Vitae:

The magazine of the University of Massachusetts Medical School

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The University of Massachusetts Medical School

SCHOOL OF MEDICINE, opened in 1970
GRADUATE SCHOOL OF BIOMEDICAL SCIENCES, opened in 1979
GRADUATE SCHOOL OF NURSING, opened in 1986

Contents:

Vitae: *L., the plural of life*

The name of this magazine encompasses the lives of those who make up the UMMS community, for which it is published. They are students, faculty, staff, alumni, volunteers, benefactors and others who aspire to help this campus achieve national distinction in education, research and public service.

News & Notes:

UMMS DEDICATES NEW RESEARCH BUILDING

The research laboratory building on UMass Medical School's Worcester campus made its move from design concept to bricks and mortar reality in October 2001. The 360,000-square-foot, 10-story facility was officially dedicated during a ceremony in the building's lobby that not only marked the completion of 30 months of construction, but also revealed the promise of the research that will be conducted there.

As part of the schedule of events that took place surrounding the opening of the research building, the Medical School marked the official beginning of the academic year of its three schools at Convocation ceremonies preceding the dedication. State and local government, business and community leaders joined UMMS as it saluted Aaron Lazare, MD, in his 10th year as chancellor/dean. (See related stories, pages 5 and 9.)

The Medical School's research community later hosted a Scientific Symposium, featuring eminent speakers from the fields of genetics, medicine, biochemistry and biophysics. (See story, page 14.) Following the Symposium, many guests toured the research building, gaining a closer look at the laboratories that will examine the genetic basis of disease, develop improved techniques for bone marrow transplantation and innovative approaches to understanding prostate, brain and ovarian cancer, and embark on new frontiers in immunology, drug discovery and drug design. The building will house 800 scientists and support staff when fully occupied.

Dr. Lazare noted at the dedication that many deserve credit for the research building project, funded without state monies: UMMS researchers, faculty, and administrative staff; UMass President William Bulger and the University's Board of Trustees; clinical partner UMass Memorial Health Care; the City of Worcester; and the generous donors who made the Medical School's first capital campaign, the Campaign for Research, a resounding success.

:: Elliot Androphy, MD

GREENBERG CHAIR IN BIOMEDICAL SCIENCES NAMED

Elliot J. Androphy, MD, has joined UMMS as the Barbara and Nathan Greenberg Chair in the Biomedical Sciences, pending University of Massachusetts Board of Trustees approval. A graduate of Brandeis University, Dr. Androphy received his medical degree from the University of Rochester. After completing an internship in medicine and his residency in dermatology from the University of Pittsburgh Health Sciences Center, he completed a fellowship at the National Cancer Institute. Prior to joining UMMS, Androphy was professor and vice chair of the Department of Dermatology at New England Medical Center/Tufts University School of Medicine.

:: The Lamar Soutter Library

UMMS LIBRARY SELECTED TO SERVE REGION

Following a competitive process that encompassed a 500-page proposal and a day-long site visit, the Lamar Soutter Library was awarded a $6 million, five-year contract to serve as the National Library of Medicine's New England Regional Medical Library. The award gives the UMMS library — one of eight selected nationwide — the responsibility for exhibiting medical information products offered by the National Library of Medicine and for designing and implementing training seminars and presentations that teach health professionals and consumers how to gain access to useful information.

According to Library Director Elaine Martin, MSLS, who oversaw the effort that replaced the incumbent University of Connecticut medical library, "This award is a testament to the commitment of both our library staff and the Medical School to serve the information and technology needs of health professionals and expand community outreach to underserved populations."

:: Drs. Becker, Fuhrmann and Ruiz de Luzuriaga

:: Local nursing schools, including the GSN, will experience increased collaboration through the Pipeline.

A nationally recognized dermatologist and virologist, Androphy and his lab are dedicated to two very diverse areas of research: the viral implications of the human papillomavirus (HPV) and the underlying molecular causes of Spinal Muscular Atrophy (SMA). "I'm enthusiastic about joining the collaborative research environment at UMass Medical School and hopeful that its interdisciplinary spirit and diverse knowledge base will enrich my lab's growth and future success," said Androphy, who also holds the title of vice chair of research for the Department of Medicine. In that capacity, he will work with department chair Robert W. Finberg, MD, and other Medical School leaders to attract outstanding scientists and physicians to UMMS, promote interactions among the faculty, optimize the use of research space and other resources, and build upon the successes of the research enterprise as UMMS realizes its potential as an institution of national distinction.

WOMEN FACULTY RECOGNIZED FOR ACHIEVEMENTS

Three women faculty members were honored for their outstanding achievements in education, science and community service at the inaugural Women's Faculty Awards Luncheon. Held to praise the collective success of the Women's Faculty Committee, a group established last spring to promote the careers and status of UMMS women faculty, the May event recognized the contributions of Geri W. Fuhrmann, PsyD, clinical associate professor of psychiatry and winner of the Outstanding Community Service Award; Pamela S. Becker, MD, PhD, associate professor of medicine and recipient of the Sarah L. Stone Excellence in Education Award; and Katherine F. Ruiz de Luzuriaga, MD, associate professor of pediatrics, and recipient of the Women in Science and Health Service Award.

NURSING PIPELINE COLLABORATIVE PROMOTES EDUCATION

In the face of a growing shortage of qualified nurses, the Graduate School of Nursing (GSN), Worcester State College and Quinsigamond Community College have been awarded a $240,000 Fairlawn Foundation grant to establish a Worcester Nursing Pipeline Collaborative. The partnership is designed to promote the recruitment, retention and advancement of professional nurses in the Worcester area. It will provide an infrastructure to link area schools in their efforts to recruit and retain nursing students at the bachelor's, master's and doctoral levels, as well as establish a scholarship at the GSN for master's and doctoral candidates.

:: Top: Graduate School of Nursing Dean Doreen Harper with Tara Roy, Mary Stanley and Paulette Remijian, members of the Class of 2002, which received the GSN's Education and Community Service Award for initiative and leadership in education and community service.

:: Bottom: Aaron Lazare, MD, is flanked by Lamar Soutter Award for Excellence in Medical Education recipients Marjorie Clay, PhD, and Oscar Starobin, MD

:: Charles Vacanti, MD

PATENT EXPECTED TO 'TRANSFORM BUSINESS AND TECHNOLOGY'

In a recent cover article, "Five Patents That Will Transform Business and Technology," MIT's prestigious *Technology Review* highlighted a patent held by Professor and Chair of Anesthesiology Charles A. Vacanti, MD, a pioneer in tissue engineering techniques.

Titled "Guided Development and Support of Hydrogel-Cell Composition," the patent overcomes a major stumbling block in tissue engineering, mainly the distribution and adherence of cells evenly over a scaffold. Dr. Vacanti's patent describes a technique of molding a polymer scaffold, immersing it into a liquid hydrogel containing tissue cells and implanting this scaffold in the body where the hydrogel hardens, keeping the cells in place.

AWARDS RECOGNIZE EXCELLENCE OF STUDENTS, FACULTY

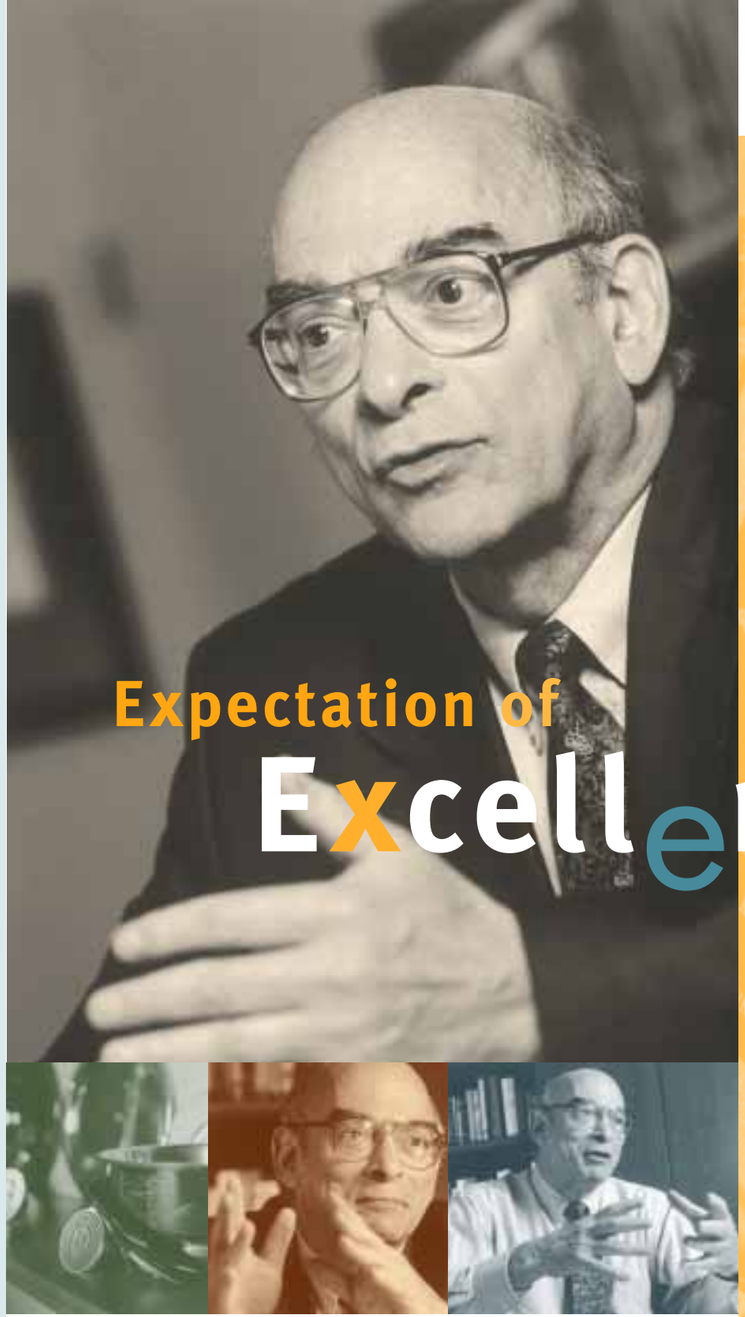
For the third year, the Educational Recognition Awards Ceremony celebrated the achievements of both students and faculty from the Graduate School of Biomedical Sciences, Graduate School of Nursing and School of Medicine. Included in this year's roster of awards was the new Worcester Pipeline Collaborative Outstanding Mentor Award, which recognized two advisers, GSBS student Carlo Di Bonaventura and MD/PhD student Jeff Tenney, who had a significant impact on the students they mentored. Di Bonaventura has consistently returned weekly for the last three years to Worcester's North High School and motivated some 100 freshmen and sophomore students in the Health & Science Academy. His topics include science, college planning, allied health career awareness, life skills, time management and communication and organizational skills. Tenney has participated in two years of WPC mentoring, affecting first grade through non-traditional adult students. His efforts included tutoring students in science-and math-related and general studies; providing elementary pupils with hands-on science experiments; and offering Projects Fair coaching to students.

