park” parking structure, offer a picture-postcard view of the Burton Memorial Tower rising over the Alumni Center.

The exterior is mostly finished, and everything is on schedule to open the 140,000-square-foot building at the start of Winter Term 2006, U-M project manager Bryan Valachek says.

Richard Hume, chair of the Department of Molecular, Cellular and Developmental Biology, gives a tour of the new Undergraduate Science Building.

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Program encourages sustainability focus

By Laura Bailey
News Service

A chemical engineer and an environmentalist, long-time U-M professor Walter J. Weber Jr.’s goal is to develop ways to preserve the planet’s resources for his great-great-grandchildren.

With that in mind, Weber developed a curriculum called the Concentrations in Environmental Sustainability (ConsEnSus) program. Through the program, students pursuing a degree in a traditional engineering discipline or those studying other fields take additional courses designed to enhance their knowledge of environmental issues and prepare them to integrate sustainability principles into professional practice.

Though the full ConsEnSus program now is offered only in the College of Engineering (CoE), many of its courses are open to any environmentally conscious student. One of these is Weber’s “Case Studies in Environmental Sustainability,” a hands-on course conducted in conjunction with various major industrial partners. While ConsEnSus is growing steadily, Weber hopes more engineering students consider taking the four-course concentration adopted by the CoE curriculum committee in 2001, and that faculty and students outside of CoE will find ways to integrate ConsEnSus-type courses in their study programs.

“Engineers are often unwittingly responsible for many of the environmental challenges we’re facing,” Weber explains, one of the motivating reasons for developing the program.

“But engineers are also problem solvers, who, in concert with graduates from such other disciplines as those addressed in the School of Natural Resources and Environment, the Stephen M. Ross School of Business, and Architecture + Urban Planning must ultimately assume major responsibility for sustaining the environment.”

Students in ConsEnSus must complete 12 credits in environmental sustainability, a sequence of courses including a number outside of CoE that prepare them to integrate environmental practices into their work.

Students from the five engineering departments that have adopted the ConsEnSus curriculum get a special designation on their degree, indicating they have completed the program. Although students from departments that have not yet adopted the curriculum won’t get that designation, Weber says, the courses still are highly valuable without the special designation.

Students who have gone through ConsEnSus “are much more valuable to industry and commerce because they understand the importance of looking at the consequences of use and recovery of energy and material resources,” he says.

Weber’s 40-plus year career in education, and his outspoken passion for preserving the environment and sustainable development, were toasted last month by a cover tribute article in the American Chemical Society journal Environmental Science and Technology.

To see the article, go to http://pubs.acs.org/journals/esthag/index.html# and click on A-Pages\ Back Issues\ Vol. 38, No.22, Nov. 15, 2004.

For information on ConsEnSus, go to http://www.engin.umich.edu/ prog/consensus/.
A timely renewal

By Gaius Lim

University Record

Renaissance: The word inspires visions of a time when commerce, learning and the arts flourished, of an emergence from darkness into the light. Life-styles changed dramatically during this prosperous period, particularly in Western Europe.

Three years ago, Denise Yekulis, academic secretary and office manager for the Organizational Studies Program, found herself immersed in this world by way of restoring costumes from the period.

“My interest in restoring Renaissance costumes started with my daughter,” Yekulis says. Her daughter had joined the Siena Heights University Madrigal Singers. Every Christmas, the group would perform a dinner concert, reminiscent of festivities held five centuries ago.

“Restoring the outfits was a labor of love. The costumes were copied from Renaissance paintings, so there were no patterns Yekulis could follow. ‘I would take a skirt apart and use it as a pattern,” the director also gave me information about the costumes.’

Sixteenth-century clothing is very different from what people wear today. Women wore a bun-like headgear, and their clothes had interchangeable sleeves, so they could have different outfits just by changing the sleeves. Their jewelry was stitched right onto the sleeves, and the amount indicated one’s status. Another important distinction was the absence of buttons and zippers. Dresses were laced up tightly through grommets, and it was in this area where most of the madrigal costumes wore out.

“When the grommets come out there’s a hole and it would grow larger over time,” Yekulis explains. “I would cut out the fabric where the grommets were and replace it with new fabric twice as wide. I hold the fabric, put stiff material in between and stitch it. I also put in boning to stabilize the fabric.”

After having restored 18 outfits, Yekulis now looks at Renaissance costumes with an educated eye. “At the annual Renaissance Festival in Detroit, they have the genuine costumes, and they’re incredible,” she says.

Leaping through her daughter’s scrapbook, she reminisces about the CDs of music she had shared with the students and the director.

“The students took a great deal of pride in their performances. Having a costume that was in good shape meant a lot to them. They always appreciated what I did for them, and that meant a lot to me.”

U-M-Flint commencement

Retired employee to speak

By Mel Serow

U-M-Flint

U-M-Flint has chosen Lillian Henry, a retired employee who has won numerous awards and is well-known for her support of students, to speak at its commencement ceremonies Dec. 19.

Henry is widely known for her love of cooking. Her recipe for life includes generosity amounts of dedication and support of corporate offices in Flint and southeast Michigan prior to coming to U-M-Flint.

Henry is the recipient of many awards and has received recognition from several organizations. She was the first African American to be selected for the U-M-Flint Dorothea Wyatt Award, the Delta Sigma Theta Sorority Flint Alumnae Chapter’s Clinton B. Jones Award for dedication and support of students, and was one of the 2002 U-M-Flint Staff Award honorees for outstanding university service.

Henry’s most cherished recognition isn’t a plaque, but rather the thanks she received from students who often called her “mom.” She always took the time to find a way to help a student in need, colleagues say.

“Lillian Henry was the heart of the College of Arts and Sciences at the University of Michigan-Flint. She found housing for new faculty, jobs for faculty spouses and partners, cooked and shopped for all of us, welcomed us to Flint, and sincerely valued our presence here,” says CAS Dean D. J. Trela.

“She took pride in being the first African-American senior executive secretary on the Flint campus, and all the rest of us—faculty, staff and deans—took pride and comfort in her concern, compassion and love for all of us who came into her orbit.

“While it may seem unimportant to honor a secretary as a commencement speaker, in continually striving to be the best person and university citizen she could be, Lillian inspired us all to follow her example.”

Retirement has given Henry more time for what she holds most important in her life: church, family, friends and helping young people to set goals.

The ceremony is at 2:30 p.m. at Perani’s Arena.
U-M campus holiday season closings, special hours

Editor's note: The following holiday season closures and special hours were submitted by University departments and units. For updated information or questions, contact them directly.

Museums

University Unions


Libraries
For updated information, visit http://www.lib.umich.edu/abouts/hours.


Baker Library: Madison Area Library: Open 4:30-9 p.m. Dec. 23. Closed Dec. 24-25, Jan. 1-


U-M Health System
For updated information, visit http://www.med.umich.edu/clinics/holidays. Admissions Offices: Open 5:30 a.m.-11:45 p.m. Dec. 23, Dec. 24-25, Jan. 1. Closed Dec. 26-27, 28-31. The Key: Office will not provide walk-in service. Only non-emergencies are to be received at the University Medical Center's Emergency Departme... or Emergencies.

Michigan's Employee Health Services: Open 7:30 a.m.-11:45 p.m. Dec. 24, 2-31. Closed 2-31. The Key: Office will not provide walk-in service. Only non-emergencies are to be received at the University Medical Center's Emergency Departme... or Emergencies.

Most ITCS offices will close at 5 p.m. Dec. 23, and resume Jan. 3, with the following exceptions:

- The HELP Consulting Phone Service: Open 8-11:45 a.m. Dec. 23 and resume Jan. 3. Consulting assistance will be available via email at phoneconsulting@umich.edu.

- Campus Computing Sites: Angel Hall computing sites will close at 5 p.m. Dec. 23-31. 2-31. Holiday hours for other campus computing sites can be found at http://www.umich.edu/~sites/hours.

- Campus Showcases (Michigan Union): Open 11 a.m.-9 p.m. Dec. 23-31. 2-31. TCEN Repair Services: Will be available for normal hours Dec. 23-31. 2-31. Select voice, video and data and an operating system will work fine. For more information,

Building Automations Services: (MAIS): Closed Dec. 24-25, 31-Jan. 1. Exceptions: The AATA will not operate Dec. 26-30, the last day for deliveries, which resume Jan. 3. Mail Services, Imaging and Copy Centers of Printing Services, North Inf... be handicap accessible.

Closure Dates:

Nissan’s VPP Associate Purchase Plan is a flat-rate, below-invoice buying or leasing option for Nissan business associates.

In addition, you are eligible to receive a dealer’s contribution to the plan. This contribution is the difference between the below-invoice price and the manufacturer’s suggested retail price (MSRP) for the vehicle. To qualify for the plan, you must complete the purchase or lease of a new Nissan vehicle by January 1, 2015.

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Heart disease, work performance, mental health all connected

By Colleen Newvine
News Service

People’s perceptions of the severity of their heart illness play an important role in how well they’re able to perform at work.

“That’s one of the notable conclusions of a study by a team of researchers who believe that understanding the effects of a heart attack means not just looking at length of life but also quality of life. The researchers note that perceptions are not necessarily the same as people’s physical symptoms.

“People who are convinced they aren’t that sick are more likely to be at work and to perform well while they’re there,” says Dr. Steve Erickson, associate professor of clinical sciences at the College of Pharmacy.

