



A Message from the Associate Provost for Institutional Research and Assessment

This issue of the Academic Affairs Update has four articles concerning this little known Office of Institutional Research and Assessment (OIRA). The first article introduces you to

OIRA; the second article highlights an extraordinary member of this Office, Dr. Jim Gilbert; the last two articles focus on two specific and current activities, which have direct faculty application – Faculty Appointment Contracts and the faculty survey regarding Chair and Dean Assessments. As we enter into the period when the 2004–2005 Faculty Appointment Contracts are in discussion, please pay particular attention to timelines and the new process involving an appellate system for contested contracts.

Thomas B. Higerd, Ph.D.



A Message from the Dean of the College of Dental Medicine

This issue of the Academic Affairs Update has three articles concerning the College of Dental Medicine. The first announces accomplishments of two of our students and their faculty mentors. The other two

articles highlight the activities of the College of Dental Medicine’s Office of Diversity, and of the Student National Dental Association. As I approach retirement from MUSC, I can reflect back on the continuing record of achievement of our students and faculty, and on the changes that we are attempting to foster an environment that embraces diversity and excellence. I am pleased to have served the College as Dean for the past 10 years, and look forward to a bright future under the leadership of Interim Dean Dr. Jack Sanders.

Richard DeChamplain, D.M.D.



Dr. Jim Gilbert

The Consummate Volunteer: James E. Gilbert, Ph.D.

National Volunteer Recognition Week slipped by two weeks ago without the long-overdue recognition for a man who has donated his time and talents selflessly to MUSC. Because this gentleman so modestly refrains from taking credit for his services, his significant contributions are too often overlooked. Even his title, Special Assistant to the Provost, provides no clue that he is a volunteer extraordinaire with a heart of gold. We are pleased and proud to give thanks publicly to Dr. Jim Gilbert.

Jim is a very accomplished individual, having served for 10 years as President of East Stroudsburg University, one of fourteen institutions in the Pennsylvania State System of Higher Education.

He had prior administrative appointments as Interim President and Vice President for Academic Affairs at Pittsburg State University in Kansas for eight years, and as Associate Vice-Chancellor and Dean of Faculty at Indiana University – Purdue University at Fort Wayne, a position, which he held for seven years. His extensive administrative experience at several universities and on numerous professional commissions, have been of immense help to our Office (OIRA), not to mention his doctorate in Psychology.

After 32 years as professor and administrator, Jim retired and moved Charleston to be close to his son’s family. Jim responds to the vast majority of our 100+ surveys requested by the commercial sector, e.g. Peterson’s Guide, US News & World Report, and by the government sector, which often requires a mandatory response. Jim is spearheading the effort to prepare our University for re-accreditation by SACS in 2007. In addition, he is involved in special projects directed by the Board, the President and this Office.

After he and his wife Betty settled in their Mount Pleasant home in 1996, he approached then President Dr. Jim Edwards with an offer to help. Dr. Edwards quickly recognized the contributions that Jim could make, and asked him for his requirements for a stipend. He responded with a request for a parking space in lieu of a stipend. Dr. Edwards retorted, “I’d rather talk to you about a stipend.”

What is an ideal volunteer? As you can imagine, there has been a constant struggle to settle on a suitable definition for volunteer. How do you define a volunteer who arrives on campus without fail, every Monday, Wednesday and Friday, at 7:30 AM and leaves no earlier than 1:00 PM? **And....** on rare occasions when granted “vacation leave” for one of those three days, will make it up on the following Tuesday or Thursday? The simple word volunteer fails to capture Jim’s dedication or to convey his selfless contributions. While all volunteers are still a rose by any definition, Dr. Gilbert exemplifies what is a “consummate volunteer.” Jim, thank you!

OIRA: Office of Institutional Research and Assessment

This Office reports to the Vice President for Academic Affairs and Provost and is the least known and understood of the Offices, which fall within “Central Administration.” It is also the newest of the academic offices, having been created in 1997 in response to a recommendation by SACS (Southern Association of Colleges and Schools), which regionally accredits our University. Offices of Institutional Research (IR) exist in most institutions of higher education but they are relatively new to academic medical centers. A few IR directors report to an institution’s governing board, e.g., the IR Director of Clemson University, but most directors report to the President or to a Vice President. Irrespective of their formal reporting lines, IR Offices tend to have multiple clients and engage in projects that span many academic and service organizational units.