During the ceremony, Chancellor and Dean Aaron Lazare commended the indispensable role of UMMS educators, comparing their patience and understanding with that of good parents. "It takes a good and generous heart to teach, and it is such a pleasure to have the faculty that we do," he said. "Their continuing dedication, creativity and passion are the pride of this institution."

AS *VITAE* WENT TO PRESS...

Linda Pololi, MBBS, has accepted the new position of Vice Chancellor for Education at UMass Medical School, Chancellor and Dean Aaron Lazare has announced. Dr. Pololi will come to UMMS from the Brody School of Medicine at East Carolina University in Greenville, North Carolina, where she is director of the National Center of Leadership in Academic Medicine and associate professor of medicine.

In this new position, Pololi will provide general support for all educational programs at UMMS, with a specific emphasis on undergraduate, graduate and continuing medical education. Watch UMass Medical School's 2001 Annual Report for more on Pololi.



Expectation of Excellence

A discussion with Dr. Aaron Lazare reveals how the belief in a mission of excellence grew UMMS into an institution of distinction—with lessons learned along the way.

INTERVIEW BY ANDREA L. BADRIGIAN

What has surprised you the most as you look back over the decade that you have been chancellor/dean?

Our continuous growth in our educational, research and community service activities. I thought that our goal should be excellence in all three areas, but as the years went by, I saw that we could do more—our goal in many areas should be national distinction. And now I see us excelling in all areas and achieving national distinction in several.

One constant and dominant effort in achieving national distinction has been our recruitment at every level of those who will settle for nothing less than the very best. We call upon our leading faculty to help us identify and recruit the very best people.

What are the key characteristics this institution looks for in its faculty?

People who are going to bring new knowledge and recruit at least three or four promising young individuals to the field. We look for people with a sense of passion and excitement, who love their work and work hard, because they will succeed. Those coming on board must also be decent people, showing respect and the ability to support those they recruit. It's important that this institution respects people, supports their growth, and seeks high energy individuals who feel a passion for our mission of excellence and national distinction. Such traits must always be coupled with personal and institutional integrity.

About two years ago, the Association of Academic Health Centers sent a consulting group here to find out why we were so successful. One of the group's comments was that it had never seen an institution in which everyone, from one layer to another, knows what the mission is—what we are here for. We really march as one and I believe that's why we have succeeded.

What makes UMass Medical School so special?

If you were to ask the medical students or their parents, they would say they simply love being here where people are so committed to education and respectful of each other. If you were to ask our department chairs, I believe they would say we are providing them with the tools to recruit, renovate and do the things necessary to achieve national distinction. If you were to ask the faculty, I believe they would say the administration supports their creativity and helps them thrive. I am one of three siblings, and each of us thinks that he or she was mother's special child. I hope we give our faculty the same message. No matter what they do, they are special and supported for the work they provide the institution.

Has the role of chancellor changed over these 10 years?

Over the years, as we have recruited extraordinary leadership in administration and as the Medical School has become more prominent in the University system, I have been called on to participate more in University activities, such as my work with the Amherst campus. I have become more involved with the President's Office and the Board of Trustees. And I have been able to dedicate more time since the merger to the complex interaction with the clinical system.

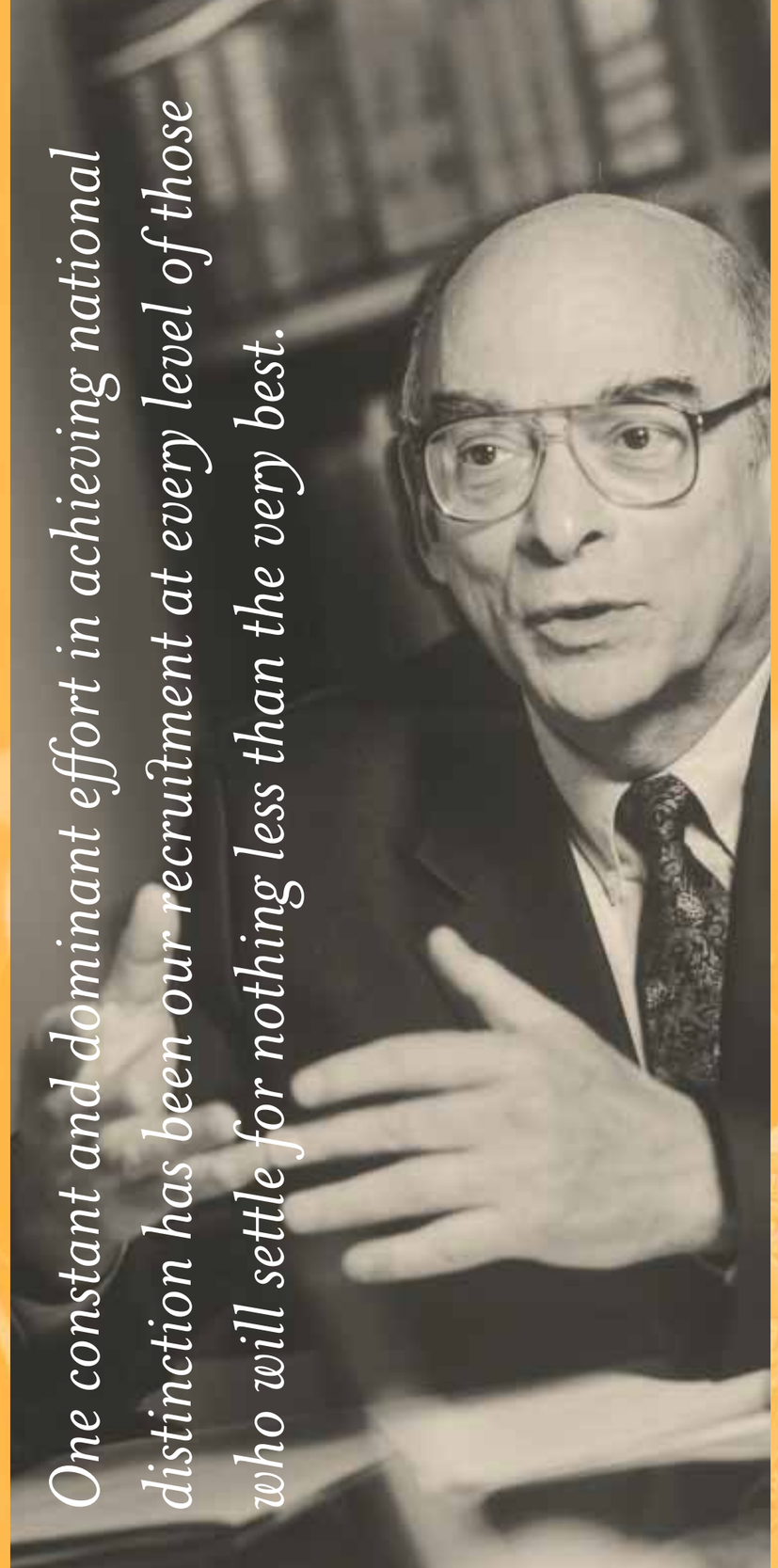
What have you learned or discovered from your experience working as chair of the task force that will help guide the search for a new chancellor for the Amherst campus?

In anticipation of finding a new chancellor, the president asked me to lead this task force with the goal of helping evaluate the campus and identify opportunities for enhancements to bring Amherst into the first tier of flagship campuses in the United States. In doing so, I have interviewed over 100 people at the campus. The interviews were fascinating, during which I not only gathered information, but also challenged—and was challenged back. As a result, I have developed an enormous respect for the faculty, who are impassioned and dedicated people, and I have been trying to analyze what some of the impediments have been to them realizing their full potential.

One of the reasons I imagine the president wanted me to go to Amherst is that UMass Medical School faced a crisis when I took office in 1991. We've worked out of that crisis and now have become a highly regarded campus in the University system. Could we bring to bear some of the things we learned to assist our older sister campus? One of the things we learned here was that a campus must have a clear mission, a diversification of revenue, generate its own dollars, become entrepreneurial. At the Medical School, we established Commonwealth Medicine and successful development and commercial ventures offices. UMass Amherst has been embarking on many of these activities. The state gives our campus approximately $40 million and the Medical School budget is over $300 million. That's the sort of "leverage" that medical schools have learned to adopt.

How have you adapted your expertise in psychiatry to your role as chancellor?

I've learned much more from raising eight children. As a father, you must learn how to meet each of your child's needs, learn how to be fair, provide stimulation and reward success. I think psychiatry helps one learn how to listen. The people on the Amherst campus, I believe, felt listened to in a special way. They saw me as representing the president, and felt they had a liaison to the President's Office.



What interests you most as a physician or scientist?

The two books I am close to finishing. One is called *Apology, the Power to Heal,* the only book on the psychology, structure and function of apology. It is addressed to an intelligent lay audience and discusses a range of apologies—international apologies, personal apologies, why apologies fail, apology in the court system, apology/repentence in Jewish and Christian theology, the meaning of apologies which are delayed by decades and even centuries.

The second book is called *Doctors Ashamed*. It's a compilation of some 350 stories written by physicians in the answer to the question: "what was the most shameful or humiliating experience in your professional career?" I hope this book will be useful to students, physicians and teachers in understanding the adaptive and maladaptive aspects of shame, humiliation, embarrassment and guilt in clinical practice. I'd like people who read these books to walk away with a better understanding of themselves; to befriend these emotions, not to avoid them and pretend they don't exist.

If you could bring about a major change in the way physicians are educated, what would it be?

The core and starting point of physician education is the interaction between doctor and patient. If I had all the time and money in the world to implement it, I would start the curriculum with the interview and then go back to the diseases as they are diagnosed and learn about their chemistry and physiology. For example, when I teach the phenomena of depression and suicide, instead of giving a lecture, I would give the students a handout with all the data, and then I would role-play a suicidal patient. I would ask the students to interview me, with the goal to establish a relationship to assess how seriously ill I was and to come to a decision at the end of a half-hour. That would motivate them to learn about the psychology, biology and treatment of suicide or depression. To study diabetes, I would like to start by having a student interview the mother of a diabetic child or an adult having trouble taking his or her insulin, then go back and forth from the biology and physiology to the interview. The interview is the ultimate end point—the doctor and patient sitting together. We were chosen to be one of three medical schools to participate in the Macy grant because of my interest in and writings about the medical interview.

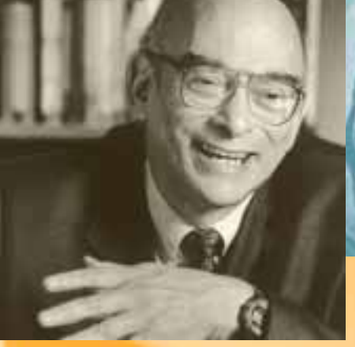
Have you noticed changes in the characteristics of medical students seeking an education?

I can tell you about the characteristics of the students we have. We have students who are thoughtful, kind, generous and extraordinarily intelligent. They enjoy each other. And this helps them work in a collegial way, which is part of what an education ought to be. Also, I think we have always had a larger percentage of women than most schools; over the last couple of years, more than 50 percent. All of our students are a joy to teach and are outstanding people in character and intelligence. When someone in the community or in the state says they like their physician's skills and competence, I'm pretty sure that he or she is a UMass graduate. I regret that I can't do more teaching.