In a paper in November’s issue of Pharmacotherapy: Official Journal of the American College of Clinical Pharmacy, Erickson and his collaborators look at work-related outcomes of cardio-vascular disease. The study examines whether heart disease prevents people from returning to work, and how well they believe they are able to perform on the job.

The study found that those who have other illnesses before having a heart episode are less likely to return to work. Those who have other illnesses before having a heart episode are less likely to return to work.

“People who are convinced they aren’t that sick are more likely to return,” Erickson says.

Survey participants who did not return to work had a median of three other illnesses, while those who went back had a median of one other illness besides heart disease.

Work performance is a concern of overall quality of life, Erickson says. Depression commonly occurs in people who have a heart attack, so a patient gets emotional satisfaction from work, and health problems get in the way of working, he or her emotional state could suffer even more.

In addition, people who are depressed are less likely to make necessary changes in their diet and exercise habits, and are less likely to follow their prescribed medications—leading them more vulnerable to future heart problems, Erickson says.

Co-authors of the study were Dr. Christopher McBurney, who at the time was a U-M-Pfizer pharmacoeconomics fellow at the School of Public Health, Dr. Kim Eagle, Alison Walter Hewlett Professor of Internal Medicine and clinical director of cardiology, Eva Kline-Rogers, nurse practitioner of cardiology at the U-M Health System; Jeanna Cooper, health science research associate in cardiology, and Dean Smith, statistician with the cardiology department.

Eagle has studied the quality of care for heart disease patients and whether they are getting the appropriate prescriptions, including the so-called Fab Four: aspirin, medications to lower cholesterol, medicines to help reduce the workload of the heart, and medications to lower blood pressure (ACE inhibitors and beta-blockers).

Why men are attracted to subordinate women

By Diane Swanbrow
News Service

Men are more likely to want to marry women who are their assistants at work rather than their colleagues or bosses, a study finds.

The study, published in the current issue of Evolution and Human Behavior, highlights the importance of relative dominance selection and discusses the evolutionary utility of male concerns about mating with dominant females.

“These findings provide empirical support for the widespread belief that powerful women are at a disadvantage in the marriage market because men may prefer to marry less accomplished women,” says Stephanie Brown, lead author of the study and a social psychologist at the Institute for Social Research (ISR).

For the study, supported in part by a grant from the National Institute of Mental Health, Brown and co-author Brian Lewis from the University of California, Los Angeles tested 120 male and 208 female undergraduates by asking them to rate their attraction to potential partners who are younger or older than themselves.

“Imagining that you have just taken a job and that Jennifer (or John) is your immediate supervisor (or your peer, or your assistant),” study participants were told as they were shown a photo of a male or a female.

After seeing the photo and hearing the description of the person’s role at work in relation to their own, participants were asked to use a 9-point Likert scale (1 is not at all, 9 is very much) to rate the extent to which they would enjoy going to a party with Jennifer or John, exercising with the person, dating the person and marrying the person.

Brown and Lewis found that males, but not females, were most strongly attracted to subordinate partners for high-investment activities such as marriage and dating.

“Our results also provide further explanation for why males might attend to dominance-linked characteristics of women such as relative age or income, and why adult males typically prefer partners who are younger and make less money,” Brown says.

For more information on the ISR Evolution and Human Adaptation Program, visit http://regl.isr.umich.edu/ehap/.
**Research**

Drug holds promise for psoriasis treatment

By Nancy Ross-Flanigan

A new drug candidate previously shown to reduce harmful side effects of the autoimmune disease lupus may also be useful in treating psoriasis.

In a study published online Dec. 3 in the Journal of Pharmacology and Experimental Therapeutics, scientists from U-M report that a compound called benzodiazepine-423 (Bz-423)—a chemical cousin of the anti-anxiety drugs Valium™ and Xanax™—suppresses cell growth in a model of psoriasis. In psoriasis, cells multiply unchecked, so inhibiting cell growth should help control the disease.

Psoriasis is a lifelong genetic condition that affects the skin and joints. More than 4.5 million people in the United States have psoriasis or an associated form of arthritis, and the economic burden of the disease may be as high as $4.3 billion a year, according to the National Psoriasis Foundation.

“Currently, the best treatments for skin lesions associated with psoriasis are topical steroids, but the problem with those drugs is that they’re not selective for the disease-causing cells. They affect normal cells as well, and repeated use over time can lead to tissue destruction,” says Gary Glick, the Werner Professor of Biological Chemistry in the Medical School.

“We believe the problems associated with repeated topical steroid use could possibly be alleviated with compounds like this”—Gary Glick

“...with the data we have now and other data that we’re in the process of collecting, we hope to start a clinical trial in the near future.”

The compound also might be added to Retin-A (retinoic acid), which is used to treat acne and skin damage due to sun exposure.

“One of the problems with retinoic acid is that, while it’s very effective, it can also cause effects similar to psoriasis, so people often stop using it,” Glick says. “Because the biological basis of retinoic acid hyperplasia (a reddening of the skin similar to inflammation) is very similar to that of psoriasis, the potential exists for our compound to be mixed with Retin-A to prevent these unwanted effects.”

In 2003, Florida-based GMP Immunotherapeutics Inc. (a subsidiary of GMP Companies Inc.) entered into an exclusive patent license and a sponsored research agreement with U-M to develop Bz-423 and other compounds for treatment of lupus, rheumatoid arthritis, psoriasis and some forms of cancer. Glick and collaborators at U-M also are using the compounds to explore fundamental biological questions about the origins of such diseases.

Glick’s coauthors on the paper are James Varani, professor of pathology; Narasimharao Bhagavathula, a research investigator in the pathology department; Hilary Scherzer and Kevin Fay, research associates in pathology; Kent Johnson, professor of pathology; Sewon Kang, professor of dermatology, and Anthony Oppari, assistant professor of obstetrics and gynecology. Glick and Oppari are shareholders in GMP.

The research was funded in part by the U.S. Public Health Service.

Appointments

Rosina Bierbaum, dean of the School of Natural Resources and Environment, has been appointed vice chair of the United Nations Sigma Xi Scientific Expert Group on Climate Change and Sustainable Development. The group advises the U.N. Commission on Sustainable Development on the best measures to arrest or reverse global warming.

The Industrial Designers Society of America has appointed Shaun Jackson, associate professor in the School of Art & Design, as 2005 National Conference chair. Jackson will organize the teams and themes that make up the society’s biggest annual event.

Awards

Debasish Dutta, professor of mechanical engineering, received the American Society of Mechanical Engineers’ (ASME) Design Automation Award at the ASME Design Automation Conference Sept. 29-Oct. 1 in Salt Lake City. The award was given in recognition of his “fundamental and sustained contributions to design automation research in the areas of computational geometry, geometric modeling, and manufacturing process planning, and for promoting global product development in engineering education.”

Gillian Mayman, information services librarian at the School of Public Health, has been awarded a National Library of Medicine Fellowship for Information Training, beginning in January.

Mayman will pursue an individually tailored program that will include working with local health departments in Michigan to assess information needs and to develop online, competency-based information resources.

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What to expect in July

What will change?
- The broad job families of professional/administrative, office, technical, and allied health are replaced by 20 descriptive career families such as Academic & Student Services, Finance, Healthcare Administration, Research, and more.
- Classification descriptions are replaced by career family descriptions, including market job titles and description summaries.
- Broad salary ranges are replaced by more specific ranges for each market job title.
- Jobs Web site gets reorganized by career family.
- Official job titles change to market titles.

What stays the same?
- Job duties
- Benefits packages
- Working titles remain available, within guidelines
- Salaries

For more information
Visit http://www.umich.edu/~hraa/class/.

In July, the University realizes that the market title we use at the University already matches the official title we use at the University, says Mary Maher, HRAA director of compensation and classification and a principal architect of the new system.

“Before this project began, all job requirements were written in a language that closely mimics the way someone would describe the job to an external applicant. With this change, the job title we use at the University will more closely align with the language and terms used in the external job market.”

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The University stands to gain some important information over the long run with a system that more readily reflects today’s work world and can help U-M yield a strategic advantage in recruiting and retaining the best talent for the Health System,” Childs says.

“In some cases, mapping jobs to the new system will reflect that the market title already matches the official title we use at the University,” says Mary Maher, HRAA director of compensation and classification and a principal architect of the new system.

“But in some other cases it will not and the unit readiness coordinators will work with their unit leaders and with HRAA to match the position to the market title that best describes that job’s primary duties. The continuity of titles [between U-M and the market] will make new links to market information possible.”

Field-testing efforts, in which 2,500 University jobs were matched to their market title counterparts, showed that about 80 percent of U-M’s job titles could be matched directly. This is a very positive result, Maher says.

“While it is a common but time-consuming process called slotting that uses primary duties to categorize jobs where direct matches to market titles are not found. In addition to the market job title, units also will have the option of recording working titles on the system and using them operationally to further define jobs with more specific duties. HRAA’s assumption that working titles will be used widely, and guidelines are under development.

From the employment perspective, the tie to more intuitive career families and market job titles is a significant stride toward making the system easier to navigate for both current employees and external applicants, says Diane Benson, manager of Recruitment and Employment Services.

“Categories like professional/administrative or technical are just too broad to provide enough meaning in a large organization with as many employment opportunities as ours,” Benson says.

