



Association of Chairs of Departments of Physiology



2012 Annual Meeting
November 29 – December 2, 2012

NOW Larimar
Punta Cana, Dominican Republic



ACDP MEETING BOOK SECTIONS

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Section I:
President's Welcome



Welcome to Punta Cana!



We hope the program and social networking of the meeting will benefit you in your role as the champion of Physiology at your institution. This year, many of the meeting topics were selected as a result of a 2012 survey that helped identify areas of shared interest among the membership of ACDP. The compiled results of the survey are included in this booklet.

Please note that the meeting schedule is different this year. We shall have our first presentation Thursday evening, and will have Friday and Saturday afternoons open. Section II of this booklet has a listing of local excursions that provides some nice all-day entertainment alternatives for those joining you on the trip, and gives some ideas of what to do on those open afternoons.

Enjoy the meeting!

Chip Montrose
President

Section II:
Travel Excursions

Please contact the hotel concierge to join any of these excursions.

Morning Tours

Hispaniola Explorer \$135 per person Departs 6:15 am Returns 4:00 pm

An artist colony featuring tropical gardens, restaurants, & shops. Visit the famous baseball stadium, cigar factory, medieval castle, & amphitheatre. Cruise chavon river & enjoy a lobster lunch.

Santo Domingo \$95 per person Departs 6:15 am Returns 7:00 pm

Rediscover the first city of the new world- visit the colonial zone and Alcazar de colon. Have lunch at the most prestigious typical restaurant of the Dominican.

Saona Island \$115 per person Departs 7:40 am Returns 6:00pm

Sail to paradise island on a beautiful catamaran. Relax in a hammock, join a game of volleyball, go for a swim, get a tan, or ride a speedboat! Enjoy barbeque and cocktails.

Outback Safari \$90 per person Departs 8:35 am Returns 5:15 pm

Full day adventure tour visiting a typical Dominican home and family, lunch at the countryside ranch, and boogie boarding on a secluded beach.

Dominican Flavors \$75 per person Departs 8:35 am Returns 1:00 pm

Explore mountains, sugar cane and cocoa bean plantations, fine cigar making, visit a typical Dominican home and finish boogie boarding on a secluded beach.

Afternoon Tours

Canopy Adventure \$90 per person Departs 1:50 pm Returns 6:30 pm

Ziplining through the trees with professional guides and refreshments included.

Buggy Adventure \$90 per person Departs 2:00 pm Returns 6:00 pm

Take dirt roads throughout Macao Village and onto the beach enjoying breathtaking views and a visit to the countryside with a professional guide.

Happy Hour \$75 per person Departs 2:30 pm Returns 6:30 pm

Cruise in a catamaran along the Bavaro beach followed by snorkeling on the coral reef.

Multiple Departures Tours

Zip Lines \$89 per person Departs 7:25 am, 1:25 pm Returns 5 hours later

Set against the lush mountains of Bavaro zip from platform to platform in the jungle!

Marinarium \$99 per person Departs 8:15 am,12:45 pm Returns 5.5 hours later

Swim with nurse sharks and stingrays, or have fish eat from your hand while snorkeling!

Dolphin Explorer \$149/pp Dp 7:30a, 9:20a, 12:20p, 2:20p Returns 4.5 hours later

Hold hands with a dolphin and learn how to cue and watch as the dolphin leaps right over you!

Section III:
Annual Meeting Agenda
Business Meeting Agendas
2011 Business Meeting Minutes



Association of Chairs of Departments of Physiology
Annual Meeting Agenda
NOW Larimar, Dominican Republic
Nov 29-Dec 2, 2012