How much time are you devoting to teaching now?

What I enjoyed several years ago was leading one of the doctor/patient groups in which I could interview each patient. I really enjoy the medical interview with the patient in which you can show students what you can learn by listening in a particular way and asking the right kind of questions. I hope to renew my seminars on the nature of suffering.

I think my greatest contribution to the curriculum now is through the Curriculum Committee. My job is to facilitate the enormous educational creativity of our faculty. The faculty understand my interest and commitment to medical education, and know they always have a sympathetic voice to speak on their behalf—even while they see a 10-story research building going up.



How does it feel to look at the completed research building?

I don't believe it has really happened—it seems like yesterday it was a picture on a drawing board. But, it is state-of-the-art and as a result, we are able to recruit world-distinguished leaders to add to the ranks of the world-distinguished leaders we already have.

Why even bother with this building? You cannot have an outstanding medical school without outstanding research: outstanding research and outstanding teaching go hand-in-hand, as do outstanding research and outstanding clinical care. Several years ago, we were at a crossroads in our research direction because of the limited facilities we had and the gaps in some of the areas in which we wanted to achieve excellence. We had the choice of facing a decline and stagnation or making a commitment to growth. It wasn't a hard decision. The research leadership and the administration determined that we were going to go ahead and be one of the major national centers in research. This is something NIH wants of medical schools, something our trustees want of their campuses and something we welcomed. It took a 360,000-square-foot building to meet those needs.

The process of selecting the design, particularly the laboratories, reflected the way we like to operate, with creative teamwork that isn't bogged down in bureaucracy. A team of leading researchers, architects, builders, administrators and myself traveled around the country to look at the best research institutions. We interviewed the researchers and asked them what they *didn't* like about their buildings. We stayed overnight in motels and talked about what we saw that day. We came back with a plan we announced to the faculty rather than taking a year to develop a further consensus. We had to act in an expeditious way, but in a way inclusive enough to generate the best ideas. We got the right administrative people in touch with the right faculty representatives to engage and evolve and synthesize the best ideas. There is always that balance in managing an academic health center. I think it happened with the research building.

I told the architects that this building should be the signature building of the campus. I wanted it to be a symbol of technology and research for Worcester and Central Massachusetts. I told them I would be disappointed if any institution in New England, or even nationally, built a research building and didn't come here first to visit this facility. And you know, they already are.

What would you characterize to date to be the crowning achievements of the three schools?

For the Graduate School of Nursing, one of its major achievements was the development of the joint PhD program with UMass Amherst and the quality of education for the students in various areas that we have here. For the Graduate School of Biomedical Sciences, the significant increase in the overall quality of applicants and the success of trainees. For the School of Medicine, its place among the leaders of American medical education as evidenced by its ranking in *U.S.News* this year at fourth, and over the last six or seven years between second and eighth.

In retrospect, we were on shaky ground when I became the interim chancellor/dean. The economy in Massachusetts was sinking and the state cut money out of education to a greater degree than any other state—33 percent. Our budget went down as did the rest of higher education. For the first three or four years, we were constantly trying to keep from sliding under these difficult times. We decided to grow out of it. Instead of developing task forces to reduce everything, we developed task forces to grow everything. Instead of a hunker-down atmosphere, we had an expansive attitude. And we grew our research, our clinical activities, and initiated a development office and intellectual property office. All of those resources have facilitated our journey towards national distinction and public service.

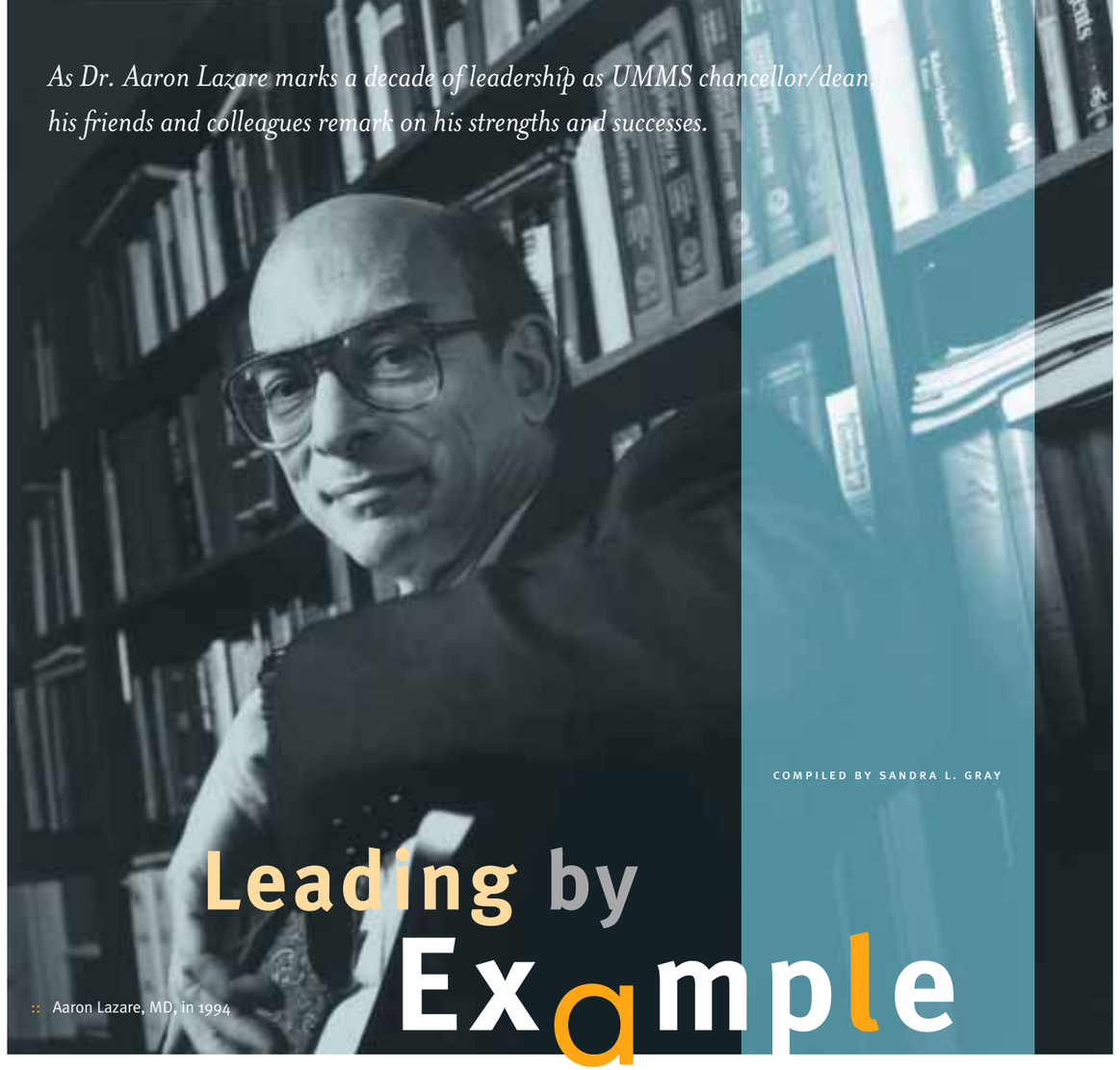
It is 2011. Describe UMass Medical School.

We are an established national leader in medical education, contributing to the best practices. A thriving Graduate School of Nursing provides outstanding research on patient care, best practices and the economies of care. A school of public health, or parts of one, exists at the Medical School. There will be at least one more research building on campus. We'll be among the top 20 research institutions in the country contributing to the cures of many diseases, not the least of which are cancer and diabetes, infectious diseases and psychiatric disorders. Supported by federal funding and philanthropy, UMass Medical School, in collaboration with the other four campuses, will be the national center for adoption research.

You seem to be having fun. Are you?

I enjoy my work immensely. I doubt that I've had more than one bad day at a time. Part of the joy is watching the students learn and excel, and seeing their parents' pride at graduation. Part of the joy is seeing the growth and achievements of our faculty. Part of the pleasure of this job is being able to continue my academic work of writing, teaching and lecturing in the U.S. and abroad. Working with such a talented administrative team committed to a common mission and common values is a valuable treat. The respect and support I have for the Worcester community, the University President's Office and state government has been a special gift for me. I feel more energized than when I began this job and there is so much more to do. I'm ready for the next 10 years. It is a privilege to work here.

As Dr. Aaron Lazare marks a decade of leadership as UMMS chancellor/dean, his friends and colleagues remark on his strengths and successes.



:: Aaron Lazare, MD, in 1994

Leading by Example

COMPILED BY SANDRA L. GRAY

During his tenure at UMMS, first as chair of the Department of Psychiatry and then chancellor/dean for the past 10 years, Dr. Aaron Lazare has made many friends in Worcester, inside and outside the Medical School.

In concert with colleagues and collaborators, his accomplishments have crossed many boundaries, built many bridges and touched many lives. Here, just some of those who have known and worked with him over the years offer their own reminiscences to mark his 10th anniversary as chancellor/dean. In the process, they not only chronicle years of achievement, but also the personal legacy of a unique individual.

"Dr. Lazare is refreshing in that he can translate the philosophy of commitment and service to the public at the highest levels—he's proud to say, 'I am a state employee.' His fostering of an environment of egalitarian partnership makes it a pleasure to do my work here."

Michele Pugnaire, MD
Vice Dean for Undergraduate Medical Education, UMMS

"After I'd take him around to appointments at the State House, people would say to me, 'He's friendly, he's human—and he's not on the make.' Legislators have told me time and again that Dr. Lazare created a feeling in government that UMass Medical School is not an elitist institution. Because of Aaron's credibility, we have been able to do things no other state agency can do."

Albert Sherman
Vice Chancellor for University Relations, UMMS

"Rarely have I met a man as distinguished and learned as Aaron, who radiates such spontaneous humanity and compassion. Aaron Lazare is that seldom-encountered individual who inspires the dream that, indeed, a better world is possible. I was captivated by him at our first encounter and the experience of knowing him probably accounts for my involvement at UMass Medical School."

Irving Brudnick
Donor, the Irving S. and Betty Brudnick Chair in Psychiatry and the Irving S. and Betty Brudnick Neuropsychiatric Research Institute

"I first met Aaron when he came to a meeting with the Telegram & Gazette editorial board. He was caught in a downpour and arrived soaking wet but apparently unconcerned about his appearance; I was impressed by his thoughtful manner and political skills. After he became chancellor/dean, I knew he was the right man at the right time. The institution needed a healer with Aaron's calm demeanor and reassuring presence. Instead of trying to micromanage, he wisely chose to set the tone and delegate."

Robert Nemeth
Former Editorial Page Editor, *Worcester Telegram & Gazette*

"As someone who was in the third graduating class of the Medical School, I knew the vision and mood of the founding faculty and students. When I became a trustee of the University of Massachusetts in 1988, the Medical School had somewhat strayed from that. It was Dr. Lazare in his positions as dean and then chancellor/dean that brought the school back to its original vision."