When the new system takes effect, the University’s Jobs Web site also will be reorganized with navigation that matches the new career family framework. “The Jobs site is one of the most visible ways staff will see the change in July,” Benson says.

The four broad job families of professional/administrative, office, technical, and allied health will be eliminated and replaced by 20 descriptive career families such as Academic & Student Services, Finance, Healthcare Administration, and Research. Career bands within each family provide further definition of the type of work being performed. It more closely mimics the way someone might naturally describe her or her work.

“The process of developing the new system has been long and challenging because our organization is more complicated and diverse than most,” Maher says. “We have incorporated into the system new methodologies so the system keeps meeting our needs well into the future, yet we understand the importance of making the employee and job-seeker experience as intuitive as possible, and that’s been a high priority.”

For more information about the project, visit http://www.umich.edu/~hraa/class/.
University honors employees for decades of service

Many employees were recognized this year for serving the University for several decades, including one employee who reached the half-century mark.

The University’s development and growth have depended upon the contributions made by staff members. It is said that the success of an organization can be measured in part by the effectiveness of the personnel who choose to remain and grow with it.

Short biographies of some of the 50-, 45- and 40-year employees follow, along with a list of 30- and 35-year service awardees. A list of 10-year employees can be found at http://www.umich.edu/record.

Articles by Matthew Snyder, HR Communications; and Katie Gabriel, HR Imaging Services. All photos by Paul Jaronski, U-M Photo Services.

50 years of service
Reita Teachout, administrative associate I, Civil and Environmental Engineering
At age 18, fresh out of a two-year job of caring for animals, Reita Teachout was hired to assist in room scheduling, time-schedule preparation and registration for the College of Engineering. And for the past 50 years, she has “done it all” when it comes to secretarial and administrative work.

“Undergraduate secretary, graduate secretary, ‘unofficial office manager,’ assistant to the department chair—I’ve been just about everything through the years,” Teachout says. “Now my responsibilities are human resources and graduate secretarial work. With that focus, I enjoy work more than ever.”

Teachout has experienced many changes during her career: a move from West Engineering to GG Brown, going from a manual typewriter to e-mail, seeing students become faculty and then retire. Through it all, she’s had fun learning new things and meeting new people.

Teachout lives on her family’s farm in Gregory. She enjoys spending time with her brothers, sisters, and 21 nieces and nephews, as well as “visits” from deer and other wild animals. Despite living with Parkinson’s disease, Teachout plans to work as long as possible and “just go along as I go along.”

40 years of service
Fred M. Adams, animal technician, Lab Animal Medicine Unit
It may seem surprising that Fred M. Adams has no pets at home. But after working with them all day as an animal technician at the Lab Animal Medicine Unit, he needs a break from caring for four-legged friends.

“I’m not really an animal person when I’m off work,” Adams says with a laugh. While he’s at work, though, Adams says he and colleagues do an excellent job of caring for animals.

“He has a refrain in his work was the integrated circuits,” a constant Adam refrains in his work was the goal of keeping up with the new technology, he says. “In retirement, the Manchester resident enjoys traveling.”

Karen Dickinson, relationship manager, ITCS
Karen Dickinson always has been fascinated by how people work together to accomplish tasks, especially when it comes to information technology.

She began her U-M career as a statistical clerk in the Population Studies Center, where she first encountered computers, beginning with card sorts.

In her current role as relationship manager for Information Technology Central Services, Dickinson promotes collaboration on campus-wide initiatives and acts as liaison to nine academic units. She also works with the Commission for Women, helping staff

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POSTING INQUIRIES

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December 13, 2004
women take charge of their workplace satisfaction.

With two children to visit in Chicago and one in the
Ann Arbor area (along with two grandchildren), Dickin-
sion’s life is busy outside of work. She looks forward to
working at U-M for about the next five years, and then finding
intriguing challenges to take her into retirement.

Paulette Dozier, office
manager, Surgical
Transcription

Paulette Dozier was still in
high school when she began
her long run as a University employee.
She worked at the kitchen in the Old Main
Hospital, setting up trays of
food based on what the pa-
tients had ordered.
From there, she moved to
Medical
Information,
Human
Genetics, Finance, admitting at Mott
Hospital and admitting at
University Hospital.

Karen L. Dymond, office
manager, HTCS

In 40 years of working in
computing environments, Karen L. Dymond says she
has seen incredible transfor-
mations, from the shift
of data stored on reels of key-
boards, punch cards and mainframe
computers bigger
than some people’s
houses to
wireless Internet
access and palm-sized pocket
computers.

Dymond came to the
University in 1964 as a keyper
operator responsible for data
transfer and billing at Univer-
sity Hospital. She later joined
the staff at the Computing
Center (now Information
Technology Central Services)
and has stayed there for 30
years—transitioning from
keyper operator to supervisor
to manager of office
operations.

She credits mathematics
professor and emeritus direc-
tor of the Computing
Center Robert C.T. Bartels as having
been a significant mentor to
her, personally and profes-
sionally. “He had the ability
to be in touch with everyone
and was a very accessible
and reachable person who always
made time for other people,”
she says.

An avid football fan and
doll collector, Dymond says she
plans to work until she’s 65
(which is where she hopes to
stay active and spend part
of each year in Golf Shores, Al.,
in the condo she and her husband own.

Karen Ertridge, accountant, Financial
Services, U-M-Dearborn

Born in Ann Arbor, Karen
Ertridge graduated from Ann
Arbor High School.
Her first job at the University
was in Sponsored Research
Accounting, after which she
held positions in Account-
ing and Payroll. In 1974, she
transferred to the Dearborn
campus Accounting Office,
then went to the Department
of the Henry Ford Estate,
next to the mansion’s
house bowling alley.

In 1977 she helped open the
Dearborn Student Ac-
counting Office, where she
served as office manager
until 2001, when she trans-
fered to the Financial Ser-
vice Office. In August 2004
she was awarded a Long
Term Achievement Award by the
Chancellor’s Staff Recogni-
tion Committee.

“One of the best things
about working at a smaller
campus,” Ertridge says, “is that
you know most of your coworkers.
I have met so many people during my 40
years here. Some have be-
come like family and I know
we will remain friends for-
ever.”

Erridge plans to retire
Dec. 31 and looks forward
to traveling and finding fun
places to visit, including,
she hopes, a bar in Indiana
that serves 10-pound ham
burgers.

Cora A. Horgrow, nursing assistant,
Women’s Birth Center

Cora Horgrow was born in Mem-
phis, Tenn.
She and her husband came
to Ann Arbor in 1961.
After working six months as
a temporary employee,
Horgrow’s “permanent em-
ployment” began Nov. 4,
1964, at 8 North of the Old
Hospital.
She earned $1.56
an hour.
In the 1970s, Horgrow
transferred to the main
recovery room. In 1989, at the suggestion of fellow
40-year employee Elaine
Berghardt, she moved to
her current position in the
Women’s Birth Center.

“I love my job because it’s
so rewarding to see the ex-
pression of a mom and dad
when they see their baby
come into the world,” Hor-
grow says. “And the people
I work with are a blessing.
In 2000, my coworkers
built a ramp at my house so
I could more easily care
for my sick husband during the
last few months of his life.”

Family and faith are an
important part of Hor-
grow’s life. Her future
plans are to enjoy time with
her sons and seven grand-
children, remain active in
her church, St. Paul Mis-
sionary Baptist, and contin-
ue working at the hospital
as long as she is able.

Cathy (Adel) Martinez,
senior clinical
technologist, UMHS
Hematology

Cathy (Adel) Martinez was born in Texas and moved
with her family to Mexico
when she was 5. She
returned to Texas for high
school, and re-
ceived her bach-
elor of science in medical
technology at Michigan Tech.

Following an internship at
Harper Hospital in Detroit
in 1964, Martinez joined the University hospital as a med-
tech in the pediatric hema-
tology lab, which was on the
10th floor of Old Main
Hospital. She was promoted
to supervisor, and after a
number of years she became
a senior clinical technologist
in the hematology lab, doing
routine hematology in her
main area of responsibility,
bone marrow and cyto-
chemical stains.

Recently Martinez has
alternated between super-
vising the bone marrow area
and working in the flow cy-
ometry lab. She says meet-
ing patients is one of the
most rewarding aspects of
her career.

Martinez is active in her
church, and enjoys garden-
ing, walking her dog Fran-
ic, and socializing with
friends and family.

Committee to search for
Rackham dean

A search soon will be underway for a
dean for the Horace H. Rackham
School of Graduate Studies and vice provost for
Academic Affairs, graduate studies.

Francis X. Blounin Jr.,
director of the
Bentley Historical Library and professor
of information and history, will serve as
chair of the committee that will conduct a
national search for a dean to replace
Earl Lewis, who left in July to become
provost and executive vice president for
academic affairs at Emory University in
Atlanta.

Steven Kunkel, endowed Professor of
Pathology Research, has been serving since
June as interim dean and interim vice provost
for academic affairs-graduate studies, and
doing an outstanding job, Provost Paul
N. Courant says.

“This is an important role—one that
requires energy and creativity in bringing
together faculty, researchers and students from
some 130 programs across the Uni-
of the graduate school should be one who is
committed to excellence and diversity in
graduate education, and who can fur-
ther Michigan’s strong tradition of inter-
disciplinary and collaborative research and
study.”