The mission of OIRA is to enhance the effectiveness of the institution by providing information, which will support and strengthen management, advocacy, decision making and planning relative to improving the quality of the university’s academic, research, and service endeavors.

The major activities focused in this Office include: coordinating the university’s strategic planning process; interacting with the SC Commission on Higher education (CHE) regarding Performance Funding; completing federally mandated, state-mandated and commercial surveys for the University; maintaining the Provost Faculty Information System; administering the Faculty Appointment Contracts; administering the annual Chair and Dean Evaluations; administering and analyzing the ~750 annual PACE forms; maintaining the Academic Space Database; providing test scoring services for colleges; serving as home for the national SPACE Consortium; and otherwise providing data and analysis upon request.

The faculty and staff of OIRA are: Thomas B. Higerd, Ph.D., Associate Provost; Carol J. Lancaster, Ph.D., Assistant Provost; James E. Gilbert, Ph.D., Special Assistant to the Provost; Kristi Rodgers, Testing and PACE Service Administrator; and Anne Hantske, Administrative Assistant.

Chair and Dean Assessment Completed for 2004! However, response rates are declining 😞

In each of the past five years, all full-time faculty members were mailed surveys to evaluate their department chairs. Two years ago, we initiated a similar survey to evaluate deans, and next year, we will be introducing a comparable survey to assess the university’s key academic administrative officers.

The Faculty Senate has worked diligently to develop the instrument currently used to evaluate chairs. Two additional survey questions focusing on chair’s interest and effectiveness in (a) building a race and gender diverse department, and (b) mentoring their faculty are under consideration for next year. The Provost conducts an annual assessment of each Dean’s performance, which is rather extensive. This year, the Provost has requested that each Dean address these two questions as a part of their written self-assessment.

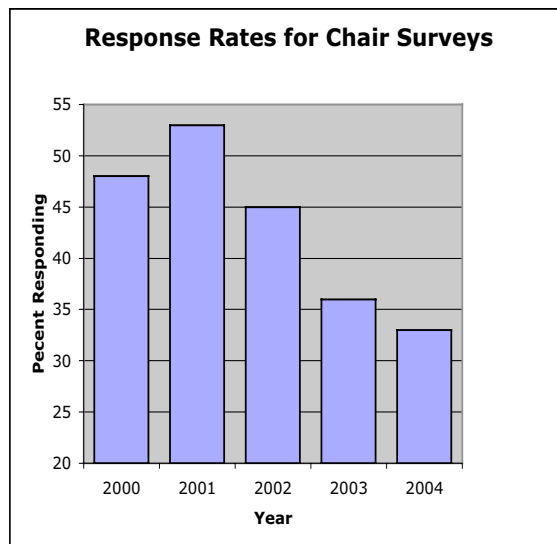
The Senate’s survey replaced a chair evaluation form that had been in use since 1988, the “Department Chair Assessment Program (DCAP).” The current survey covers seven leadership topics: (1) communication skills; (2) planning and goal-setting; (3) division of work and evaluation of performance; (4) strengthening and supporting departmental missions; (5) support of faculty interaction and inclusiveness; (6) faculty development; and (7) management of budget and resources. The thirty-one questions covering the seven areas are followed by a final global assessment question, which OIRA (Office of Institutional Research and Assessment) added: “How do you rate the overall performance of your chair?” The five-point rating scale for all questions ranges from “excellent” to “unacceptable.” In addition, all faculty members are provided with the opportunity to comment on strengths and weaknesses, as well as to recommend improvements.

Comparative data of the thirty-one questions is useful to the Deans in assessing the leadership skills among the Chairs. The open-ended comment section is useful in identifying specific areas of strength, and areas needing attention. These surveys are administered in late spring, and every dean utilizes the survey results as a major point of consideration when Faculty Appointment Contracts for Chairs are being discussed.

The Deans survey completed by the faculty also has a similar pattern of questions, although fewer in number. As for the Chairs survey, the Deans survey provides the faculty with an opportunity to supply written comments.

All summary reports are generated by OIRA. Included are reports for individual chairs, a summary report for the deans, reports for individual deans, and a summary report for the Provost. Individual chairs receive their own ratings on each item along with summary data of all chairs evaluated in that college. In addition, chairs and deans receive comparable college summary information.