Michael Foley, MD (UMMS '76)
Trustee, University of Massachusetts

"In 1997 and 1998, Dr. Lazare and I led the teams that worked out the basis for the merger that created UMass Memorial Health Care. We're now the second largest health care delivery system in the state. Today, Aaron serves on the UMass Memorial board, and is helping us to deal with the many facets of the U.S. health care crisis."

Peter Levine, MD
Former President, UMass Memorial Health Care

"Under Aaron's leadership, UMass Medical School has been a catalyst for strong relationships between Worcester institutions of higher learning and the business community. He was instrumental in building the city's economy with biotechnology business development, infrastructure and jobs at a time when they were sorely needed in this region."

William Short
Former President, Worcester Chamber of Commerce and the Worcester Business Development Corporation

"I came to UMass Medical School in 1985 because Aaron recruited me. I ultimately took over the department he had created from scratch, inheriting the wonderful relationships he had established throughout the state. The Department of Psychiatry has a close partnership with the Department of Mental Health (DMH), resulting in huge benefits for both: the commonwealth receives a steady stream of well-trained psychiatrists to work in public sector psychiatry; in turn, psychiatrists at the Medical School have benefited from the resources to establish the Center for Mental Health Services Research, the Brudnick Neuropsychiatric Research Institute, and a psychiatry residency training program through which faculty with primary clinical responsibilities in DMH contribute to the academic life of the department."

Paul Appelbaum, MD
Arnold F. Zeleznik Professor of Psychiatry and Chair of Psychiatry, UMMS

"A 45-minute interaction with Aaron clinched my decision to be a psychiatrist. When I was a third-year medical student trying to decide on a field, he somehow heard about my dilemma and invited me to his office. He spent 45 minutes covering a range of personal as well as professional considerations. I'll never forget the honesty and generosity he, a department chair, showed me, a third-year student. He grabbed my heart and my soul and my intellect and said, 'You have what it takes to be an excellent psychiatrist. Welcome aboard, Dr. Foti!' When I see him from time to time, he goes out of his way to greet me."

Mary Ellen Foti, MD (UMMS '83)
Assistant Professor of Psychiatry, UMMS, and Area Medical Director for the Metro Suburban Region of the Massachusetts Department of Mental Health

"In our surveys of medical school student satisfaction, UMass Medical School receives high marks from its graduates for its innovative education programs. Graduates feel especially well prepared in terms of patient relationships, communicating with patients and patient-centered care—attributes that research has shown individuals seek in their physicians. Dr. Lazare is to be congratulated on fostering a supportive learning environment that is producing high quality physicians for Massachusetts."

Jordan Cohen, MD
President and CEO, Association of American Medical Colleges

"Having worked with Dr. Lazare as dean of the Graduate School of Nursing during most of his decade as chancellor, I can attest to the gains made by the GSN under his leadership. He helped foster greater visibility for the school on and off campus, and was instrumental in establishing the first doctoral-level nursing program in the state university system."

Lillian Goodman, EdD
Dean *Emeritus*, University of Massachusetts Graduate School of Nursing

"It is gratifying as an educator, who was a former student, to inherit a curriculum through which students receive so much interaction. That's largely due to Aaron's vision. In the early 1990s, he wanted to promote more collaboration between departments and let educators do what they do best. He gave us our marching orders, let people work on things that were interesting to them, and gave them the authority and resources they needed. Our curriculum is exciting for students and faculty alike."

Nancy Fontneau, MD (UMMS '84)
Clinical Associate Professor of Neurology, UMMS

"As a Massachusetts citizen, I'm proud of the flagship institution Aaron Lazare and his colleagues have created for us. When pre-medical students ask my advice about the best school to attend for a career in patient care, I refer them to the admissions office at UMass Medical School."

Leon Eisenberg, MD
Professor of Social Medicine and Professor of Psychiatry *Emeritus*, Harvard Medical School

"I first met Aaron in the early 1980s when he was chair of psychiatry and I was an associate dean trying to drum up interest in a research program in neuroscience that would include psychiatry and the basic sciences. A light came on in his eyes and it was from then on that I realized he had a very strong interest in research. In 10 years, he's made enormous efforts and we've made enormous strides in the research enterprise here. Aaron's innovations have helped us get where we are today."

H. Maurice Goodman, PhD
Professor and Chair of Physiology, UMMS

"Aaron is a consensus builder, but also has that grit to be able to go off when it's called for and make a decision against a good bit of the thinking in the community. For example, while serious concerns were raised at the time, the merger with the Worcester Foundation for Biomedical Research has proven to be a spectacular decision that's been wonderfully beneficial for both institutions."

Michael P. Czech, PhD
Professor of Biochemistry & Molecular Pharmacology and Chair, Program in Molecular Medicine, UMMS

"When Dr. Lazare was recruiting me, I already had a good offer from another institution. I asked him when evening meetings were held, assuming there must be evening meetings. When he replied that, with seven teenagers at home, evening meetings would constitute cruel and unusual punishment for his wife and therefore there were none, I thought, 'Wow, I want to work for this man!'"

Mai-Lan Rogoff, MD
Associate Professor of Pediatrics and Psychiatry and Associate Dean for Student Affairs, UMMS

Newly recruited investigators infuse the research laboratory building with compelling research and unbridled enthusiasm.

Settling In

BY KELLY A. BISHOP

As the research laboratory building grew to become a fixture on campus, the UMMS community focused its attention on the impressive construction project. Now, with the building's dedication, it is the individuals within its laboratories—both UMMS veterans and newly recruited scientists—who demand one's attention. The following young investigators are representative of those who have joined UMMS to be a part of the most exciting developments in genetics, aging, cancer research, human development, neurobiology and biochemistry.

Zheng-zheng Bao, PhD

ASSISTANT PROFESSOR OF MEDICINE AND CELL BIOLOGY

:: *Recruited from Harvard*

While crucial to a biological and medical comprehension of the human body, the understanding of vertebrate development has been primitive. However, with the recent advances in molecular biology and genomics, researchers like Dr. Bao now have the tools to decipher the molecular mechanisms underlying the highly regulated processes that lead to vertebrate development. Her lab is particularly interested in studying the genetic pathways involved in the establishment of neuronal connections and formation of organs such as the heart and brain. According to Bao, "because aberrations in the developmental processes can result in early embryonic death or congenital malformation diseases, and because many developmental genes are recycled for use in adulthood, this research has clear medical relevance."

Heidi Ann Tissenbaum, PhD

ASSISTANT PROFESSOR, PROGRAM IN GENE FUNCTION AND EXPRESSION

:: *Recruited from MIT*

Although the obsession of a youth-possessed culture, aging, as a biological process, is one of the least understood. Dr. Tissenbaum is determined to change that. Ultimately concerned with discovering the underlying causes of aging, the Tissenbaum lab has found the nematode worm, *C. elegans*, to be a model system to investigate molecular mechanisms of aging due to its short, reproducible life span. Currently, Tissenbaum is using genetic and molecular analysis to understand how the gene called SIR2 homologue, sir-2.1can control life span in the worm with the hope that the results from these studies may reveal universal components to this process. For her research, Tissenbaum was awarded the prestigious Burroughs Wellcome Career Award in the Biomedical Sciences in 2001, a grant designed "...to enhance the scientific development and productivity of outstanding young investigators in the biomedical sciences."

Scot Wolfe, PhD

ASSISTANT PROFESSOR, PROGRAM IN GENE FUNCTION AND EXPRESSION

:: *Recruited from MIT*

Much like trying to find a needle in a haystack, targeting only one gene for regulation in the context of the entire genome is a challenging problem. Dr. Wolfe's laboratory is trying to create proteins that can regulate a single gene of interest inside a cell, ultimately creating a highly adaptable gene-targeting system so that a protein specific for any gene of interest can be easily made. Such proteins could be used as tools to study the function of any desired gene. To create this gene-targeting system, Wolfe's laboratory is using a well-characterized class of DNA-binding domain known as "zinc fingers." Proteins employing this domain typically utilize multiple fingers to "grab" the DNA. Because the determinants of DNA sequence specificity for zinc fingers are better understood than for any other type of DNA-binding domain, it is ideally suited for the construction of this "artificial" gene regulation system.

:: Drs. Bao, Johnson, Emery, and Kobertz at the laboratory benches of the new research building

Patrick Emery, PhD

ASSISTANT PROFESSOR OF NEUROBIOLOGY

:: *Recruited from Brandeis*

As inconceivable as it may be to many, Dr. Emery understands that *Drosophila*, an order of flies that includes the common fruit fly, are model organisms for studying the genetic and molecular basis of animal behaviors. Particularly interested in researching Circadian and addictive behaviors in *Drosophila*, Emery and colleagues are working on the premise that their discoveries may play a crucial role in understanding the human biological clock. "I am trying to understand how organisms, including man, are able to keep track of time, to determine at the molecular level how these biological clocks are working," said Emery.

Theodore Joon Koh, MD

ASSISTANT PROFESSOR OF MEDICINE

:: *Recruited from Harvard*

Koh's lab is interested in the role of gastrin—a hormone secreted by the mucosal lining of the stomach and intestines that is vital to the regular growth and development of the gastrointestinal tract—and its role in the development of stomach and colon cancers. Given the widespread use of proton pump inhibitors in human patients resulting in hyper-gastrinemia (a widespread presence of gastrin in the blood), it is important to better understand how gastrin affects gastrointestinal balance. The lab is also investigating the identity of gastrin-responsive genes that may be mediating this effect.

Roger Johnson, PhD,

ASSISTANT PROFESSOR OF CELL BIOLOGY

:: *Recruited from the Sloan-Kettering Institute*

While Koh is interested in the implications of a hormone in the development of cancer, Dr. Johnson studies the consequences of genomic instability in the aberrant increase of cancer cells. Whereas normal cells maintain genomic stability through elaborate systems that ensure accurate duplication and distribution of DNA, certain cell populations affected by genome instability, such as cancer cells, experience an unusually high rate of genetic change. As Johnson described, "If you take a look at cancer cells, you'll notice that the chromosomes will be scrambled. I'm interested in the mechanisms by which cells prevent those chromosomal rearrangements." Johnson hopes this research will contribute to other scientists' understanding of the genetic alterations found in cancer cells and the functional mechanisms by which these changes contribute to the growth of tumors.

William R. Kobertz, PhD

ASSOCIATE PROFESSOR OF BIOCHEMISTRY & MOLECULAR PHARMACOLOGY

:: *Recruited from Brandeis*

For Dr. Kobertz—another 2001 recipient of the Burroughs Wellcome Career Award in the Biomedical Sciences—it is the electricity in all living cells that sparks his research. Kobertz's lab studies the structure, function and modulation of ion channels, the proteins that create electricity within the body. According to Kobertz, "Many ion channel proteins have partner proteins, so although they can function alone, they actually don't work by themselves. I want to understand what brings these two proteins together at the molecular level, and how this joining changes the electrical properties of that particular ion channel." Because the rhythm of the heart beat, maintenance of arterial tone and insulin release by the pancreas are all physiological processes that require a healthy association between ion channel and partner protein, the significance of this research is evident.