Other committee members are:
Maia I. Bergman, senior research associate at
Rackham; Rebecca M. Blank, dean of
the Gerald R. Ford School of Public Pol-
icy, professor of public policy at the Ford
School and of economics at LSA; Ayeshia
Hardisson, graduate student at Rackham;
James S. Jackson, director of the
Center for Afroamerican and African
Studies, Daniel Katz Distinguished Uni-
versity Professor of Psychology, professor
of health behavior & health education,
and director of the Research Center for
Group Dynamics at the Institute for So-
cial Research; William M. Keyserling,
professor of environmental health sci-
ces at the School of Public Health and
professor of industrial and operations en-
gineering at the College of Engineering;
Charlotte M. Mistretta, William R. Mann
Professor of Dentistry and profes-
sor of biologic and materials science;
Charlotte A. Otto, associate provost for
academic affairs, chair of the College of
Arts, Sciences and Letters, and professor
and chair of the Natural Science Depart-
ment at U-M-Dearborn; Anish Sharad
Parikh, graduate student research as-
sistant in aerospace engineering; Terry E.
Robinson, Elliot S. Valenstein Collegiate
Professor of Behavioral Neuroscience in
the Department of Psychology;
Sonja O. Rose, chair and Natalie Ze-
man Davis Collegiate Professor of History,
Sociology and Women’s Studies, Wil-
liam E. Savage, director, U-M Disserta-
tions Publishing, a division of ProQuest
Information and Learning; William L.
Smith, professor and chair, Department of
Biological Chemistry, Louis K. Stein,
professor of music (musicology); Jens C.
Zorn, professor of physics in LSA.

The committee soon will hold its first
meeting. Courant will ask members to
report back during the winter semester.
Caroline Waterbury, medical transcriptionist, UMHS Radiology

Caroline Waterbury joined the University Hospital workforce in 1964 when she began in Registration and shortly afterward worked as a float secretary in the Outpatient Clinic. She later transferred to secretary to the Blue Division, and then Waterbury moved on to the Pulmonary Medicine Division.

After a six-month hiatus following the birth of her son in 1972, Waterbury re-entrained to work and returned to work part-time in the Radiology Department until he went to school. She then returned to full-time employment as Radiology file room supervisor.

Waterbury also worked in Pediatric Orthopedics and as a supervisor in Pediatric Radiology. In her current position as radiology transcriptionist, she gets great satisfaction from taking on new responsibilities and finding solutions to problems.

Outside of work, Waterbury is active in the Odd Fellows and the Rebekah Assembly of Michigan, and she enjoys traveling throughout North America representing her unit.

Several awardees could not be reached or declined to be featured. They are: 45 years Sharon C. Bauers, Aerospace Engineering, College of Engineering; and George E. Latimer, Astronomy, LSA; 40 years: Darlene K. Breithaupt, Free Press; 35 years: Patricia A. Blakowski, Nursing IC-UC, U-M Health System; Thomas D. Biggs, Administration, U-M Health System

Robert J. Bytholf, Community Hall, Student Affairs
Oliver Bollar, Purchasing and Stores
Pearle M. Bollar, Materiel Services-Waterbury Operations, U-M Health System
Kathleen A. Bursch, Survey Research Center-Studies of Youth, Institute for Social Research
Joan Ann Burschardt, Nursing MLM-UI, U-M Health System
Paula A. Buxley, Information Technology Campus Initiatives
Robert E. Baker, Metal Shops & Elevators, Plant Operations
Marion L. Brooke, Operator, Dental Hygiene, School of Dentistry
Barbara A. Brown, Information Technology Central Services
Peggy J. Brown, Operating Rooms-University Hospital, U-M Health System
Bruce Buchanan, MGT Networking, U-M Health System
Sandra Ann Burnette, CIT/Operations/Accounting Administration, U-M Health System
Betty J. Burke, Merit Network, Information Technology Central Services
Sharon M. Burke, Mental Health Research Institute, Medical School
Thomas C. Burnett, Graduate Library, University Library
Mary M. Burke, Financial/Physical CPU, Michigan Administrative Information Systems

Arend J. Callahan, Accounting Office, U-M Health System
Liliee Mae Carter, Medical Information Administration, U-M Health System
Liliee Mae Carter, Medical Information Administration, U-M Health System
Susan S. Carter, Library, Health Service Administration
Ray W. Christen, University Housing, Student Residences
Jean A. Cline, Women’s Center, U-M Health System
DeAnn Doremus, Cytogenetics Lab, U-M Health Systems
Sycamore Ann Dwelley, General Surgery

Section, Medical School
George Cobley, Risk Management

Robert D. Cogdile, Post Anesthesia Care Unit-Mott, U-M Health System
Margaret N. Colton, Physical Plant Administration, U-M-DeBartolo
Susan H. Dar, Health & Behavioral Education, School of Public Health
Earlene Davis, Material Services-Central, U-M Health System
Margarette DeLacy, Medical Center Risk Management, U-M Health System
Teresa M. DePeters, Medical Procedure Unit, U-M Health System
Sharline D. Dobson, Nursing Education Services, U-M Health System
Margaret J. Dougherty, Anesthesia, Department, Medical School
Robert A. Drongowski, Pediatric Surgery, Section, Medical School
Joseph S. Dredge, Physical Plant Administration, U-M-DeBartolo

Evangeline I. Eckenrode (DeKock), Safety, Department, U-M-Flint
Belinda Eberhardt, Registration & Insurance Verification, U-M Health System
Margaret K. Eberspacher, Service Delivery, Michigan Administrative Information Systems

Benjamin E. Edelman, Admissions, Academic & Educational Affairs
Leonard Ethington, Mott Operating Room, U-M Health System

Blair F. Basset, Grounds & Waste Management Service, Plant Operations
Jon M. Felt, Interprofessional Athletics
Clayton A. Fick, System, Plant Operations
Patricia K. Fox, Proposals & Contracts, Institute for Social Research
Jon M. Fitzgerald, School of Education
John W. Ford, Vascular Surgery Section, Medical School
Jacqueline M. Foster, Medical Center Parking Services, Plant Operations
Sharon Foo, General Thoracic, U-M Health System
Leslie L. Frazee, Facility Management-Grounds Maintenance, U-M-Flint
Nancy A. Calhoun, Cancer Center, U-M Health System

Robert N. Gans, Financial Services & Business Operations
Judith Y. Dier, Central Campus Parking Services, Plant Operations
Kathy B. Green, Mechanical Systems, Plant Operations
Sharon Kay Greene, Epidemiology Laboratory, U-M Health System
Patricia A. Griffin, Financial Services & Budget, U-M-Flint

Calvin A. Grimmer, Neurosurgery, U-M Health System

Damy N. Hagan, Internal Medicine Department, Medical School
Jenifer D. Hagan, Financial Decision Support Group, U-M Health System
Constance D. Hamlin, History Department, LSA
Diane L. Hatfield, Berkley Historical Library, Academic & Faculty Affairs
Vicki L. Haynes, Cenzer Hall, Student Residences
Lynn M. Heaton, Library Monographs & Copyright Library
Joanne M. Heizmann, Information Technology Central Services
Gordon E. Heizer, Mechanical Systems, Plant Operations
Janet C. Hinshaw, Cogentex Library, U-M Health System
Debra J. Hine, Psychiatry Operations, U-M Health System

Robert B. Holmes, Office of the Vice President for Student Affairs
Nancy M. Hurewitz, Pathology
Hematology/Congenital Unit, U-M Health System

Lai Lui, Management, Construction Services, Plant Operations
Sheila A. Jemison, Matt Operating Room, U-M Health System
Kathy Jones, Market Makers, U-M Health System
Linda Jones, Radiology-Special Procedures, U-M Health System
Katherine M. Jordan-Sedgman, Nursing IC, U-M Health System

Ann K. Kowalski, General & Auxiliary Services, U-M-DeBartolo

Matthew K. Kelley, Information Technology Central Services
Kenneth C. Kennedy, Operating Room Housekeeping, U-M Health System

Pharmacy, Educational Resources, School of Dentistry
Debra E. Komorowski, Administration, Medical School
Rodolfo L. Arellano, MCT Clinical Systems Unit, U-M-Flint
Joseph G. Kronya, Naval Architecture & Marine Engineering, College of Engineering

David C. Kushner, Architectural Services, Institute for Social Research
Jacqueline B. Kushner, Development and Alumni Relations, Law School

Lori A. Lawrence, Information Technology Central Services
Richard J. Leaman, Bioscience, Transportation Research Institute
Linda K. Lathis, Theatre and Dance, U-M-Flint
Susan J. Lavington, Billing and Third Party Collections, U-M Health System
Robert M. Lewis, Physical Plant, U-M-Dearborn
Carol Anne Mallaga, Medical Information Administration, U-M Health System
Linda C. Nolten, Health Service General Operations, Health Service
Dennis P. Monell, Mail Service Department, Auxiliary Services
Robert F. McCullum, Respiratory/ Cardiovascular Services, U-M Health System
Mark Edward McDermott, Medical Procedures Unit, U-M Health System
Diana N. Mckerrow, Clinical Decisions Technology Service, U-M-DeBartolo
Margaret L. Meade, Scheduling, University Hospital

Deena Jane Merryfield, Buildings Utilities, U-M Health System
Maura M. Meyer, Patient Services, School of Dentistry

Russia L. Moore, Undergraduate Education, College of Engineering

U-M Health System

Karen E. Moseley, Information Technology Central Services, Plant Operations

Marian J. Muczyński, Pathology Lab Data Unit, U-M Health System
Darrel Madsen, Exhibit Museum, LSA
Ernest G. Mallory, Maintenance Office, Plant Operations

Margie O. Martin, Office of the Provost, U-M-DeBartolo
Carole Anne Mallaga, Medical Information Administration, U-M Health System

Linda C. Nolten, Health Service General Operations, Health Service
Dennis P. Monell, Mail Service Department, Auxiliary Services
Robert F. McCullum, Respiratory/ Cardiovascular Services, U-M Health System
Mark Edward McDermott, Medical Procedures Unit, U-M Health System
Diana N. Mckerrow, Clinical Decisions Technology Service, U-M-DeBartolo
Margaret L. Meade, Scheduling, University Hospital

Deena Jane Merryfield, Buildings Utilities, U-M Health System
Maura M. Meyer, Patient Services, School of Dentistry

Robert A. Mitchell, partially retired, nurse, UMHS Thoracic/Neurology

It did not take Rose Mitchell long to figure out what she wanted to be when she grew up.