The Deans have come to rely on this information to assess their chairs’ performance. Unfortunately, a decline in the response rate over the past few years makes the survey results less reliable as a barometer of chair leadership. The



underlying reason for this decline is unknown. However, the decline is of concern because it limits the usefulness of this important metric as a means to evaluate the performance of chairs. For similar reasons, a decline in the response rate for Deans survey undermines the ability of the Provost to assess the performance of deans.

Equally important, most chairs and deans use this instrument for self-evaluation. To improve future response rates, contemplated changes in survey administration will include a longer response period and timely reminders of survey deadline.

Responsibility for the administration and analysis of these surveys rests with Thomas B. Higerd, Ph.D., Associate Provost and Carol J. Lancaster, Ph.D., Assistant Provost.

2004 – 2005 Faculty Appointment Contracts

The season for administering next year's Faculty Appointment Contracts (FACs) began May 1, when the web-enabled forms became available to department personnel, and will end on June 30th for fully executed contracts, or on July 31 for contested contracts.

Process. The 6 week period between May 1 and June 15 is when faculty should receive and discuss next year's contracts with their chairs. Uncontested contracts are to be **completed and submitted to the Dean's Office no later than June 15**. Between June 15 and June 30, a series of reviews and correspondence will take place. First, an inventory of contracts received will be made and a list will be generated delineating signed contracts from those that are incomplete due to a missing signature. In addition, contracts which have not been received, but are otherwise anticipated, will also be noted.

All faculty members who do not have an executable 2004-2005 contract on file as of June 15 will be asked if they wish to contest their contract before an Appeals Committee, which will be a college-appointed, peer group of faculty charged with reviewing appeals. All requests to appeal or contest the offered FAC must be made in writing on or before June 21. To permit adequate time for the College FAC Appeals Committee to review the pertinent issues, the Provost will provide the faculty member with a letter extending last year's contract by one month. The Appeals Committee will review contested contracts, and written recommendations of action will be supplied to the Dean and the Provost no later than July 23. Prior to July 31, the Provost, after discussing the recommendation with the Dean, will notify the faculty member of action taken.

Expectations. All 2004 – 2005 FACs are expected to be forwarded to the Deans' Offices by the June 15 deadline. A request to the deans to establish a College FAC Appeals Committee has already been made. It is anticipated that very few FACs will be contested (based on last year's experience), and several of the College Appeals Committees may not need to be convened.

It should be noted that the current opinion is that ALL faculty should have an annual contract, including those holding 8/8 VA appointments. Those faculty who do not have a FAC in force on July 1 or in the case of faculty contesting their contracts, August 1, will receive a letter that notifies them and the MUSC affiliations that the faculty member is working without a FAC. It will be the affiliation's responsibility to assess whether a lack of a fully executed FAC is a risk to their organization.

The Office of Academic Affairs hopes that the FAC process will provide a structured opportunity for Chairs, Deans and Division Directors to engage in candid discussions with faculty members on career development, goals and expectations, and mutually beneficial alignment of faculty aspirations with university needs.

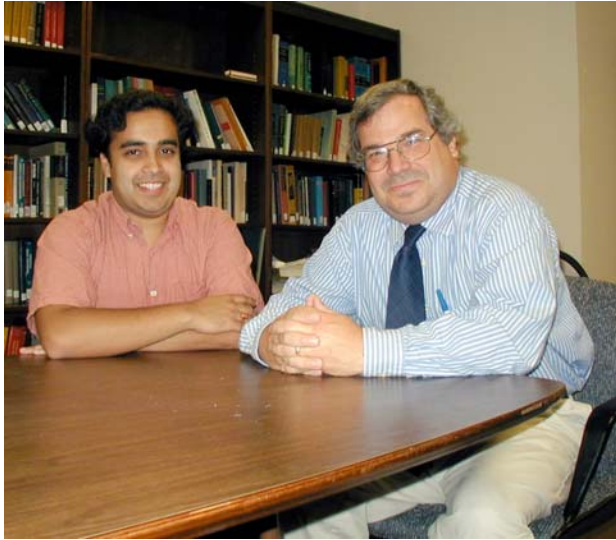
Academic Medical Centers Add Economic Value

A recent study by the Association of American Medical Colleges suggested that the 126 accredited US medical schools and 400 major affiliated teaching hospitals have an economic impact of \$326 billion. The study, titled "The Economic Impact of Medical College and Teaching Hospital Members of the AAMC", measured the financial contributions of the member institutions. In addition, the report suggested that AAMC medical schools and teaching hospitals account for 2.7 million jobs, either directly or indirectly. Approximately 1.5 million of those jobs were full-time positions. The report also suggested that medical schools and teaching hospitals generate significant revenue for respective state governments, despite the non-profit status of the universities and affiliated hospitals. AAMC medical schools in teaching hospitals produced a total of \$14.7 billion in state government revenues in 2002. AAMC members were also said to generate \$14 billion in out-of-state medical visitor-related revenues.