:: Joseph Goldstein, MD :: Thomas Steitz, PhD :: Francis Collins, MD, PhD :: Thomas Jessell, PhD

Great Minds

Four world-class scientists commemorate the opening of the research laboratory building with the UMMS community at its Scientific Symposium.

BY KELLY A. BISHOP

As UMMS prepares to open the doors to a new era of groundbreaking research in the form of the research laboratory building, the institution will host a major Scientific Symposium on October 23 to address some of the exhilarating advancements affecting academic science.

From the historic mapping of the human genome, to an understanding of the structure of the ribosome and the development of cholesterol-lowering drugs, to an in-depth comprehension of the complex central nervous system, the symposium's four guest speakers—Francis S. Collins, MD, PhD, Joseph L. Goldstein, MD, Thomas A. Steitz, PhD, and Thomas M. Jessell, PhD—represent some of the greatest achievements of 20th century science.

As Director of the National Human Genome Research Institute at the National Institutes of Health, Francis Collins, MD, PhD, is a physician-geneticist who has distinguished himself as a world-class scientific researcher, a determined political activist and an accomplished federal program administrator. In his current role, Collins is responsible for overseeing a 13-year project aimed at mapping and sequencing all of the human DNA by the year 2003. As of this year, he has directed the successful completion of several of the Genome Project's goals, and the full ramp-up of the sequencing component is underway. During his fellowship at Yale in human genetics, Collins worked on methods of crossing large stretches of DNA to identify disease genes. He continued to develop these ideas after joining the faculty at the University of Michigan in 1984, and together with colleagues, Lap-Chee Tsui, PhD and Jack Riordan, PhD, his research team identified the gene for cystic fibrosis using this strategy in 1989.

Nobel Prize winning physician and medical researcher Joseph Goldstein, MD, is internationally recognized for his discoveries regarding cholesterol. After completing his medical residency at Massachusetts General Hospital, Goldstein conducted research at the National Heart Institute and the University of Washington, before joining the faculty of the University of Texas in 1972. While at the University of Texas, research by Goldstein and his long-time associate, Michael S. Brown, MD, provided the justification for an entirely new pharmacological approach to the treatment of artherosclerosis, the leading cause of heart attacks. The receptor they identified removes harmful cholesterol from the blood, paving the way for the development of now common drugs that work by increasing the number of cholesterol receptors. Known as statins, these drugs represent a major advance in heart attack prevention. For this seminal research, which not only led to new treatments for preventing heart attacks, but also revolutionized our knowledge of genes and cells, Goldstein and Brown received numerous awards including the 1985 Nobel Prize in Physiology or Medicine.

During the summer of 2000, Howard Hughes Medical Institute Investigator and Eugene Higgins Professor of Molecular Biophysics and Biochemistry Thomas Steitz, PhD, and his team made history by solving the structure of the largest part of the cell's protein-making machine. Using the methods of X-ray crystallography and molecular biology, Steitz determined the three-dimensional atomic structure of the largest subunit of the ribosome, a macromolecular structure responsible for protein synthesis in all living cells. The discovery promises to significantly improve the development of antibiotics, further elucidate the beginning of life on earth and provide new opportunities for research on protein synthesis.

Thomas Jessell, PhD, is a Howard Hughes Medical Institute Investigator and Professor of Biochemistry and Molecular Biophysics and a member of the Center for Neurobiology and Behavior at Columbia University College of Physicians and Surgeons, where his laboratory examines the molecular mechanisms by which diverse cell types in the vertebrate central nervous system are generated and interconnected. For more than a decade, Dr. Jessell and his colleagues have been attempting to untangle the delicate connections of nerve cells in the developing spinal cord. Their studies have shown that the nascent vertebrate nervous system is alive with activity as immature cells are transformed into a network of specialized neural cells. This complex organization of neuronal circuits has captured the attention of Jessell, who, during the course of his career as a developmental neurobiologist, has exposed some of the pivotal biochemical signals that shape the central nervous system (CNS). Ultimately, Jessell hopes that his research will provide a more thorough understanding of how the CNS is constructed, which may suggest new ways to repair diseased or damaged components of the mature CNS.

Grants & Research:

New and competitive renewal grants of $100,000 and up are listed here according to department and funding sources.

BIOCHEMISTRY & MOLECULAR PHARMACOLOGY

NATIONAL INSTITUTES OF HEALTH

Kai Lin, PhD, assistant professor: Basis of Phosphorylation in TGF-Beta Signaling, one year, $251,158; recommended for two more years, $500,000.

Alonzo H. Ross, PhD, professor: Newly Identified Regulator of Neuronal Differentiation, one year, $373,653; recommended for three more years, $1 million.

Celia A. Schiffer, PhD, assistant professor: Targeting Drug Resistance in HIV-1 Protease, one year, $321,679; recommended for four more years, $1.3 million.

Zuoshang Xu, MD, PhD, assistant professor: Mitochondrial Dysfunction in ALS, one year, $218,030; recommended for two more years, $400,000.

Philip D. Zamore, PhD, assistant professor: Understanding the Mechanism of the RNA Interface (RNAi), one year, $261,898; recommended for four more years, $973,110.

CELL BIOLOGY

HUMAN FRONTIER SCIENCE PROGRAM ORGANIZATION

Thoru Pederson, PhD, the Vitold Arnett Professor of Cell Biology: Functional Organization of the Cell Nucleus Investigated through Proteomics and Molecular Dynamics, one year, $250,000; recommended for two more years, $500,000.

NATIONAL CENTER FOR RESEARCH RESOURCES

Greenfield Sluder, PhD, professor: Shared High-Resolution Multimode Microscope System, one year, $184,975.

NATIONAL INSTITUTES OF HEALTH

Harvey M. Florman, PhD, associate professor: Signal Transducers in Sperm, one year, $269,381; recommended for three more years, $853,488.

Gregory J. Pazour, PhD, research assistant professor: Intraflagellar Transport Proteins in Mice, one year, $274,604; recommended for four more years, $1 million.

:: Gregory Pazour, PhD

From this, his first NIH grant, Dr. Pazour will use the recommended $1.2 million funding over five years to support his work studying how defects in cilia cause disease, specifically the role of intraflagellar transport proteins in mice.

Pazour's research is based upon past findings in which mice with defects in one of these proteins had faulty kidney cilia and developed polycystic kidney disease. The work funded by the grant will examine the role of other intraflagellar transport proteins in kidney disease and will address how and why such defects in kidney cilia cause polycystic kidney disease. The grant will also focus on the role of the intraflagellar transport proteins in vision and how these defects lead to progressive retinal degeneration in mice.

Gerald A. Schwarting, PhD, professor: Glycoconjugates in Cell-Cell Interactions, one year, $315,206; recommended for four more years, $1.3 million.

Gary S. Stein, PhD, the Gerald L. Haidak, MD, and Zelda S. Haidak Professor and chair: Control of Osteoblast Proliferation and Differentiation, one year, $372,281; recommended for three more years, $1 million.

FAMILY MEDICINE & COMMUNITY HEALTH

CENTERS FOR DISEASE CONTROL/NATIONAL INSTITUTES OF HEALTH

Allard E. Dembe, ScD, associate professor: Social Inequalities in Occupational Health and Health Services, one year, $117,000; recommended for one more year, $117,000.

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Robert A. Baldor, MD, associate professor: Predoctoral Training in Primary Care, one year, $189,000; recommended for two more years, $250,000.

THE HEALTH FOUNDATION

Michael E. Huppert, MPH, associate: Central Massachusetts Oral Health Initiative, one year, $529,000.

MEDICINE

NATIONAL INSTITUTES OF HEALTH

Jane G. Zapka, ScD, professor: Preparing to Advance Colorectal Screening in Springfield, one year, $150,375; recommended for one more year, $138,791.

Timothy C. Wang, MD, the Gladys Smith Martin Chair in Gastrointestinal Cancer: Function & Regulation of Spasmolytic Polypeptide/TFF2, one year, $230,423; recommended for four more years, $934,186. Mouse Models of Gastric Cancer, one year, $285,171; recommended for four more years, $1 million.

MOLECULAR GENETICS & MICROBIOLOGY

NATIONAL INSTITUTES OF HEALTH

Allan S. Jacobson, PhD, professor and chair: Messenger RNA Metabolism in Yeast, one year, $492,052; recommended for three more years, $1.6 million.

Duane D. Jenness, PhD, associate professor: Control of Alpha Factor Receptor Activity in Yeast Cells, one year, $329,903; recommended for three more years, $1 million.

MOLECULAR MEDICINE

ELIZABETH GLASER PEDIATRIC AIDS FOUNDATION

Paul R. Clapham, PhD, associate professor: Elizabeth Glaser Scientist Award Grant, one year, $130,000; recommended for four more years, $520,000.

NATIONAL INSTITUTES OF HEALTH

Silvia Corvera, MD, professor: Novel Imaging Technologies Applied to Insulin Action, one year, $261,786; recommended for three more years, $800,000.

Michael P. Czech, PhD, professor and chair: Membrane Topography of Cell Signaling Complexes, one year, $1 million; recommended for four more years, $4 million.

Michael R. Green, MD, PhD, Howard Hughes Medical Institute Investigator and professor: Intracellular Localization of HIV-1 RNAs by Rev & Matrix, one year, $260,862; recommended for four more years, $1 million. Splicing of mRNA Precursors, one year, $207,240; recommended for three more years, $630,000.

PATHOLOGY

NATIONAL INSTITUTES OF HEALTH

Eva S. Szomolanyi-Tsuda, MD, research assistant professor: Polyomavirus Infection in Immunodeficient Mice, one year, $247,144; recommended for four more years, $1 million.

PEDIATRICS

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Marianne E. Felice, MD, professor and chair: Worcester Teen Tot Connection, one year, $590,566; recommended for four more years, $968,000.

Charles D. Hamad, PhD, assistant professor: Developmental Disabilities Online (DD-Online), one year, $178,250; recommended for two more years, $374,000.

NATIONAL INSTITUTES OF HEALTH

John L. Sullivan, MD, professor: Ontogeny & Maintenance of Virus Specific T Cells, one year, $963,735; recommended for four more years, $4 million.

PHYSIOLOGY

NATIONAL INSTITUTES OF HEALTH

Daniel L. Kilpatrick, PhD, professor: Transcriptional Control of Terminal Differentiation, one year, $246,750; recommended for three more years, $750,225.

PSYCHIATRY

NATIONAL INSTITUTES OF HEALTH

Russell A. Barkley, PhD, professor: Multi-method Assessment of Driving Skills in ADHD Teens, one year, $322,249; recommended for one more year, $288,703.

RADIOLOGY

NATIONAL INSTITUTES OF HEALTH

Thomas J. Fitzgerald, MD, professor: Quality Assurance Review Center (QARC), one year, $1.1 million; recommended for five more years, $6 million.

Stephen J. Glick, PhD, research associate professor: Feasibility of CT Mammography Using Flat Panel Detectors, one year, $306,064; recommended for four more years, $1 million.