“While attending high school, I became a member of the future nurses club,” she says. “I realized that I was able to understand what other people needed in times of stress and sickness.”

Mitchell came to U-M in 1964 to work on SE of “The Old Main.” After floating in different areas of the hospital, she settled on thoracic.

While there, she helped care for the first heart transplant patient.

“The wish was to live long enough to see her daughter graduate from high school,” she recalls. “I remember thinking how brave he was.”

Mitchell’s heart is partially retired, and helps care for her 6-month-old grandson, Elliot. She still works the night shift every weekend. “I like to say I took good care of the patients and the University took good care of me,” Mitchell says.

Laurie Staples, deceased, former assistant director of Service Staples died at home June 6 of liver and pancreatic cancer. She was 60.

Staples received her bachelor’s degree from Eastern Michigan University and her master’s from Central Michigan University. She began her career at U-M as an entry-level clerk in the admitting office at the University Hospital. From 1964-89, she held a series of administrative positions in Hospital Financial Operations and Ambulatory Care Services Administration at the Medical Center. She served for the last 15 years as assistant director of the Survey Research Center, the largest center in the Institute for Social Research (ISR). In 2002, she was awarded the Distinguished Research Administrator Award by the Office of the Vice President for Research for “exceptional and distinguished service, leadership and research.”

ISR friends and colleagues gathered in the spring for a standing-room-only celebration of her career, during which many praised her humorous style, organizational savvy and fierce loyalty to the organization.
SERVICE AWARDS

Clarissa Hunter, Graduate Medical Educa-

I

John E. Irwin, Intravenous & Wast

I

Anne Lather Jackson, Pediatric Clinic, U-M Health System

Marcus A. Jackson, Zone Maintenance, Plant Operations

Maria J. Jackson-Jerry, Nursing 3B General Surgery, U-M Health System

Cara Joel Jacob, Women's Birth Center, U-M Health System

Maryna Jakubcik Bassous, Cardiac Surgery Section, Medical School

Marko Jankovic, Plant, Plant Administration, U-M-Dearborn

Jenifer D. Johnson, Building Services

Randall J. Johnson, Office of Financial Aid, Academic & Educational Affairs

Sonia N. Lai, Pathology Hematology/Myology, U-M Health System

Laura Mary Links, Central Transplant Services, U-M Health System

Catherine L. Lilly, Organization Development, Office of the Executive Vice Presi-
dent & Chief Financial Officer

Pamela L. Lincoln, Pathology Department, Medical School

Ehona Gail Linker, Trauma Burn ICU, U-M Health System

Norma D. Littlejohn, Physical Plant Admin-

istrators, U-M Health System

Sandra E. Lloyed, Social Work, U-M Health System

Alexander L. Loo, Laundry Distribution, U-M Health System

Yanan Lu, Internal Medicine-Gastroenterology, Medical School

Kenneth C. Malone, Zone Maintenance, Plant Operations

Paul R. Mansour, Real Estate, Plant Extensi-
on Services

Dorotea M. Marcie, Center for the Advancement of Medical Education, Medical School

Michael D. Maroon, Graduate Library Services

Catherine Louise Martin, Medical Procedures Unit, U-M Health System

Cheryl A. Martin, Organization Development, Medical School

Timothy J. Marx, Mechanical Services, U-M Health System

Judith N. Mattelitti, Molt Respiratory Therapy, U-M Health System

Laura A. May, Rand-Internal Medicine-Pulmonary/Critical Care, Medical School

Jean M. McCullar, MIcroStruct, U-M Health System

Gabriela G. McCutcheon, Budget Office, U-M Health System

Paul D. McCulloch, General Supplies, M-Stores

Jan Schaeffer-Meager, Pre- & Post-Transplant, U-M Health System

Cheryl E. Meier, Operating Rooms, Un-

iversity Hospital, U-M Health System

Susan D. Meyer, Cancer Registry, U-M Health System

Greeties S. Mela, Cancer Registry, U-M Health System

Frank T. Meng, Plant-Engineering, Electrical Maintenance, Plant Operations

Robert W. Miller, Deck Operator, Housing, University Campus

Cassondra R. Millard, Grounds & Waste Management Services, Plant Operations

Paola T. Miranda, Plastic Surgery, U-M Health System

Sally Harvill Minta, Anthropology

La Ron A. Mitchell, Information Technology Services, Office of the Vice President for Development

John R. Moorhead, Building Services Depart-

ment, Plant Operations

Susan J. Monroe, Facilities, LSA

Ned A. Moreo, Bureau Hall, Student Residence

Diane Morgan, Environmental Services, U-M Health System

Sandra M. Mullins, Housing-Environmental Services, Student Residence

Jacqueline M. Murray, Hemophilia

Coagulation Program, U-M Health System

Brenda L. Myers, Safety Management, U-M Health System

N. Eduardo, Neuman, Population Studies Center, Institute for Social Research

Charles E. Newman, Science Physics Research Lab, College of Engineering

David J. Nave, Emergency Department, U-M Health System

Sandra Lynne Nelson, Radiation Oncology, U-M Health System

Ingrid N. Neuman, Population Studies Center, Institute for Social Research

Marjory N. Neumann, Health Services-Administrative Services, Health Service

Charles E. Newman, Science Physics Research Lab, College of Engineering

David J. Nave, Emergency Department, U-M Health System

Sandra Lynne Nelson, Radiation Oncology, U-M Health System

Eugene A. Neuman, Radiation Oncology, U-M Health System

Gary R. Nette, Law School

Eleanor M. Rafferty, Interdepartmental Athletics

Margaret H. Richardson, Office of Financial Aid, Academic & Educational Affairs

Barbara L. Rogers, Clinical Lab Administra-
tion, U-M Health System

Alice Reaths-Curtis, Pediac & Communicative Disorders Program, U-M Health System

Roseanna A. Romet, School of Education

Peter G. Rasor, Custodial Services, Uni-

versity

David A. Rose, Facilties Administration, U-M Health System

Gary Rafferty, Psychosocial Technology, U-M Health System

Brenda L. Roth, Purchasing, U-M-F&F

Markus R. Rothke, Radiation Safety & Assurance, U-M Health System

Lynn A. Ruhlman, General Operations, University

Clifford L. Samuel, Monroe, Michigan Television, U-M-F&F

Charlotte S. Santano, Human Genetics Depa-

rtment, Medical School

Richard C. Santana, Graduate Library Area Programs, University Library

Karen L. Schaefer, Radiologic, Herniot-

omylith, U-M Health System

Lauren L. Schmidt, Records & Information Services, Human Resources & Unions

Patricia Lee Schell, Quality Improvement, Corporate, U-M Health System

Robert Hubert Schultz, Data Center, Transportation Research Institute

Mark B. Short, Housing & Life, U-M-F&F

Mark S. Selig, Michigan Administrative Information Systems

Janet S. Sekel, Computer Services, Office of the Vice President for Education of Women, Academic & Faculty Affairs