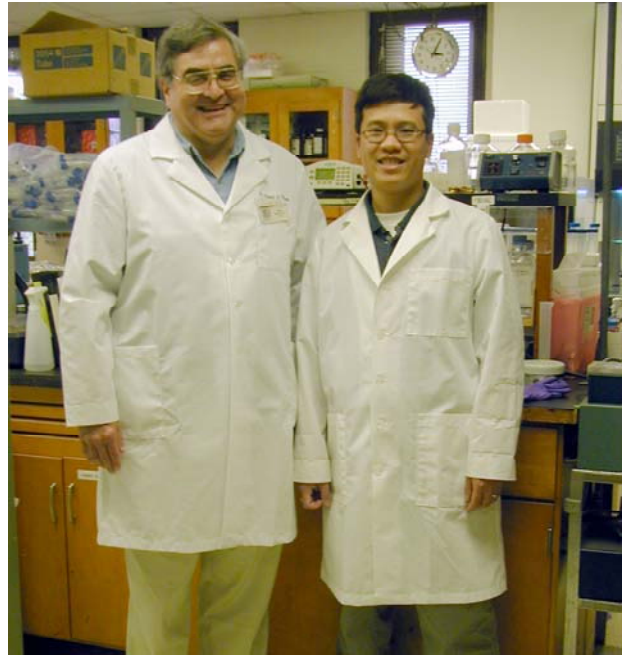
The fact that academic health centers are good investments is borne out by the numbers at MUSC. We will receive approximately \$70 million in state appropriations this upcoming year (depending on the final budget), and the university, hospital and practice plans will generate budgets of \$1.2 billion in aggregate. Our research awards for this year topped \$141 million at the end of April, demonstrating that the research sector alone yielded a 200% return on investment from the state.

College of Dental Medicine Students Receive Research Awards

Contributed by Dr. Stephen W. Malley



Mr. Rastogi and Dr. Lackland



Dr. Boackle and Mr. Le Nguyen

Two College of Dental Medicine students were recent recipients of awards at the 82nd Meeting of the International Association of Dental Research in Honolulu, Hawaii.

Mr. Quang Le Nguyen, CDM '06, was awarded a Colgate/IADR "Research in Prevention" Travel Award in the amount of \$2,000. As the sole winner of the North American Continent region for his paper "Serum IgA Intercepts IgG-mediated Complement Deposition", he was one of just six worldwide recipients of this award. This research is seeking to fully understand the role of IgA in periodontal disease. Dr. Robert Boackle PhD is his mentor.

Mr. Amal Rastogi, CDM '06 D.D.S./Ph.D. candidate, was awarded a Student Fellowship by the American Association of Dental Research in the amount of \$3,000. His paper was titled "Arterial Compliance in Periodontal Patients". This award will allow him and his mentor, Dr. Daniel Lackland Dr.PH., to continue their study on the relationship of cardiovascular and periodontal diseases.

The Office of Academic Affairs congratulates Mr. Rastogi, Mr. Le Nguyen, and Drs. Lackland and Boackle for their accomplishments.

College of Dental Medicine - Office of Diversity

Contributed By The Office of Diversity for The College of Dental Medicine



Mrs. Judy Alcorn gives DCOP students a tour of the clinics.

In 1996, the College of Dental Medicine formed the CDM-Office of Diversity to help bridge the oral health disparities gap in South Carolina. The office's objective was to increase the number of qualified minority dental health practitioners to meet the need of an increasingly diverse population. The mission has evolved to include all underrepresented dental health professionals. The Office of Diversity is involved in aspects of recruitment, admissions, and student life for the College of Dental Medicine. The Office coordinates three programs each year to recruit potential students and connect with alumni to forge pipelines for future oral health practitioners.