Thursday, November 29	
3:00 – 5:00 pm	ACDP Council meeting (for ACDP officers only, not the general membership)
6:00 – 7:00 pm	<p><i>“Outcomes and Implications of the NIH Biomedical Workforce Report”</i></p> <p>Sandra Degen, Ph.D.</p> <p>Interim Chair, Molecular Genetics, Biochemistry & Microbiology, Univ. of Cincinnati Professor of Pediatrics and Associate Chair for Academic Affairs, Cincinnati Children’s Hosp. Member, NIH Biomedical Workforce Taskforce</p>
7:00 – 9:00 pm	Reception*
Friday, November 30	
8:30 – 9:30 am	<p><i>“Integrating the Pure and Applied Sciences into Biomedical Research: Unprecedented Opportunities for Innovation “</i></p> <p>New chair: Geoffrey Hammond, Ph.D.</p> <p>Head, Department of Cellular & Physiology Sciences, Life Sciences Centre The University of British Columbia</p>
9:30 – 10:00 am	Business meeting I (financial report, CAS report, nominations of officers)
10:00 – 10:30 am	Coffee break
10:30 – 10:45 am	<p><i>New Credentialing Issues</i></p> <p>Dee U. Silverthorn, Ph.D.</p> <p>Department of Integrative Biology University of Texas, Austin</p>
10:30 – 12:30 am	<p><i>“Addressing Challenging Colleagues and Situations Requires a Plan (and Skill)”</i></p> <p>Workshop facilitated by James Pichert, Ph.D.</p> <p>Professor of Medical Education & Administration Co-Director, Center for Patient & Professional Advocacy School of Medicine, Vanderbilt University</p>
12:30 – 1:00 pm	ACDP Council meeting (for ACDP officers only, not the general membership)
Afternoon	Lunch, afternoon, and dinner on your own
7:00 – 8:00 pm	<p><i>“Physiology in the 21st Century – A Case Study on SGLTs”</i></p> <p><i>Distinguished Service Award Lecture</i></p> <p>Ernest Wright, Ph.D., D. Sc.</p> <p>Distinguished Professor of Physiology, Mellinkoff Professor in Medicine Department of Physiology, David Geffen School of Medicine, Univ. of California, Los Angeles</p>

8:00 – 9:00 pm	<p align="center"><i>“Incentivizing, Creating, and Sustaining Cross-disciplinary Teams”</i></p> <p align="center">Panel Discussion with:</p> <p align="center">Patricia Molina, M.D., Ph.D. Richard Ashman, PhD Professor and Head, Department of Physiology Director, Alcohol and Drug Abuse Center of Excellence Louisiana State University Health Sciences Center in New Orleans</p> <p align="center">M. Bishr Omary, M.D., Ph.D. Professor and Chair, Department of Molecular & Integrative Physiology University of Michigan</p> <p align="center">Gary Sieck, Ph.D. Vernon T. and Earline D. Dale Professor and Chair Department of Physiology & Biomedical Engineering Deputy Director and Vice Dean for Research, Mayo Clinic College of Medicine</p>
Saturday, December 1	
8:30 – 9:30 am	<p align="center"><i>“Cholesterol Regulation of K⁺ Channels: From Biophysics to Vascular Biology”</i></p> <p align="center"><i>Guyton Award Lecture</i></p> <p align="center">Irena Levitan, Ph.D. Associate Professor, Departments of Medicine, Pharmacology & Bioengineering University of Illinois at Chicago</p>
9:30 – 10:30 am	<p align="center"><i>“Time Management: Confessions, Strategies, and Discussion”</i></p> <p align="center">Francisco (Paco) Andrade, Ph.D. Professor and Associate Chair Department of Physiology, University of Kentucky</p>
10:30-11:00 am	Coffee break
11:00am- 12:00 pm	<p align="center"><i>“Reaffirming Academic Research’s Social Contract in Fiscally Perilous Times”</i></p> <p align="center">Tony Mazzaschi Senior Director, Scientific Affairs at the Association of American Medical Colleges (AAMC) Director, AAMC’s Council of Academic Societies</p>
12:00-12:30 pm	<p align="center"><i>“Status and Initiatives of the APS”</i></p> <p align="center">Martin Frank, Ph.D. Executive Director American Physiological Society</p>
12:30-1:00 pm	Business meeting II (election of officers, 2013 meeting information)
Afternoon	Lunch and afternoon on your own
7:00-10:00 pm	Meeting banquet*
Sunday, December 2	
All day	Departures or on your own

*ACDP-registered attendees and ACDP-registered guests only.