Lynn A. Sells, Radiology, U-M Health System

Les L. Settle, Animal Study Program, U-M Health System

Karen A. Thoe, Michigan Health Administration

Karen A. Thoe, Medical School

Judy E. Thomas, Radiation Therapy, U-M Health System

Rachel L. Thrall, Administrative Assistant, U-M Health System

Laura L. Thoma, Health System

Karen A. Thoe, Michigan Health Administration

Judy E. Thomas, Radiation Therapy, U-M Health System

June L. Torbett, Student Administration, U-M Administrative Information Systems

Andrew D. Turner, Patient Transportation, U-M Health System

Jacqueline S. Turner, Nursing Mott S East, U-M Health System

Mary L. Treat, Nursing 4D TCU, U-M Health System

Mary Neala Wahl, Health Imaging Cornea Clinic, U-M Health System

Sharon R. Walker, Orthopedics & Prosthetics, U-M Health System

Renee M. Wales, Offsite Imaging, U-M Health System

Tari L. Watkins, Nutrition Services, U-M Health System

Susan G. Wams, Admissions Office, Academic & Educational Affairs

Mark A. Wozniak, Construction Services, Plant Operations

Eline Dukhovnye, Botanical Gardens, LSA

Deloresa Moulsipher, Comprehensive Studies, LSA

Leonard D. White, Mott Jordan Residence Hall, Student Residence

Mary Whittemore, Navyeraging, U-M Health System

Karen Ann Whiting, Athletics

Tara W. Wickenhauser, Communications, U-M Health System

Valerie A. Williams, Athletics

Robert A. Williams, Clinical Lab Administration, U-M Health System

Matthew S. Wilson, Purchasing, U-M Health System

Todd K. Willian, Mechanical Engineering, College of Engineering

Carol A. Wikel, Internal Medicine-Pulmonary/Critical Care, Medical School

Charlotte G. Williams, Building Services Department, Plant Operations

Tony J. Williams, Transportation Services, U-M Health System

Valerie A. Williams, Environmental Services, U-M Health System

Deborah L. Winder, University Housing, Student Residence

Renee G. Wickett, Gifts Program, Office of the Vice President for Development

Jeffrey O. Witten, Pediatric Clinic, U-M Health System

John A. Woods, Physical Therapy/Pharmacology, U-M Health System

Dana Lee-Blair Woodard, Diabetes Education Program, U-M Health System

Elizabeth L. Werkman, Holden ICU/Nursing, U-M Health System

Catherine A. Westlund, Food Service, U-M Health System

Karen A. Thoe, Michigan Health Administration

G. Douglas Young, Medical Education, University

Jeffrey C. Thompson, School of Music

Curtis Womenet, Markley Hall, Student Residence

Maxima Saei Thon, Ph.D. Clinical Medi-

cine, U-M Health System

Mary J. Tew, Transportation Research Center, Medical School

Barbara L. Tietjen, Epidemiology Depart-

ment, U-M Health System

Mytamu Teresay, Research Center for the Development of Women, Academic & Faculty Affairs

Lynne A. Tolls, Radiology, U-M Health System

Les L. Settle, Animal Study Program, U-M Health System

Renee M. Wales, Offsite Imaging, U-M Health System

Karen A. Thoe, Michigan Health Administration

Judy E. Thomas, Radiation Therapy, U-M Health System

Karen A. Thoe, Michigan Health Administration

John E. Irwin, Intravenous & Waste Management Service, Plant Operations

Corporation, U-M Health System

Douglas E. Thomas, Food Services, University

December 13, 2004 13

THE UNIVERSITY RECORD
Research

Stock repurchases are replacing dividends

By Bernie DeGroat

Stock repurchases are replacing dividends as the dominant form of corporate earnings distribution, say U-M business researchers.

A new study by Amy Dittmar and Robert Dittmar of the Stephen M. Ross School of Business shows that the fraction of earnings paid out in dividends decreased steadily during the course of the 1990s, declining from its peak of 5.6 percent in 1991 to a low of 2.6 percent in 1999.

During that same time period, the share of public firms paying dividends reached an all-time low of 24 percent in 1997. In 1997, the dollar value of stock repurchases was $1 of additional earnings to pay out, it will increase dividends by only 30.25 percent. In 1997, the payout policy shift was taken up by repurchases. They determined this by analyzing the difference between the dividends that firms would have paid, based on the pre-1977 estimates, and the dividends that companies actually paid.

Their findings suggest that the difference between pre-1977 and post-1977 payout policies is accounted for by the portion of repurchases used to pay permanent earnings. These results further confirm that repurchases are replacing dividends as the predominant form of corporate payouts, the researchers say.

"This evidence documents a dramatic change in aggregate dividend policy and requires us to rethink our definition of future expected firm distributions," Robert Dittmar says.

Traditionally, dividends are thought to be the mechanism firms use to distribute permanent earnings. The findings show, however, that repurchases now are an alternative mechanism that firms may use to distribute earnings more traditionally thought to be the source of dividend payments.

In their study of domestic firms, the researchers examined the source of earnings that drives the two types of distribution. They found that the primary driver of dividends and repurchases is the same—changes in permanent earnings. "Both dividends and repurchases are used by firms as a means to distribute permanent earnings, and, therefore, these are potential substitutes," says Amy Dittmar, assistant professor of finance.

"Although firms also use repurchases to distribute temporary earnings, dividends are not used for temporary earnings distribution. This redefines the way we think about corporate payouts." Using a timeline, the researchers show that the sensitivity of the change in dividend payments to a change in permanent earnings decreased significantly with the onset of stock repurchases. They examined the period before and after 1977, which was the first year in which a firm engaged in a major stock repurchase program.

They report that the pre-1977 sensitivity of dividend growth to permanent earnings growth was more than four times higher than the implied post-1977 sensitivity, indicating this point marked a significant shift in the payout policy of permanent earnings. This implies that if a firm has $1 of additional earnings to pay out, it will increase dividends by only 30.25 percent.

The researchers say the slack in dividend payments after the 1977 payout policy shift was taken up by repurchases. They determined this by analyzing the difference between the dividends that firms would have paid, based on the pre-1977 estimates, and the dividends that companies actually paid. Their findings suggest that the difference between pre-1977 and post-1977 payout policies is accounted for by the portion of repurchases used to pay permanent earnings. These results further confirm that repurchases are replacing dividends as the predominant form of corporate payouts, the researchers say.

"This evidence documents a dramatic change in aggregate payout policy and requires us to rethink our definition of future expected firm distributions," Robert Dittmar says.

Regents coverage to appear online

The monthly Board of Regents meeting will be Dec. 16, after the University Record has concluded its publishing schedule for the fall semester. To keep the community up to date with news from the board meeting, the Record staff will publish regent actions on its Web site, http://www.umich.edu/urecord, after the meeting.

Activities will begin at 2 p.m. with the panel discussion "New Technology, Libraries and Scholarship" in the Video and Performance Studio of the Duderstadt Center. The regents will move to the Lurie Engineering Center’s GM Conference Room at 3:15 p.m. for the regular meeting agenda. Public comments will follow at 4:15 p.m.

People with disabilities who wish to attend the meeting and need assistance should contact the Office of the Vice President and Secretary of the University in advance at (734) 764-3881.

The regents’ first meeting of 2005 has been moved from Jan. 20 to Jan. 26.

This issue of the University Record is the last for 2004. Publishing will resume Jan. 10, and will include a full roundup of the regents meeting and a complete Martin Luther King Jr. Symposium schedule.

Theme: from page 1

and learning experience on campus for 20 years and have provided a unique, interdisciplinary approach to subjects such as civil rights, women’s rights, the environment, death, food, comedy and many others. Theme semesters encourage faculty and students to explore challenging issues through special courses, guest speakers, performance and other public events.

The new theme semesters will be:


"The Theory and Practice of Citizenship: from the Local to the Global," sponsored by the LSA Dean’s Office and other faculty members.

As part of publicizing the new theme semesters, the college is creating a Web site that will serve as a kind of "one-stop-shopping" for information about theme semesters, says Evan Young, LSA assistant dean for undergraduate education. The site, which went live this month, contains information on upcoming theme semesters, including courses, updated events and news, and links to participating partners both on and off campus.

The Winter 2005 theme semester will include a major loan exhibition of early art from Iran and Iraq at the Kelsey Museum of Archaeology, a series of films from Egypt, Turkey and other countries, and public lectures from top visiting scholars.

Additionally, Ann Arbor Ypsilanti Reads, a popular initiative to promote reading and civic dialogue by having many people read a common book will offer Amin Maalouf’s "Leo Af-

ricanus," a historical novel that chronicles the exile and travels in the Mediterranean and North Africa of Hassan al-Wazzan, a Muslim whose family along with other Moors and Jews was expelled from Spain after 1492.

Fall 2005 will mark the beginning of a "science theme year," Young says, with faculty in the physics and chemistry departments and Exhibit Museum of Natural History coordinating their efforts to present the key scientific concepts of the last 150 years, including the latest that quantum and relativistic theory have added to our understanding of both the origins of the solar system and of life.

New courses will be offered on these subjects and they also will be the focus of the popular Saturday Morning Physics series. First-year students will have the opportunity to conduct hands-on experiments in Randall Physics Laboratory—to which access is limited to only advanced students in physics. Among the experiments planned is one in which the students will measure the speed of light.

The Winter 2006 theme semester on evolution will explore the basic concepts of biological evolution—a core concept that frames entire fields of inquiry and informs countless insights into the discoveries in a wide range of disciplines, from biology and paleontology to psychology and anthropology.

Theme semester programs will include a public lecture series exploring the interface of evolution and other disciplines, ranging from engineering to law to the arts, a film series, new undergraduate courses, and many others. Theme semester programs will include a public lecture series exploring the interface of evolution and other disciplines, ranging from engineering to law to the arts, a film series, new undergraduate courses, and many others. Theme semester programs will include a public lecture series exploring the interface of evolution and other disciplines, ranging from engineering to law to the arts, a film series, new undergraduate courses, and many others.
By Diane Brown
Facilities and Operations

Two robberies result in physical contact
Department of Public Safety (DPS) officers continue to investigate a Nov. 6 robbery in which five campus visitors were punched or kicked by three suspects. A purse, cell phone and money were taken during the incident around 11 p.m. in the Church Street parking structure. None of the teenage victims sought medical attention. Reportedly, one of the victims had been involved in previous disputes with one of the suspects.