Andrew Karellas, PhD, professor: Digital Mammography High Resolution Flat Panel Imager, one year, $638,455; recommended for two more years, $1 million.

NEW ENGLAND NEWBORN SCREENING PROGRAM

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Roger Eaton, PhD, director: Genetics Services, one year, $236,493; recommended for two more years, $500,000.

Alumni Report:

A MESSAGE FROM THE CHANCELLOR/DEAN

In this "season of the research laboratory building," with its dominance in the news surrounding its dedication this month, one might wonder if other components of the Medical School's mission are continuing apace. Most definitely. The UMMS offices of Science Education and Outreach Programs serve as one example, as they gear up for another year of helping local students learn about career possibilities in the sciences and health care.

Last year, over 13,000 students were involved in a variety of activities that are aimed to expand the minds of eager learners. These activities, implemented by a number of Medical School departments and their staffs, include internships, shadowing opportunities, tours of our research and clinical facilities and mentoring programs. The Chancellor's Office is proud to support this crucial public service for our communities, joined by the Howard Hughes Medical Institute, the National Science Foundation and other institutions and organizations. All UMMS employees, no matter what their specialty, have much to offer today's young people. The success year after year of this outstanding outreach program attests to that fact.

The alumni profiled on the following pages also offer their skills, intellect and compassion to the people they serve. They have committed their working days to ensuring the health and well-being of those they come in contact with—and do so with distinction.

Nicole Faulkner, a new alumna of the Graduate School of Biomedical Sciences, conducted research at UMMS that has had an impact on subsequent study of brain development. Now pursuing a career in genetic testing, Faulkner doesn't underestimate the impact of counseling future parents as they consider important decisions that will greatly affect their lives.

Gerard Cox, School of Medicine class of 1983, has provided doctor's orders to none other than the President of the United States. Encouraging healthful habits on the part of the commander in chief has further enhanced this Naval officer's dedication to the field of medicine and the challenges and opportunities that it offers.

Carol Bova, a 1988 alumna of the Graduate School of Nursing, has excelled in a career that has evolved from that of nurse practitioner to researcher. Her care of HIV-positive women has led to her commitment to discovering better methods to treat patients who, in many cases, also battle substance abuse and mental illness.

The UMMS community deeply mourns the loss of Edward Budnitz, MD, one of the region's first cardiologists, a beloved colleague and mentor. Dr. Budnitz died on August 13, 2001, at 94, leaving a rich legacy of wisdom, generosity and compassionate care. This care was so appreciated that in 1980, Dr. Budnitz's colleagues, friends and patients established the Edward Budnitz Program in Cardiovascular Research and the Edward Budnitz Professorship in Cardiovascular Medicine. He will be remembered as a cornerstone of this Medical School and its commitment to humane care informed by science.

Aaron Lazare, MD

SMALL WONDERS, SUPERIOR SCIENCE

Nicole Faulkner, PhD '01

"May we never forget to appreciate the smallest wonders in our world."

With those words, **Nicole E. Faulkner, PhD,** concluded her commencement address to her peers in the Graduate School of Biomedical Sciences' (GSBS) class of 2001. Nearly six years after beginning her post-graduate studies at UMMS, Dr. Faulkner has shown that such appreciation for the smallest phenomena of science can lead to some of its greatest accomplishments.

While the research enterprise at UMMS has grown significantly in the past six years, in 1995 it was the smaller size of the GSBS that attracted Faulkner to the institution. After completing just her first rotation in the lab of Richard B. Vallee, PhD, the H. Arthur Smith Chair in Cancer Research, Faulkner knew that she had found her ideal environment. Her research under Dr. Vallee's mentoring would prove to have an impact on subsequent study of brain development—and on the lab itself.

Studying cytoplasmic dynein, a complex molecular motor, Faulkner, supported by a fellowship from the Fairlawn Foundation, discovered that this tiny bio-machine, which continuously runs information from the periphery of the cell inward, interacts with the Lis-1 gene product. Mutations in this gene have recently been shown to cause lissencephaly, a severe congenital disorder resulting in major structural abnormalities in the fetal brain. Because lissencephaly occurs at just 12 to 14 weeks gestation, the aim of the research is not a cure for the disorder but rather a more in-depth understanding of brain development. "We have brought our expertise and understanding of cell locomotion and applied that to developmental processes in the brain," she explained. "I am extremely proud that this research has evolved into another important branch of investigation for the Vallee lab." Additional affirmation of her work came in the form of an invitation in June 2000 to the prestigious Gordon Research Conference on Molecular and Cellular Neurobiology in Hong Kong, noted for limiting its attendance to 135 scientists, typically principal investigators. "As a graduate student, it was a special honor for me to not only be invited, but also to be asked to make a poster presentation."

A wife and the mother of a two-year-old daughter, Faulkner recently made the decision to pursue a career in genetic testing. Sponsored by Genzyme Genetics in Framingham, she has started her American Board of Medical Genetics training, a two-year certification process that includes both laboratory and clinical rotations through Harvard Medical School. After training, Faulkner hopes to become a board-certified geneticist, responsible for a wide range of genetic testing and counseling for such afflictions as cystic fibrosis, Huntington's disease and Down's syndrome. "Although it is a bit overwhelming when I think that I will be directly influencing someone's life decisions, I believe that I have found the perfect job for me in that it combines detailed scientific research with in-depth teaching and human interaction." — KAB

SERVING AT THE HIGHEST LEVEL

Whether flying at 300 knots above Korea, providing medical care to troops in the Gulf War or reminding the President of the United States to wash his hands, **Gerard R. Cox, MD '83,** has enjoyed a unique and fulfilling career as a U.S. Navy doctor.

Dr. Cox credits the military with providing him opportunities not open to most civilians, right from the start of his medical career. The Armed Forces Health Professions Scholarship Program "allowed me the freedom to choose any medical school, regardless of cost," said Cox. "I came to UMass because I believed in the school's focus on providing primary care. I sensed that the faculty and other students shared my values."

Cox completed his medical internship at the National Naval Medical Center and was trained as a flight surgeon at the Naval Aerospace Medical Institute, earning his wings in 1985. From there he deployed to the Pacific, Central and South America, and Norway before beginning his residency program in emergency medicine. Cox was assigned to the Portsmouth Naval Hospital in Virginia beginning August 1, 1990. The very next day, Saddam Hussein marched into Kuwait; two weeks later, Cox was living in a tent and working with Fleet Hospital Five in Operations Desert Shield and Desert Storm.

Perhaps his most unique job was Cox's two-year assignment as the Navy Physician to the White House, from June 1999 to June 2001, serving both the Clinton and Bush administrations. Cox was hand-selected for the 20-member White House Medical Unit and charged with providing care for the President and Vice President and their families, as well as White House staff. In addition to crafting detailed contingency plans and securing Level I trauma facilities in advance of official travel, the medical staff is also charged with observing the President and Vice President for signs of stress, fatigue and illness. "The presidency requires superhuman endurance in the face of incredible demands, lack of sleep and frequent travel." President Clinton was the most-traveled commander in chief in history and enjoyed shaking hands, kissing babies and picking up germs. "Hand sanitizer was a must," Cox recalled.

The White House assignment provided Cox the opportunity to "watch policy making and history unfold." Remarkably, he had twice declined to be nominated for the post, until his wife, Catherine, a commander in the Naval Reserve Nurse Corps, encouraged him to take the once-in-a-lifetime assignment.

These days, Cox is chief of the Emergency Medicine Service at the National Naval Medical Center. Facing his 20-year anniversary and the opportunity to retire from the Navy, Cox is weighing his options, but still seeking a challenge. "I've never regretted choosing a career in medicine, because of the constant challenge and the opportunity to serve." — AMD

Gerard Cox, MD '83, MHA, FACEP, FACPM; CAPT, MC, USN, with President George W. Bush

CHANGING BEHAVIORS THROUGH RESEARCH

Carol Bova, CNP, PhD '88

"Since I was a child, I never wavered from wanting to be a nurse," said **Carol Bova, CNP, PhD (GSN '88).** "And I've never regretted it." But careers have a way of taking unexpected turns, and today, Dr. Bova has her feet firmly planted in both clinical practice and research.

Her evolution from nurse practitioner to researcher began when she started caring for female patients in the HIV clinic at UMass in 1988. "At that time, there was so little information about women and HIV," she explained. "There were interventions and programs we needed to do, but it required education to write the grants to get the money to do them. So I decided to get my PhD."

Her dissertation, "Adjustment to Chronic Illness and Adherence Behaviors Among HIV-infected Women," came directly from her work as a nurse practitioner. It resulted in creation of the Positive Life Skills Workshop, a Department of Public Health-funded clinical program at UMass Memorial Health Care that helps women with HIV re-frame their perceptions of the infection. Now in its fifth year, the workshop is one of the achievements of which Bova is most proud.

Committed to doing even more to help adults with HIV, Bova currently is completing a two-year post-doctoral fellowship at Yale. "Adults with HIV are perhaps the most stigmatized patient population," she said. "They're often dealing with mental illness and substance abuse in addition to the HIV. We need to learn how to do a better job of caring for people with these co-morbid conditions.

"I see patients daily who are on anti-retroviral therapy," she continued. "But their depression and substance abuse interfere with adherence. We don't want them to develop resistance by going on and off their meds. My job is to get patients to a place where they're ready to begin HIV treatment so that it will work. You can't throw patients on drugs without addressing these other issues. This is where research is needed. We need to do a better job of providing care in an integrated fashion, improving coordination among the payer system, primary care, mental health and substance-abuse resources."

Bova currently holds a newly created position at UMMS as a nurse resident scholar. With joint appointments in the Department of Medicine and Graduate School of Nursing, she devotes a large percentage of her time to research and teaching, but also keeps her HIV clinical practice at the UMass Memorial Medical Center, Memorial Campus.

"Being a nurse-researcher allows me to do so much," she said. "Nurses are permitted in special places of patients' lives—birth, illness, death—and they disclose very intimate details to us. This helps me as a researcher. And, I love the problem-solving process—thinking about what would help some of the most marginalized people in society, and helping them to live positively with what's been dealt to them." — RJ

Class Notes:

'78

Morris C. Lainer, MD, is chief of medicine at Holyoke (Massachusetts) Hospital. Board certified in internal medicine, Dr. Lainer has been on the hospital's staff since 1994.

Carl E. Levick, MD, was recently honored by his peers for distinguished service to the profession of cardiology. Dr. Levick received the Biennial Distinguished Service Award at the annual meeting of the Northern New England Tri-state Chapter of the American College of Cardiology. In addition, the chapter made a $1,000 contribution in Levick's name to the Cardiac Care Fund at Concord (New Hampshire) Hospital for nursing and ancillary medical staff training. Managing partner of Cardiac Associates of New Hampshire in Concord, Levick served his fellowship in cardiology at Vancouver General Hospital in British Columbia and moved to Concord to practice in 1983.

'81

Jon W. Cronin, MD, has been appointed chief of medicine at Milton (Massachusetts) Hospital. A member of the staff for 13 years, Dr. Cronin served as president of the medical staff and Milton Primary Care. He is board certified in internal medicine, cardiology and critical care medicine. Dr. Cronin practices with South Shore Internal Medicine Associates, and lives in Milton with his wife Lillian and their sons Stephen, Joseph and Brian.