AGENDA
ACDP Business Meeting I

(General membership)

November 30, 2012

- I. Call to order**
- II. Approval of 2011 draft meeting minutes**
- III. Call for names for 2013 Guyton Award Lectureship**
Submit nominations to Bishr Omary (mbishr@umich.edu), Charles Wood (cwood@phys.med.ufl.edu), Muthu Periasamy (periasamy.1@osu.edu)
- IV. Call for names for 2013 Distinguished Service Awardee**
Submit nominations to Muthu Periasamy (periasamy.1@osu.edu)
- V. Call for nominations for officer positions (President, Councillors, CAS Representative)**
- VI. Treasurer's Report (DeMesquita)**
- VII. CAS / CFAS Update (Navar/Webb/Montrose)**
- VIII. New Business**
 - a. ACDP Support of Bruce Undergraduate Excellence Awards at EB
 - b. New ACDP logo

ACDP Business Meeting I Minutes

I. Call to Order

The Business Meeting was convened by President Gary Sieck at 2:12 pm on December 2, 2011.

II. Approval of 2010 Draft Meeting Minutes

The minutes from the 2010 Business Meetings were unanimously approved as submitted.

III. Announcement of 2011 Guyton Award Lectureship

Sieck announced that the 4th Arthur Guyton Lectureship will be given by Paul Welling, Ph.D. from University of Maryland Medical School. The lecture is titled "Potassium Channels Find Their Way in Membrane Traffic."

IV. Announcement of 2011 Distinguished Service Awardee

Sieck also announced that R. John Solaro, Ph.D., from the University of Illinois, at Chicago will be presented with the 2011 ACDP Distinguished Service Award at the banquet. Solaro will be honored for his service to ACDP and physiology as a discipline.

V. Call for Nominations for Officer Positions

A call was made for nominations for President-elect, Secretary-Treasurer, two open Councilor positions, and Council of Academic Societies (CAS) representative. The membership was reminded that the nominees for President need to have previously served on Council as either Councilors or Secretary-Treasurer.

VI. CAS Updates

Navar and Webb described the roles of the CAS representatives and the governance of the AAMC. Navar recently finished serving his second term on the CAS Board. He announced that he would be willing to serve one more year to offset terms for the two representatives. He encouraged anyone interested in serving as CAS representative to make it a several-year commitment so there would be the opportunity after a few years of visibility for that person to be elected to the CAS Board. Representatives attend the spring meeting of CAS and also the annual AAMC meeting, where CAS plays a role in programming that meeting. He noted that it is very important to have strong ties between ACDP and CAS. However, there are discussions underway in AAMC about changing the composition of CAS. Navar and Webb will monitor that discussion and report back to the membership regarding possible changes.

VII. Financial Report

The financial report was presented by Secretary-Treasurer Susan DeMesquita. The Association remains in sound financial condition. She pointed out that there is a large difference between the 2010 and 2011 numbers as of September 30 each year. This is a result of Classic Travel handling the registrations. Only expenses for the first hotel payment are showing for 2011 until the final reconciliation, which will happen later this month or January, depending when the hotel finalizes the bill. However, if those figures are considered, then the bottom lines for the two years are

very similar. A final 2011 budget will be presented at the 2012 ACDP meeting held during the Experimental Biology meeting. The financial report was accepted unanimously by the attendees.

The meeting was adjourned until the following day at 11:15 am.

ACDP Business Meeting II Minutes

I. Call to re-convene

Sieck reconvened the business meeting at 11:15 pm on December 3, 2011.

II. Election of Officers

The slate of nominees for President-elect, Secretary-Treasurer, Councilors, and CAS Representative was announced and the membership voted by secret ballot. Muthu Periasamy was elected President-elect. Bishr Omary and Charles Wood were elected Councilors with terms ending in 2014. L. Gabriel Navar was elected to serve 1 additional year as CAS Representative.