In a second incident the same night, two 17-year-old men were arrested in connection with a strong-arm robbery near Oxford Housing. The men, both from Ypsilanti, are scheduled for a circuit court pre-trial hearing Jan. 5. A U-M student reported that as she approached Goddard house, one of the men pushed her, forcibly took her purse and fled. After the victim gave police descriptions of the assailants, an Ann Arbor Police officer found the two suspects who matched the descriptions. The purse was recovered in a nearby Dumpster.

Laptop stolen from residence hall
A Lawyers Club resident reported Nov. 21 that his laptop computer had been stolen from his room in the prior 18 hours. There was no damage to the door or the lock.

Paper burned in hospital lounge
A piece of paper taped to a wall in an employee locker room was found partially burned Nov. 30. The surrounding wall and carpeting below the paper also were scorched. The paper had announced a new employee policy.

Golf cart used for joyride from stadium
Two men were observed driving a golf cart out of the Michigan Stadium gates during the Nov. 13 football game. Police officers responding to the scene found the abandoned cart in the nearby neighborhood and observed two men matching the witness descriptions fleeing on foot. A 30-year-old Detroit man was arrested for unauthorized driving away of a vehicle.

DPS adds two new police officers
Two U-M employees recently completed their police officer field training and have been added to the DPS police services bureau. Officer Joseph Dancy, a former University Housing security officer, graduated from the Washtenaw Community College Police Academy in June with two awards—highest scores in academics and physical skills. Officer Richard Zavala, who was a DPS public safety officer since 1996, was a field-training officer for public safety officers.

You drink & drive, you lose
Don’t lose your car, license and freedom after too much holiday cheer. DPS officers will join other law enforcement agencies in mobilizing against drunk drivers Dec. 20-21. Designate a sober driver or one will be appointed for you—straight to jail, officers warn.

FEDERAL UNIFORM CRIME REPORTING CATEGORIES

<table>
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<tr>
<td>◇ Sexual Offenses Forceful1</td>
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<tr>
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<td>15</td>
</tr>
<tr>
<td>▪ Robbery</td>
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<td>4</td>
</tr>
<tr>
<td>▪ Motor Vehicle Theft</td>
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<td>8</td>
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<tr>
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</tr>
<tr>
<td>▪ Arson</td>
<td>1</td>
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</table>

1 Sexual Offenses Forceful: Any sexual act against another person, forcibly and/or against that person’s will, or not forcibly or against the person’s will where the victim is incapable of giving consent. Includes forcible rape, forcible sodomy, sexual assault with a object, forcible fondling.

2 Sexual Offenses Nonforceful: Unlawful, nonforceful sexual intercourse. Includes incest and statutory rape.

Crime map incidents are an accurate indicator of criminal activity on the U-M campus; however, some incidents may be under investigation to substantiate their occurrence. Statistics for the crime map are provided by the Department of Public Safety (DPS). The markers on the crime map represent only reports of on-campus incidents in the areas featured on the map. For questions about crimes on campus, call (734) 763-3434. To report a crime, call DPS, (734) 763-1101.

STUDIES

Depressed and non-depressed males and females (ages 20-40) needed for sleep research study. To be eligible, you must routinely sleep 6-8 hours per night, be willing to sleep from 11 p.m.-6 a.m. for 1 week, spend 3 consecutive nights in the University of Michigan Sleep & Chronobiology Lab, be under no current medication for depression, have no history of head injury causing unconsciousness, and no substance or alcohol abuse within 12 months. Female participants need to be on birth control pills. Monetary compensation for all. Send completed study application to our lab by Dec. 15. (734) 615-0572 or sberry@med.umich.edu.

Women age 18-35 who are not on medication are needed for a study related to a new eating disorder treatment. Eligible participants will receive 20 weeks of free nutritional counseling and psychotherapy. Compensation of $100 will be paid upon completion of the study. For more information, contact 1-800-742-2300, category 2209, or e-mail passbl@umich.edu (734) 615-0406.

HOT FLASHES?! Postmenopausal women ages 44-55 who are not on medication are needed for a study on black cohosh at U-M Hospital. It involves 3 outpatient and 3 inpatient study visits over a 4-month period. Compensation is provided. Call (734) 936-3590 or email jlc@umich.edu.

Men and women aged 25-75 with history of unstable angina or heart attack within the last 6 to 18 months are needed for a spiritual healing research study. Eligible participants will have the opportunity to attend a four-day workshop on Medicine for the Earth (an ancient spiritual practice) or Lifestyle Change Program free of charge. All research participants will complete a survey and blood test at baseline, and three and six months after participation in the workshops. For more information, call 1-800-742-2300 category 6502 or (734) 988-0033. This study is conducted by Michigan Integrative Medicine and U-M Preventive Cardiology.

EXERCISE RESEARCH STUDY Men ages 21-30 or over 70 needed for 12-week training of leg strength and power. Must be healthy with no pain in back, hips or knees and not currently participating in a strenuous exercise program. Free medical screening & financial compensation. If interested, call (734) 936-6070 or email agresearch@umich.edu.

Studies listings are subject to a $30 fee per insertion. Clarifications must accompany requests. Listings are due by 5 p.m. Tuesday, six days before publication. TRB guidelines require publication of Study listings as written by individual research units.

ANN ARBOR CAMPUS CRIMES REPORTED TO DPS IN NOVEMBER

There were no crimes reported on North Campus during November

THERE ARE 45 CRIMES REPORTED ON CAMPUS IN NOVEMBER.

<table>
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<th>CRIME</th>
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The Sexual Assault Prevention and Awareness Center (SAPAC) website provides reference to the University community about incidents of sexual assault, dating violence and stalking that are reported to SAPAC. SAPAC is a resource for survivors, their families and friends, U-M personnel who work with these issues, and for those involved in programs that address these concerns. The numbers do not necessarily reflect the number of incidents on campus, nor do they reflect the number of cases that occurred in a specific time frame. They also do not necessarily reflect the number of cases that may have been reported to DPS.

T H E   U N I V E R S I T Y   R E C O R D

December 13, 2004 15
OVPR, provosts clarify human subjects review policy for classroom work

A recent memo to the faculty from the provosts of the UM campuses and the vice president for research addresses whether and when classroom assignments should be reviewed by the Institutional Review Boards (IRBs).

IRBs review research projects to ensure that the potential benefits of the research outweigh risks to persons who participate in the research, including risks to privacy. The memo provides specific suggestions for protecting the privacy of students and others involved in class projects, whether or not the assignments receive IRB review.

For class assignments, students may be conducting surveys or interviews, recording observations or having other interactions with individuals. Such assignments often are part of research methods courses, for example.

The memo aims to:
1. Clarify when student class assignments fall under the jurisdiction of the IRB
2. Describe how to seek approval from the IRB
3. Underscore the obligations of instructors to consider and mitigate potential risks to individuals affected by class assignments even when the assignments are not under the IRB jurisdiction.

Class assignments include those conducted during or outside of class with students enrolled in an official course (for credit or not for credit), as well as activities for class that involve persons not part of the class.

For the most part, these activities are not intended to create new knowledge or to lead to scholarly publication. If the faculty member or students wish to use data collected from class assignments for research and publication, application to the IRB for permission is required.

**Attention to risks**

Although most student class assignments pose little or no risk, some may warrant attention.

Risks to students or to the individuals outside the class may include physical harm or potential psychological, social, economic or legal harm, especially when data is collected about sexual activity, use of alcohol or illegal drugs, or involvement in illegal activities.

Such risks can be exacerbated when the individuals outside the classroom are minors, pregnant women, prisoners, or people who are otherwise vulnerable, such as cognitively impaired people.

When instructors assign students to collect information about these vulnerable groups, they should take special care to ensure that students realize the potential for harm and take all possible steps to eliminate the risks to these individuals.

**Student Research**

Student research falls under IRB jurisdiction when students collect data through interactions with living people or access to private information for theses, honors projects and independent study projects. Applications to the IRB for these student research projects must include an endorsement and acceptance of overall responsibility by a faculty member.

Learn more at: http://www.irb.research.umich.edu

**Washington update**

**The new reality**

By Mark Burnham

Government Relations

Well, this is no fun—no fun at all. What happened to the days of doubling the National Institutes of Health (NIH) budget, and plans to double the National Science Foundation (NSF)? Where did support for science go?

Belatedly, Congress approved the final appropriations bill for fiscal year 2005.

The funding provided to science across the civilian research agencies certainly was disappointing. Instead of a step toward doubling NSF funding, there actually was a 2 percent cut to the overall NSF budget, and the NIH budget continued its soft-landing with a very modest 2 percent increase. However, this does not tell the whole story.

First, there is some good news. The Department of Energy Office of Science did better than expected, and NASA did get approximately full funding. (Read more about NASA below.)

Also, although there was a substantial cut to the top line of NSF, the cut to the core research directorates was limited to the 0.8 percent cut imposed as across-the-board cut to all agencies funded in the final omnibus appropriations bill.

Of course, it is difficult to imagine a cut as being “good” just because it was smaller than it could have been.

Yet that is the new political reality. In a meeting earlier this month, senior officials in the science agencies indicated that we all will have to work very hard to maintain funding levels at the current budgets for the next several years.