Dental Careers Opportunity Program (DCOP)

This is a program where ten students from various colleges spend 1.5 days at the MUSC College of Dental Medicine, where they attend dental classes, interact with enrolled students and faculty, attend seminars focusing on dental specialty areas and admission/financial aid workshops.

In February of 2003, nine students from Benedict College, Morehouse University, Morris College and Winthrop University



Students from Francis Marion University and USC listen to presentations.

diversity issues at MUSC as well as in the South Carolina dental community. Alumni are provided with information on the past admissions cycle, recruitment activities, as well as updates on the new James B. Edwards clinical facility. On June 27, 2003 minority alumni, current students, members of the MUSC administration, and CDM faculty met to discuss the current trends in admissions throughout the country since the Supreme Court decision regarding affirmative action. The group also discussed the student-produced diversity vignettes and the current financial state of the CDM. The first George C. McTeer, Sr. Scholarship was awarded to freshman, Tiara Bryant. Dr. George C. McTeer, Sr. was the first African American to graduate from the MUSC College of Dental Medicine, and presented the award with Dr. DeChamplain. Since the inception of this meeting, the exchange of ideas between minority alumni and the College of Dental Medicine has helped to change recruitment strategies and has increased the number of minority students matriculating into the College.

attended the DCOP program. Since its inception in 1997, eleven students have matriculated into the College of Dental Medicine after participating in the DCOP program.

Dental Day

Each fall, the Office of Diversity for the College of Dental Medicine invites students and advisors from four-year undergraduate institutions across South Carolina to campus. Students and advisors are provided with presentations from various CDM faculty, staff and students regarding the profession, College of Dental Medicine's program, financial aid and creating a competitive application for dental admission. On October 3, 2003, twenty-six students and 3 advisors from 8 universities attended the session at the Harper Student Center. Since 2002, eleven students have matriculated into the College of Dental Medicine after attending Dental Day.

Dean's Council on Diversity 2003

In June of each year, the Dean of the College of Dental Medicine invites minority alumni to a luncheon to discuss the past admissions cycle, recruitment activities, as well as updates on the new James B. Edwards clinical facility. On June 27, 2003 minority alumni, current students, members of the MUSC administration, and CDM faculty met to discuss the current trends in admissions throughout the country since the Supreme Court decision regarding affirmative action. The group also discussed the student-produced diversity vignettes and the current financial state of the CDM. The first George C. McTeer, Sr. Scholarship was awarded to freshman, Tiara Bryant. Dr. George C. McTeer, Sr. was the first African American to graduate from the MUSC College of Dental Medicine, and presented the award with Dr. DeChamplain. Since the inception of this meeting, the exchange of ideas between minority alumni and the College of Dental Medicine has helped to change recruitment strategies and has increased the number of minority students matriculating into the College.



CDM student Terri Alston, Dean DeChamplain, Dr. Claude Williams, Wendy Stephens, and Dr. Gwendolyn Brown

event more successful. The students' suggestions were as follows:

1. Smaller groups may be more beneficial than having the entire student body in one session.
2. During the first week of classes an event or activity should take place to give incoming students an understanding of how important it is to understanding individual cultural differences.
3. Present more clinical scenarios.
4. Have a faculty training session. Faculty should be knowledgeable on diversity and equality issues to guide students. (Students look to professors for advice via words or actions.)
5. Since students may become desensitized to patients' needs over time, a refresher course, or a more in depth session should be provided.

Overall, this year's conference was a success and it is hoped that future diversity conferences will incorporate other colleges at MUSC and achieve even greater success.

The College of Dental Medicine Diversity and Equality Conference

Contributed by The Student National Dental Association

Each year the College of Dental Medicine (CDM) Office of Diversity and the Student National Dental Association (SNDA) organizes an event or activity to enhance the knowledge of dental students on diversity issues and how a dental professional should appropriately handle those issues. This year the CDM and SNDA hosted a Diversity and Equality Conference on March 26, and invited Dr. Claude Williams, Director of Community Outreach Services for Baylor College of Dentistry to be the featured guest. Dr. Williams' focus was on the "Platinum Rule". He describes it as "treat me as I'd like to be treated and not as you'd like to be treated because our standards may be different." If utilized, the platinum rule will provide a better understanding of your patient, and ultimately lead to a more accurate diagnosis.

One week following the conference a group of students gathered to discuss what could be done to make such an

Hands-on-Health Accredited by The Health on the Net Foundation.