'87

Marjorie B. Snyder, MD, is clinical director of outpatient services at Bangor (Maine) Mental Health Institute. She has worked at state hospitals and community mental health clinics for the past 10 years and served her psychiatric residency at McLean Hospital in Belmont (Massachusetts).

'91

Christopher H. Sorli, MD, was recently recognized for the quality of care he gives his patients with diabetes by the Provider Recognition Program of the American Diabetes Association and the National Committee for Quality Assurance. Dr. Sorli is director of the Backus Diabetes Management Center at William W. Backus Hospital in Norwich (Connecticut). The program was designed to improve the quality of care that patients with diabetes receive by recognizing exceptional physicians. Sorli will hold recognition status for three years.

'92

David V. Bann has joined the medical staff of Genesis Behavioral Health of Laconia (New Hampshire) as medical director. Dr. Bann is responsible for both administrative and clinical oversight of the mental health center's medical services and quality improvement program. He came to Genesis from Stafford Guidance Center in Dover, where he served as director of adult inpatient treatment programs at Stafford Commons. Dr. Bann served his psychiatric residency at Dartmouth-Hitchcock Medical Center, where he was chief resident, as well as a clinical instructor in psychiatry. He continued his specialization as a geriatric psychiatry fellow at Duke University Medical Center.

'97

Stephen Anderson, MD, has joined the Ware (Massachusetts) Belchertown Wellness Center, which offers patients ongoing care, from infancy to advanced age, following patients through hospitalization and recovery, minor surgical procedures and exams. Dr. Anderson is a clinical associate professor at Tufts University's School of Medicine campus at Baystate Medical Center and is currently the principal investigator in a research study at the center to evaluate a new test used to detect infections in patients. He completed his combined internal medicine and pediatrics residency at Baystate.

'98

Caitlin Mann, MD, has joined the staff of Norton Medical Center in Attleboro (Massachusetts) as a family practice physician. Dr. Mann, a recipient of the Janet M. Glasgow Memorial Achievement Citation for scholastic excellence while at UMMS, is board certified in advanced cardiac life support and advanced life support in obstetrics.

To submit a class note, send your news to:

Alumni and Parents Relations Office, University of Massachusetts Medical School | 55 Lake Avenue North | Worcester, MA 01655

or e-mail charlene.nemeth@umassmed.edu call (508) 856 8300 or (508) 856 3372 fax (508) 856 5490

Spotlight on Medical Education:

UMMS Pediatrics Residency Program

One month after the School of Medicine graduated its Class of 2001, 170 new physicians arrived at UMass Memorial Medical Center for residency training. These new MDs, who join the school's approximately 350 residents and fellows, work with attending physicians to help provide medical care on campus and at other health facilities around the region, while training in their own individual specialties. These residents are also critical to the Medical School, since they do much of the one-on-one teaching of students during their clinical years.

According to **Deborah DeMarco, MD,** associate dean for Graduate Medical Education, the majority of the school's residency programs did very well in the 2001 match, the process by which graduates choose where they will begin their medical careers. One such program, specifically noted by Dr. DeMarco, was the school's Pediatrics Residency Program. Directed by Professor of Pediatrics **Jerry Durbin, MD,** the program currently includes 29 residents who are pursuing three-year Pediatrics or four-year Medicine/Pediatrics residencies.

"Pediatrics nationally has gained popularity, and this has definitely benefited our program," Dr. Durbin said. "However, the 30 percent of UMass students from the Class of 2002 who are choosing this specialty—almost three times the national average—can be directly attributed to the quality of the program's current residents. In fact, many students have told me that it was the side-by-side, working relationship with our residents during their clinical rotation that convinced them to pursue pediatrics."

This fact was most evident during this year's UMMS Educational Achievement Awards ceremony. Of the 20 awards presented by third-year medical students to residents for "excellence in teaching," eight were received by pediatrics residents. In addition, of the four presented by fourth-year students, three were awarded to pediatrics residents.

The community-based component of the program is a nationally recognized model that complements the caliber of its residents. Coordinated by **Susan Starr, MEd,** instructor in pediatrics, and **Margaret S. Hunt, MD,** assistant professor of pediatrics, the program places residents one day per week in a community physician's office, offering the residents strong student-mentor relationships throughout their training.

"Historically, the focus of the residency was always inpatient pediatrics or, more recently, resident-run outpatient clinics where an attending physician supervises the residents," commented Durbin. "What distinguishes our residency program from others is that our residents foster long-term relationships with community pediatricians who commit to a program of rigorous faculty development and who are invested in teaching."

Almost 15 years since its inception, the community-based program appears to be coming full circle. While some of the participating community physicians are taking their fifth residents this year, several new physician preceptors, who themselves graduated from the Medical School's Pediatrics Residency Program, are taking their first residents.

The program also continues its pioneering spirit by leading the country again, this time in a shift toward more community-focused pediatric care. According to Starr, "Nationally, pediatric programs are concentrating more on the social problems facing children, such as alcohol or child abuse, rather than on measles or mumps. We're now taking the lead in this national effort by encouraging our residents to think more globally about public health and advocacy for their patients."

Graduate School of Biomedical Sciences

1 Jack Leonard, professor of radiology, physiology and anesthesiology (left), with graduate Chris Schonhoff

2 Dean Thomas Miller and 2001 Class Speaker Nicole Faulkner (See related story on page 18).

3 Graduates Andrea Femino, Chris Schonhoff, Stanley Stachelek and Nicole Faulkner with Dean Miller

Class of 2001 Commencement Breakfasts

Hosted by the UMMS Alumni Association / June 2001

Graduate School of Nursing

1 Lauren Danserean '02 (right), the first recipient of the Lucie D. Russell Scholarship Award,with her mother Susan Rigney (left), and Assistant Professor Lois Howland, DrPH, MS, RN

2 Pamela Elaine Coombs '01 (left), Recipient of the Lucie D. Russell Briefcase Award, with Brett Russell *(Lucie's son)*, Monique Greilich *(Lucie's sister)*, and Courtney Russell *(Lucie's daughter)*

3 Kristal Imperio '00, and Debra Berube, clinical instructor at the GSN

4 Suzanne Sullivan '01, and her father, Joseph Frechette

School of Medicine

1 Graduates Mark Villa, Brian Patel and Randall Pellish, recipients of the Merck & Co., Inc. Award

2 Associate Vice Chancellor for School Services Deborah Harmon Hines, PhD (left), with Essie Puplampu, her daughter, graduate Ouanza Puplampu, and Sabrina Witherby

3 Vice Dean for Undergraduate Medical Education Michele Pugnaire, MD (left), presents the Chancellor's Award to Rachel Mott and Edward Tumavicus.

4 Jerry Durbin, MD, faculty recipient of an Outstanding Clinical Medical Educator award, joins Sarah McSweeney, who received both an American Medical Women's Association Janet M. Glasgow Achievement Citation and the Jacob Brem Pediatric Award.

Development Update:

THE PROMISE OF THE FUTURE REALIZED

Recognizing the importance of medical research to both patient care and medical education, the University of Massachusetts Medical School, under the direction of Chancellor and Dean Aaron Lazare, MD, has targeted the growth of its research enterprise as one of its highest priorities. To stimulate this growth, the school broke ground in December 1999 on a new, state-of-the-art, 360,000-square-foot research laboratory building. Just 21 months later, our new research facility is open and a new chapter in the history of the Medical School has begun.

Built in part with the generous support of many donors, and without state funding, this impressive, 10-story building has eight floors dedicated to advanced research in the areas of cancer, neuroscience, genetics and biochemistry. Each floor consists of 144 laboratory benches with workstations configured in an open space plan, a core area with shared equipment, conference space and faculty offices.

We are grateful to our many generous donors who have contributed to the construction and outfitting of this building through our $38 million Campaign for Research. All donors of $10,000 or more to the Campaign will be recognized on a plaque in the entrance pavilion of the research building. In addition, many leadership gifts have enabled us to name major portions of the building. They include:

Massachusetts AFL-CIO Cancer Research Center – **Massachusetts AFL-CIO**

The Blais Pavilion – **Jack and Shelley Blais**

John H. Pierce Pediatric Cancer Research Laboratories – **Jack and Shelley Blais**

The DeFeudis Atrium – **Gene and Mary DeFeudis**

The Bruce Pollak Atrium – **Martin and Ellen Pollak**

The David L. and Goldie C. Michelson Conference Room – **Mrs. David Michelson**

The Tara Katherine Bean Conference Room – **The Tara Bean Foundation**

The Charles and Marjorie Housen Research Support Facility – **Mr. and Mrs. Housen**

The Bruce Mannooch Conference Room – **Anonymous**

The John and Elinor Svenson Family Conference Room – **Mr. and Mrs. Svenson**

UMMS will be "celebrating science" with events surrounding the dedication and opening of the research laboratory building taking place over the next several weeks. We are proud and honored to celebrate this historic accomplishment with our colleagues and benefactors—symbolic of the strength of the past and the promise of the future.

Kevin G. Courtney
Associate Vice Chancellor for Development

Linda Caradonio (left), her husband, Public Schools Superintendent James Caradonio, City Manager Thomas Hoover and his wife Diane Hoover

WORCESTER WALKS FOR A CURE

For cancer survivors and their family and friends, this year's third annual Walk to Cure Cancer was far more than a fundraiser for cancer research. With over 6,500 walkers donating their time, energy and money, approximately $700,000 was raised to construct cancer research facilities within the research laboratory building at UMMS. The Labor Day event was not only an inspiring demonstration of the community's dedication to finding a cure for cancer, but also an expression of its compassion for those who have lost loved ones to the disease, for those who have lost their own courageous battles, and for those who have survived.

While this year's walk saw many familiar faces traversing the five-mile course around Lake Quinsigamond, the enthusiastic participation of the City of Worcester marked a special milestone in the event's history. According to Stephen Willand, PhD, the director of the City Manager's Office of Employment and Training, City Manager Thomas Hoover made it a priority to support the walk. "The involvement of the city in an event like this is rare, but we truly believe in this cause. Worcester is in a unique position. Research is being conducted in the city that could ultimately be the key to a cure for cancer, and we wanted to be a part of that," said Willand. "The Medical School is something that we are very proud of and we wish to demonstrate that our partnership with it is mutual and strong."

continued next page

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For Worcester Public Schools Community Schools Program Director Dorothy Hargrove, herself a breast cancer survivor and long time advocate of cancer research, working with the city to build such successful teams—including over 1,000 participating employees—represented a personal triumph. "After being diagnosed with cancer, UMass treated me as a whole person, and the doctors and nurses supported me as I struggled through treatment and surgery. Because of their commitment to me, my desire to advocate for research is stronger than ever," she said. Commenting on the impressive crowds of people that walked for the cause, Hargrove was overwhelmed. "When you are diagnosed with cancer, it can be so isolating. But seeing all of these people walking in support makes it that much easier to cope. The walk doesn't ask a lot, just a few short hours of time for such a massive gain."