III. 2012 ACDP Meeting

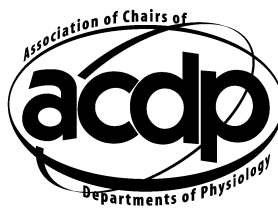
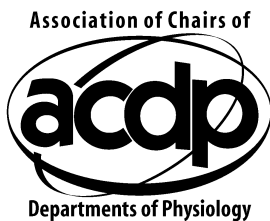
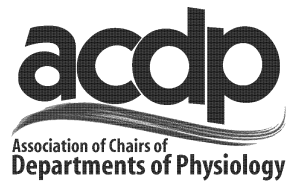
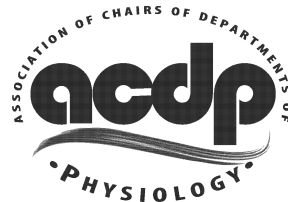
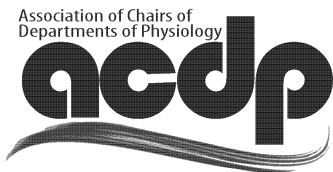
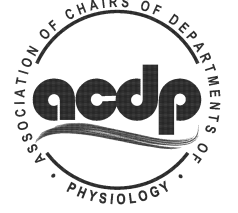
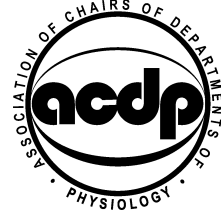
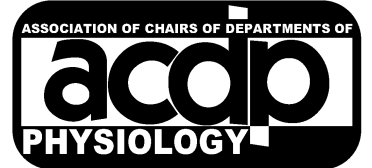
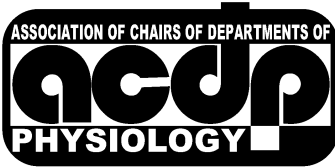
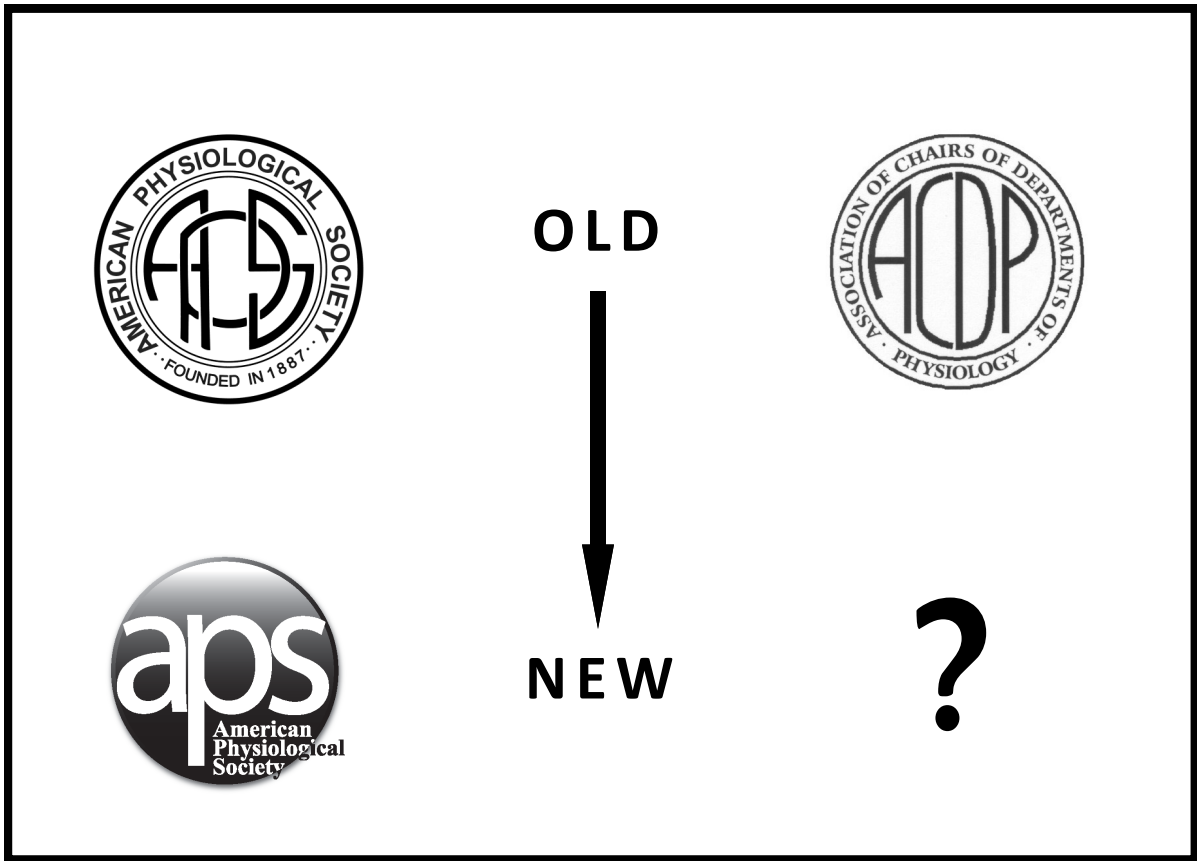
Marshall Montrose, ACDP President-elect, announced that he was still researching where to hold the 2012 ACDP meeting. However, the dates will be November 30 – December 2, 2012. He is looking at all-inclusive resorts that will allow meeting costs to remain low. He requested ideas for possible locations for the meeting. As soon as a decision is made and the contract signed, members will be notified.