Dr. Tom Basler recently announced that the Library's consumer health Web site, Hands on Health-SC at <http://www.handsonhealth-sc.org/> received accreditation by The Health on the Net Foundation. This international foundation has created a Code of Conduct for Internet sites that provide health information.

Sites that conform to specific guidelines may request review and, if approved, may carry the HONcode logo on their home page. This logo is well recognized by the health information community as a sign of an authoritative and trustworthy medical information web site.

As part of this accreditation, Hands on Health has been added to the HON Foundation's MedHunt search engine.

For more information about HON, Dr. Basler encourages you to click on the HONcode logo on Hands on Health-SC: <http://www.handsonhealth-sc.org>.

The Office of Academic Affairs congratulates Dr. Basler and the library for continuing excellence and innovation.

New Fringe Benefits Rates for Grants

Susan Brown, C.R.A., of the Office of Research and Sponsored Programs has announced that new fringe benefits rates were just approved retroactively by DHHS. The new DHHS agreement date (with revised fringe benefits) for the PHS 398 Checklist Form Page is 4/29/04.

staff:	28.2%
post-docs:	17.9%
temps/students:	5.2%

MUSC's F&A rate agreement will be amended to include these rates; please do not round off the figures.

These increased rates, which reflect the actual historical costs of providing the fringe benefits to grant employees, were re-negotiated with HHS by MUSC's Office of Grants and Contracts Accounting near the end of 2003. The University Research Council was made aware earlier this year that fringe benefits rates would likely increase. The last time the fringe benefits rates were changed (in mid-2002), several investigators expressed concerns that the rates had been increased. Then Associate Provost for Research John Raymond responded with a detailed memorandum to the faculty. Modified or direct excerpts are provided below, because many of the points which were made then, still apply.

In 1996, an external evaluation suggested that our Cost Accounting Standards (CAS) needed to be improved. In 1997, a lengthy process began in which all aspects of CAS were evaluated by many committees, all of which included faculty members. One of the many decisions made through that process was to convert from a hodgepodge approach to calculating fringe benefits by what is called a "composite fringe benefits rate". Essentially, in this method the average fringe benefits rates for certain classifications of employees are used to estimate future fringe benefits costs for those classifications of employees. What is important to note is that the calculation is made based on historical and actual data, typically from two years before the negotiations with the National Institutes of Health.

The fringe benefits rates for our grants are established through a process of negotiation in which representatives of the NIH visit our campus, gather data and take positions on various mechanisms through which we evaluate the actual cost for performing research. One component of those negotiations establishes our F&A costs (frequently called indirect costs or IDC-these will be re-negotiated by the end of 2004). Another establishes the composite fringe benefits rates.

Administration is aware that the increases in fringe benefits rates adversely affects the purchasing power on grants. One result of the National Institutes of Health going to modular grants is that they have eliminated the traditional increases for cost of living from their awards (except for itemized grants with budgets of > 250,000 per year). Therefore, it is inevitable that the purchasing power of grants diminishes with each award year due to inflation. This applies equally to salaries, fringe benefits and the costs for supplies and reagents.

In the July 26, 2002 memorandum, Dr. Raymond made these prescient statements: "I understand that some of you will be disappointed that we cannot change the fringe benefits rates or alter their rollout schedule. We should all be aware that fringe benefits and indirect costs negotiations are evolving processes. MUSC will begin the negotiations with the National Institutes of Health again in two years to establish new fringe benefits rates and F&A rates. The next fringe benefits rates will be based on actual costs in FY03, and the report will be submitted to NIH by December 31, 2003. Therefore, it is likely that there will be new rates July 1, 2004.

Please be aware that the actual costs of fringe benefits are increasing. Therefore, it is likely that the fringe benefits rates might go up yet again in two to three years. We will be constrained (and have been) in our negotiations of fringe benefits rates in that we can only use actual historical costs for the calculations. NIH does not allow us to include any projected increases (or decreases) in our rates negotiations. Therefore, as long as the cost of fringe benefits goes up faster than the rates of rise in compensation, the fringe benefits rates will continue to rise. I would also ask you to consider that if the fringe benefits rates continue to rise and we are held at historical levels, the fringe benefits rates on our grants will have been subsidized from departmental and divisional sources."