For more about participation in the 2002 Walk to Cure Cancer, contact Cathy LaRocca at (508) 856-5520, or visit www.walktocurecancer.com.

IN TARA'S MEMORY

At once tragic and inspiring, the story of the Bean family of Shrewsbury is a lesson in courage and determination. A vibrant and happy girl with a passion for the Backstreet Boys and American Girl dolls, Tara Katherine Bean was just 9 years old when complications from brain tumor surgery took her life the day after Valentine's Day last year. As they struggled to cope with their daughter's death, Karen and Robert Bean have channeled their grief into action, motivated by two equally important goals: to help children with brain tumors and to keep Tara's memory alive.

The Bean family wanted to ensure that Tara's legacy would be one of compassion and hope. After her death, the family made the decision to donate Tara's organs, giving seven people new life or the promise of a better one. And still, they wanted to do more to make a difference. Supported by their son Alex and their community, the Beans have established the Tara Bean Foundation to raise money for pediatric cancer research at UMass Medical School. Funds raised through the Tara Bean Brain Cancer Research Fund will be used to establish a fellowship in neuroscience at UMMS, with an emphasis on the treatment of brain tumors. The fellow will work under the direction of Lawrence D. Recht, MD, UMMS professor of neurology. In addition, the foundation will honor Tara's memory with the naming of the Tara Katherine Bean Conference Room on the neurobiology floor of the research laboratory building.

State representative Karyn Polito addresses the guests at an event held to benefit UMMS pediatric cancer research through the Tara Bean Brain Cancer Research Fund.

INVESTITURE CEREMONY HONORS FACULTY AND BENEFACTORS

The promises of a cure for cancer, the potential for life-saving preventive medicine and the advancement of medical education were embodied in the six recipients of named professorships at an Investiture ceremony held on June 2 at the Hoagland-Pincus Conference Center on the Worcester Foundation campus.

This year's special ceremony recognized the achievements of the recipients, and the generosity of the donors who made this year's newly endowed professorships a reality. As the second recipient of the Celia and Isaac Haidak Professorship in Medical Education, Aaron Lazare, MD, UMMS chancellor/dean, was recognized for his contributions to undergraduate medical education and health communications. Made possible by the generosity of the late Richard M. Haidack, a successful businessman whose $3 million gift to UMMS provided for three endowments, the professorship is named in honor of his parents. A second professorship, another beneficiary of the Haidack gift, was also invested at the ceremony. Professor and Chair of the Department of Medicine, Robert W. Finberg, MD, was named the second recipient of the Richard M. Haidack Professorship in Medicine, for his extensive experience as both clinician and scholar.

Four of the new positions were created thanks to the generosity of Worcester Foundation for Biomedical Research donors. Steven M. Reppert, MD, chair of the new Department of Neurobiology, was invested as the Higgins Family Professor of Neuroscience, made possible through the Estate of Alice C. Higgins. UMMS Professor of Medicine Timothy C. Wang, MD, was invested as the Gladys Smith Martin Chair in Gastrointestinal Cancer through the generosity of the H. Arthur Smith Foundation of Worcester. While living, Mr. Smith provided charitable support to the Worcester Foundation for cancer research; the chair was named in memory of his late sister. The first woman to be invested at UMMS, Professor of Medicine Judith K. Ockene, PhD, was named the Barbara Helen Smith Chair in Preventive Medicine, also made possible through the H. Arthur Smith Foundation. The chair was named in honor of Mr. Smith's cousin, Barbara Smith of Worcester.

In another first for the Medical School, Ira Ockene, MD, UMMS professor of medicine and husband of Dr. Judith Ockene, was invested as the David J. and Barbara D. Milliken Professor of Preventive Cardiology, marking the first time a married couple was invested at the institution. Barbara Milliken, along with additional donors including The Ellison Foundation, Donald and Mary Melville of Worcester and Bruce and Carolyn Phillips of Chatham, established the endowment in David Miliken's name to support the exemplary research of the Division of Cardiovascular Medicine.

Endowments create an environment where the very best scientists and scholars can flourish, define the high quality of the research and educational enterprises at UMMS, and provide generous donors with the opportunity to see their philanthropy provide better outcomes for others. UMMS currently has 22 endowed positions; all but four have been established since 1997. The June Investiture ceremony also recognized the establishment of the Lambi and Sarah Adams Chair in Genetic Research and the Barbara and Nathan Greenberg Chair in Biomedical Research. The Adams endowment will encourage the recruitment to UMass Medical School of a world-class scientist in the field of genetics. Eliot J. Androphy, MD, a nationally renowned dermatologist and virologist, was recently named the Barbara and Nathan Greenberg Chair in the Biomeical Sciences (See story, page 2.)

BLAIS AWARDED AN HONORARY DEGREE

At UMass Medical School Commencement ceremonies held the day after Investiture, John F. Blais was awarded an honorary degree from UMMS in recognition of his generous contribution to the institution and his resolute conviction to support research to find a cure for pediatric cancer. With a pledge of $5 million to help construct the John H. Pierce Pediatric Cancer Research Laboratories in the research building, recruit new scientists and support the Ali Pierce Endowment Fund, Blais has demonstrated his total commitment to the advancement of cancer investigations at UMMS.

Mr. Blais, a native of Burlington, Massachusetts, and a mechanical engineer, in 1998 co-founded NetOptix of Natick, which quickly became the leader in the rapidly growing field of multilayer infrared optical interference filters. As a result, NetOptix was purchased by Corning, Inc. in May 2000 and now employs more than 2,000 people. Most recently, Mr. Blais founded Blais Co., a holding company that presently owns four businesses, and is an active partner in a worldwide management consulting firm located in Framingham.

In his address to the Commencement audience, Chancellor and Dean Aaron Lazare noted that Blais' personal contribution "will have a direct impact on the Medical School's mission of curing disease and alleviating suffering through medical research for generations to come. [His] many strengths and beliefs serve as both model and inspiration for those here who share [his] commitment to serving the greater good."

TOURNAMENTS SUPPORT NUMEROUS CAUSES

From Worcester County to Boston's suburbs, at private clubs and public courses, an astonishing 21 golf tournaments will be sponsored this year to benefit educational, clinical and research programs at UMass Medical School and UMass Memorial Health Care through the UMass Memorial Foundation From cancer to pediatric immunology, from the Children's Medical Center to the UMass Cancer Center, these golf tournaments encourage area residents to hit the greens the great causes.

Held this July at the Mt. Pleasant Country Club in Boylston, the Flagship Cancer Classic benefits research at the UMass Cancer Center. Sponsored by Flagship Bank, the event was held in memory of Michael J. Toomey, the late Flagship president and CEO who dedicated himself selflessly to the Worcester community. Mr. Toomey lost his own battle with cancer in October 2000. Proceeds from the Cancer Classic will benefit several UMMS scientists and clinicians who are working in a number of areas to discover the causes of cancer and to find new methods of treatment and prevention.

On August 7, the first Diabetes Classic benefiting diabetes research and patient care at UMMS was held at Sterling Country Club. Golf enthusiast Aldo A. Rossini, MD, the William and Doris Krupp Professor of Medicine and Director of the UMMS Division of Diabetes, was on hand to encourage the essential support of diabetes research. His research team is embarking on human clinical trials in the transplantation of healthy, insulin-producing islet cells into people with diabetes. The treatment may prove to be an effective cure for Type 1 diabetes, and its methodology may benefit all patients in need of organ or tissue transplants.

J.T. Pierce (left), his brother Mike and their mother Anna Pierce (far right) join Shelley and Jack Blais at the Flagship Cancer Classic, benefiting the UMass Cancer Center.

The Townsend Ridge Country Club hosted the third annual CJ Valley Memorial Tournament in September. One of the most popular of the tournaments, the inspiration for the event was the memory of Charles Matthew "CJ" Valley, the infant son of Charles and Patty Valley. A happy, healthy baby, CJ died unexpectedly when he was 2 months old from a common bacterial infection, *pneumococcus*. Bacterial infection is the leading cause of death for children under 2 years of age, and the CJ Valley Memorial Fund is dedicated to understanding the development of the infant immune system and its response to disease. Advancing both research and outreach, the fund will support a post-doctoral fellowship and an annual lectureship. Taking action was a response to shock and grief, explained Mr. Valley. "It changes your life and your outlook on everything." The couple has been supported by their faith, their family and friends, and their efforts in memory of CJ, which they plan to continue. "We've learned so much over the past year. We know it may be unrealistic, but we want to make sure this never happens to anyone again."

Assistance is available from the UMMF for companies, organizations and foundations that wish to organize a UMMF benefit tournament. Contact Jenique Radin at 508-856-2553 or Lynda Rivard at 508-856-4676.

The Last Word:

William M. Bulger

President, University of Massachusetts

:: President Bulger signs the beam at UMMS' topping-off ceremony for the research laboratory building.

Since he became chancellor/dean 10 years ago, Dr. Aaron Lazare has served to enhance the quality of medical education at the University of Massachusetts Medical School. Under his leadership, the Medical School has achieved objectively ranked academic prominence and unprecedented research growth. It has proved itself a model of student-centered, faculty-guided training of the nation's future physicians.

Coming into his position at a time of great institutional instability, Dr. Lazare used the same sensibilities he developed in his career as a psychiatrist—analysis, empathy, intellectual curiosity and vision—to lead the campus in a variety of innovative and interdisciplinary curriculum and cultural changes. One example of this is Dr. Lazare's critical understanding of effective patient communication. His emphasis on the importance of communication has resulted in the creation of a student-centered environment that exposes all learners, regardless of year or career direction, to a variety of early clinical experiences in community-based settings.

One such course directly encouraged by Dr. Lazare's advocacy and research, is the Physician, Patient and Society (PPS) course. One of the first medical school courses of its kind, PPS teaches medical students to talk and listen empathetically with their patients. Since the inception of PPS in 1995, UMMS has used its significant base of ambulatory care and community-based physicians to expand this important work, encouraging first-and second-year medical students to practice their clinical science and patient relationship skills early in their medical school experience.

Dr. Lazare has placed UMMS in a national leadership position for its contribution to preparing the nation's future primary care providers, educators and researchers. Graduating physicians from UMMS, who are surveyed one to two years after completing the school's Interclerkships, have rated themselves "far more satisfied" with the preparation they received in patient-physician relationships.

During his tenure at UMMS, Dr. Lazare has both encouraged the development of programs to benefit students, and worked diligently to ensure that the faculty is given the opportunity to succeed with academic research. With the establishment of the Office of Medical Education, a center of advocacy, support and oversight of undergraduate medical curricula across all years and across all disciplines and departments, Dr. Lazare has created an infrastructure upon which faculty can assess their progress in meeting these goals.

Finally, it is the humanism and generous spirit of Dr. Lazare that is imbued in the UMMS culture. As students, parents and faculty recognize, he is a person who allows everyone to feel free to explore, express and dream. He has fostered an environment where creativity and unique contributions of individuals are recognized and valued and where interdisciplinary teamwork is encouraged. This investment and leadership in medical education is attested to by the success of faculty, staff and alumni who are nationally recognized for their work.

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