IV. Adjournment

The meeting was adjourned at 12:00 pm.

Respectfully submitted,

Susan DeMesquita
Secretary-Treasurer



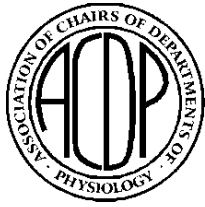
AGENDA
ACDP Business Meeting II

(General membership)

December 1, 2012

- I. Call to re-convene**
- II. Election of Officers**
- III. Selection of new ACDP logo**
- IV. 2013 ACDP Meeting (Periasamy)**
- V. Adjournment**

Section IV:
Distinguished Service Award



2012 Distinguished Service Awardee

Ernest M. Wright, Ph.D., D. Sc.

**Distinguished Professor of Physiology
Mellinkoff Professor in Medicine**

**Department of Physiology
David Geffen School of Medicine
University of California, Los Angeles**



Ernest M. Wright earned his B.Sc. in Chemistry and Physiology at the University of London, UK, and subsequently completed his Ph.D. in Physiology at the University of Sheffield, UK, under the supervision of David Smyth. He was a member of the faculty at Sheffield for 2 years, prior to undertaking a Research Fellowship at Harvard Medical School, Boston, Massachusetts, USA, where he studied with Jared Diamond, Peter Curran and Stanley Schultz in the Biophysics Laboratory headed by Arthur K. Solomon. In

1978, he was awarded a D.Sc. in Physiology from the University of London. Wright joined the Department of Physiology at the University of California at Los Angeles School of Medicine in 1967. He served as Chair of Physiology between 1987 and 2000, was awarded the Sherman M. Mellinkoff Distinguished Professorship in Medicine in 1999, and was appointed Distinguished Professor of Physiology in 2004. He was Visiting Professor at the Center for Advanced Studies at the National Polytechnic Institute in Mexico City in 1973, at the Max-Planck Institute for Biophysics in Frankfurt in 1974/5, and at Queen Elizabeth College at the University of London in 1977. Wright received the Janssen Award for Achievement in Digestive Sciences in 2004, and also became a Named Fellow of the Biophysical Society that year. His research focuses on the general physiology of epithelial cells, especially those in the intestine, kidney and brain, with a special interest in the physiology, biochemistry, structure, molecular genetics and human genetics of sodium co-transport proteins, such as the Na⁺/glucose co-transporter. Wright was named a Fellow of the British Royal Society in 2005. He was elected as an Honorary Member of the Physiology Society (UK) and to the German National Academy of Science (Leopoldina) in 2006. The American Society for Nephrology selected Wright for the 2012 Homer W Smith Award.

Association of Chairs of Departments of Physiology
Distinguished Service Award

The ACDP Distinguished Service Award is presented annually to someone who has given long and illustrious service to ACDP, physiology as a discipline, and/or the field of science in general.