Graduate Reception for Minority Students



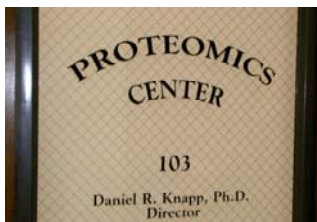
Reverend Jimmy Gallant, III

A graduate reception for minority students was held on May 17, 2004 at the Harper Student Center. The event was sponsored by the MUSC Office of Diversity to honor outstanding minority graduates from each College. Dr. Thaddeus J. Bell served as host and Master of Ceremonies. The theme of the event was: *What Can You Do for Your Community?* Student leaders Lee Taylor, Tiffani Middleton, and Yian Ann Chen made brief presentations. Keynote speaker Reverend Jimmy S. Gallant, III, gave an entertaining and inspirational speech to the audience, which included Deans, members of administration, students and their families. Reverend Gallant is a Charleston Police Chaplain, President and Founder of GEM, Incorporated, Vice President of AGAPE Inner-City of Charleston Assembly, and Charleston City Council member. He will also be receiving an honorary doctoral degree from MUSC this Friday. Reverend Gallant advised health care providers to know their community, to understand its needs, and to make a difference. He gave four pieces of advice for effective community service to the audience. (1) Mean what you say. (2) Finish what you start. (3) Say please and thank you. (4) Be on time.

Outstanding graduates were honored by the reading of citations and receipt of plaques. Those recognized were Christopher Sherod (M.H.A.) by the College of Health Profession, Jeanine Robinson (D.M.D.) by the College of Dental Medicine, Dawn McNeil by the College of Nursing, Angela Dicks (Pharm.D.) by the College of Pharmacy, Eric Belin (M.D.) by the College of Medicine, and Xingjun (Bill) Wu (Ph.D.) by International Programs.

MUSC Provost Dr. John Raymond and the President's Chief of Staff, Dr. Sabra Slaughter offered closing comments.

Proteomics Center Dedication



On May 11, 2004, a group of MUSC faculty members, staff, and administrators gathered in Rm. 103 Basic Science Building to dedicate the new Proteomics Center. Dan Knapp, Ph.D., Director of the Center is Professor of Pharmacology. The 1330 ft² laboratory is the first new laboratory space

to be opened on campus since March of 1998, when the Gazes/STB was opened. BSB 103 was carved out from former locker room and mailbox space. The facility includes (1) a 216 ft² clean room with wet processing station, (2) additional HVAC/exhaust capacity for future laboratory space renovation in the area, (3) five student study carrel modules, (4) movable casework and central service carriers, (5) 122 linear feet of bench top, including sinks and hoods, and (6) two 6' hoods. The project also included significant renovations of the men's room with showers, lockers and security system, and of the women's room with shower and security system. The total cost of the project, including casework, furniture, HVAC upgrades, asbestos abatement and restroom renovations was \$460,000.

This project is part of a plan by the Office of the Provost to perform one major research upgrade each year. Last year, the Cytotechnology Center

was renovated at a cost of \$410,000, and next year, a turbo-FACS will be purchased for \$350,000.

The dedication of the Proteomics Center is timely in that the proteomics group has garnered nearly \$20 million in extramural support over the last two years, the lion's share of which is accounted for by an NHLBI National Proteomics Center of Excellence Award (\$15.2 million) to Dr. Knapp and his colleagues, and the national coordinating center (\$3.5 million) to Peggy Schachte, Director of the Office of research Development.

Drs. Greenberg and Raymond congratulated the proteomics team, and Dr. Knapp acknowledged the contributions of his colleagues, including Dr. Michael Zile, who was unable to attend the function.



Drs. Dan Knapp, John Raymond, and Ray Greeberg dedicate the Proteomics Center



From left: Dr. John Baatz, Dr. Kevin Schey, Dr. John Arthur, Dr. Ed Krug, Leslie Kendall, Dr. Jonas Almeida, Dr. Eberhard Voit, Dr. Dan Knapp and Dr. Ray Greenberg.



From left: Lauren Magaldi, Pharmacology Chair Dr. Ken Tew, Dr. John Baatz, Dr. Eberhard Voit, Dr. Jonas Almeida, Dr. John Raymond, Dr. Ray Greenberg, Dr. John Arthur, Peggy Schachte, Leslie Kendall, Dr. Dan Knapp, Dr. Ed Krug and Dr. Kevin Schey enjoy a non-alcoholic sparkling grape juice toast.