NIH, which has been the darling of Congress’ eye for the last five years, now faces substantial criticism of its structure and ethics, and no longer can count on double-digit increases. In fact, when you factor in inter-agency transfers and the across-the-board cut, the actual increase for NIH research is about $650 million, instead of the $800 million the conference agreement sought.

Much of this is being driven strictly by the budgetary deficit. We are in an extremely difficult budget time, and some other agencies were cut much more substantially than the science accounts. The expenses for Iraq, Afghanistan and homeland security are the only areas seeing substantial increases.

Does this mean we have lost our supporters in Congress? No, but it does mean that support only will get us so far. The academic community must continue to advocate for federal research funding, but we must do it in new and different ways.

Working with the Association of American Universities (AAU), the Science Coalition and others, we have been striving to educate members of Congress and the administration about the value of basic research.

Most important is that we convey the message that federal funding for research is not just spending, but is an investment that must continue to be made, even in hard times.

These messages played a role in helping to keep in place science funding at current levels (except for NSF). Given that, at the moment, the intent is to reduce overall discretionary spending, congressional leaders are starting to question the science accounts as a significant one.

One area of particular concern is NASA. I am very concerned about the future direction of NASA research, as the agency attempts to have two simultaneous primary missions for its manned program—the Station/Shuttle activities and the Moon Mars initiative.

Although NASA was funded at a level just shy of the request, the additional mission obligations incurred by the Moon Mars Initiative, along with the increased costs of returning the Shuttle to flight status, threaten the health and integrity of the NASA science programs.

It is on these issues that the University will work closely with our colleagues from around the nation to support research.

In the meantime, we anticipate that federal funding for science will follow two tracks.

In defense and homeland security, there is expected to be more funding for research but the commitment to basic research is somewhat questionable.

In civilian research programs, funding will be flat or in a slight decline. This likely will spur changes in how agencies allocate their resources. For example, NSF likely will shift some things around to minimize the impact of cuts on individual investigators, but the agency probably will remain in the number of grants awarded.

Mark Burnham is the director of federal research relations, and assistant director of research relations. Contact him at (202) 554-0578 or mburnham@umich.edu

Research Reporter is prepared by Research Communications, edited by Suzanne Tanton, DRDA. Contact her at 734-763-0663 or e-mail un certain@umich.edu.

For more information, go to the U-M Research Web site at www.research.umich.edu

The Division of Research Development and Administration (DRDA) will close for the holiday break on Thursday, Dec. 23. Only limited staff will be available after noon on Thursday, and on Monday, Tuesday and Wednesday that week.

Other University offices that need to be involved in proposal processing may be closed or working with reduced staff.

Thus, it would be best if faculty and staff who plan to process materials through DRDA in late December, make arrangements now with the appropriate project representative to ensure handling of deadline materials.

DRDA will reopen at 8 a.m. Jan. 3.

Learn more at http://www.irb.research.umich.edu
### Bond Fund Choices

<table>
<thead>
<tr>
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<th>3 Years</th>
<th>5 Years</th>
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#### U.S. Large Capitalization Stock Fund Choices

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#### International Stock Fund Choices

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#### Balanced Fund Choices

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** For more information refer to the University of Michigan Investment Funds Update.
The Record lists events submitted by University-affiliated groups and organizations. Items should be submitted on the Record Web site at http://www.umich.edu/urecord. Click on "Submit Events." Items may also be submitted as a Word file to the University Record, 412 Maynard St. 1399; by fax, (734) 764-7084; or via e-mail to urecord@umich.edu, by 5 p.m. Tuesday six days prior to publication. Items must include: University sponsors and a contact telephone number, e-mail address or Web address for more information. The Record also accepts artwork submissions on the Web and via-email, including exhibit photos, headshots and other visual materials. Artwork must be 200 dpi and e-mailed to urecord@umich.edu. Hard copy of artwork also will be accepted.

A compilation of images from the School of Art & Design's 2004 faculty exhibition.


Gallery hours are 11 a.m. - 3 p.m. Monday-Fri- day, 11 a.m. - 4 p.m. Sat- urdays. For more information, call (734) 763-1265 or visit http://www.art-design.umich.edu.
null
Ridership on the Ann Arbor Transportation Authority (AATA) fixed routes and U-M buses has increased since the August implementation of the MRide program, officials from both transit systems announced last week.

MRide provides free rides on all AATA fixed-route buses to all active U-M students, staff and faculty. "Our system has experienced a 12 percent increase in the number of boardings during the fall semester compared with the same period last year," AATA Executive Director Greg Cook said. "We are very pleased that larger numbers of students and staff have found the MRide program to be beneficial to them."

From September through November, AATA provided rides to 1,220,000 passengers, an increase of 114,000 over the same period in 2003. The route with the largest gain, a 55 percent increase, was Route 2—Plymouth, which connects northeast Ann Arbor with the Central and Medical campuses.

The U-M transit system, which carries passengers to and from different areas of the University campus, experienced an increase of 128,000 passengers, or 7 percent of total ridership. "MRide is working," said Dave Miller, director of Parking and Transportation Services. "More students and staff are riding the AATA buses to and from campus, and then riding the U-M buses to move from one campus area to another."

"With more people riding mass transit, streets and parking areas in our community have a little less congestion," Miller said. "University students also have found a convenient way to access off-campus retail establishments and places of employment seven days a week."

Officials from the two transportation systems have been soliciting campus input this fall to determine the highest priorities for increasing service by 8,000 annual hours beginning in late January. More than 400 students, staff and faculty have provided suggestions. The MRide program, which began Aug. 1, is provided through a five-year agreement between AATA and U-M. The contract is valued at approximately $1.8 million a year to AATA, with U-M contributing $700,000 and the remainder of the funding provided through the Federal Transit Administration.


CARTL staffers and guests celebrate move to Palmer Commons

The University demonstrated its commitment to teaching excellence by moving the Center for Research on Learning and Teaching (CRLT) to Palmer Commons, U-M's newest research facility near the center of campus, said Lester Monts, senior vice provost for academic affairs. Monts, Provost Paul C. Courant and other officials welcomed CRLT to its new headquarters at a Dec. 7 open house. For years, CRLT staffers joked about having to climb 62 steps to reach their old offices in a corner of the School of Education. Director Connie Cook noted that in the last year, faculty and graduate student instructors made more than 12,000 contacts with CRLT and said the improved work space will include a new library with videos and books to assist faculty in further improving teaching. "This place has become a national model with extraordinary reach across campus," Courant said. Shown here are Don Brown, former director of CRLT; Cook; and Cindy Finelli, coordinator of engineering education at CRLT.

NEWS BRIEF

CLOSUP calls for proposals

The Center for Local, State, and Urban Policy (CLOSUP) at the Gerald R. Ford School of Public Policy has announced a funding opportunity to provide partial support for up to four major research projects focused on local, state and/or urban policy issues. The purpose of the CLOSUP Major Projects Program is to sponsor applied policy research that links the U-M research community with the state and local public policy communities. Priority will be given to projects that reach across traditional disciplinary boundaries, that involve researchers from multiple departments, schools or colleges—especially junior faculty—and that are of interest to both academic and policymaker audiences.

Awards may be up to $25,000. Proposals are encouraged to center a program information session at 4 p.m. on Jan. 11 in the Michigan Room of the Michigan League. Proposals for fiscal year 2006 awards must be received by 5 p.m. March 1. Awards may begin on or after Sept. 1. For more information and application materials, visit http://closup.umich.edu or contact Elisabeth Gerber at ergerber@umich.edu or (734) 647-4004.

Something fishy at the Ross School of Business

By Robin Stephenon

Life Sciences Institute

A zebrabath attended class recently in the Stephen M. Ross School of Business as a guest of corporate strategy Professor Bill Hall. This wasn't a take on Dr. Seuss, but on the intersection of business and biology. As Hall explained, zebras share much of the same genetic material with humans, thus their genes are stand-ins for ours when science explores questions about human health and disease.

Students in Personalized Medicine and the Business of Biology at the School of Business are exploring ideas central to business when mixed with biology.

The course was developed by B. Joseph White, research professor at the Life Sciences Institute (LSI) and Wilbur K. Pierpoint Collegiate Professor, and Liz Barry, managing director of LSI, who are co-teaching with a lineup of guest speakers.

"This is a unique class that looks at different perspectives and integrates a lot of learning from different schools," says David Zawrotny, a second-year MBA student. "Liz and Joe tag-team teach with great guest speakers. They bring in entrepreneurs, industry leaders and great faculty."

He adds that Hall is the best professor he's ever had. On the day Hall was a guest lecturer, his topic was "Competition and Strategy in the Biopharmaceutical Industry." He explained that it is a reality today that for-profit startups are able to market products based on the now-mapped human genome. He offered a student a vial of "life-prolonging elixir" developed especially for the student to consume, if he dared.

After some laughter, the discussion led to Hall's points as he discussed genetic-based products and testing. Are they valuable? Should they be approved by the Food and Drug Administration? Are they safe to use? Will they really work?

"This is the world of the future," says MBA student Sanjeeb Das. "There will be hundreds of genetic tests in the future."

"I'm excited about the prospect of health care and want to be prepared for it. Personalized medicine is not here yet, but this class links together all the elements," MBA student Kiran Singh says.

At the end of the class, the fish made it back safely to its tank, and the student didn't risk drinking the untested elixir.

Personalized Medicine and the Business of Biology will be offered again in Fall 2005.