The awardee is selected by the President in consultation with ACDP Council. Awardees receive all-expenses paid trip to the annual ACDP meeting.

The award was formally known as the Outstanding Teaching Award but in 1978 its focus and name were expanded to the current Distinguished Service Award.

Awardees:

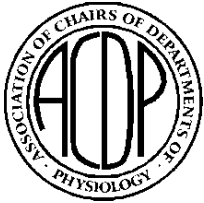
2012 Ernest M. Wright
2011 R. John Solaro
2010 John A. Williams
2009 Phyllis M. Wise
2008 Irving H. Zucker
2007 William H. Dantzler
2006 Antonio Scarpa
2005 No awardee – joint meeting with AAMC
2004 Daniel C. Tosteson
2003 L. Gabriel Navar
2002 Gabor Kaley
2001 Mordecai P. Blaustein
2000 Paul C. Johnson
1999 F. Norman Briggs
1998 Norman R. Alpert
1997 Carlton C. Hunt
1996 Arthur C. Guyton
1995 Aubrey E. Taylor
1994 Stanley G. Schultz
1993 Edward J. Masoro
1992 Gerhard H. Giebisch
1991 None
1990 John T. Shepherd
1989 Walter C. Randall
1988 William F. Ganong
1987 Howard E. Morgan
1986 Horace Davenport
1985 Clifford Barger
1984 Harry Patton
1983 Ernst Knobil
1982 Hermann Rahn
1981 Robert Berliner
1980 George Sayers
1979 Ewald Seikurt
1978 William F. Ganong

Outstanding Teaching Award

1977 C. Ladd Prosser
1976 Robert M. Berne
1975 Arthur C. Guyton
1974 Julius H. Comroe
1973 Maurice Visscher
1972 Robert Pitts

Section V:

Guyton Distinguished Lecturer



2012 *Arthur Guyton* *Distinguished Lecturer*

Irena Levitan, Ph.D.

Associate Professor

**Departments of Medicine, Pharmacology
and Bioengineering**

University of Illinois at Chicago



Irena Levitan, Ph.D., received her Ph.D. in Neurobiology from the Hebrew University of Jerusalem. She is an Associate Professor in the Departments of Medicine, Pharmacology and Bioengineering at the University of Illinois at Chicago.

Dr. Levitan's research interests focus on cholesterol regulation of ion channels and cellular biomechanics. Research in Dr. Levitan's lab focuses on the impact of dyslipidemia on endothelial dysfunction, a key early stage in the development of Atherosclerosis. Their primary objective is to determine how elevation in membrane cholesterol and oxidized lipids affect endothelial ion channels and the biomechanical properties of the membrane.

Dr. Levitan's group has discovered that cholesterol suppresses endothelial Kir channels, a major type of endothelial ion channels *in vitro* and *in vivo*. The studies also provided the first mechanistic structural insights into cholesterol regulation of K⁺ channels. Currently, the lab is focusing on identifying cholesterol binding site of Kir channels and determining the impact of this effect on endothelial function. They also study the roles of bacterial toxins on K⁺ channel function and the role of these channels in inflammation.

Dr. Levitan's group has also discovered that plasma dyslipidemia induces endothelial stiffening and increase in endothelial force generation, an effect that is associated with disregulated angiogenesis. The lab is investigating the mechanisms of oxLDL-induced endothelial stiffening and its implications for angiogenesis. They also investigate the cross-talk between oxidized lipids and matrix stiffness in the regulation of angiogenesis in lung fibrosis.

Dr. Levitan's memberships include American Biophysical Society, American Physiological Society and American Heart Association, Council on Arteriosclerosis, and Thrombosis and Vascular Biology.

Association of Chairs of Departments of Physiology
Arthur C. Guyton Distinguished Lectureship Award

The Arthur C. Guyton Distinguished Lectureship Award was instituted in 2006 to recognize outstanding and cutting edge research in physiology or related areas. Awardees are invited to attend the ACDP fall meeting and present a seminar on their research.

Awardees are selected by the President in conjunction with members of Council based on membership recommendations. They receive travel, hotel, food, complimentary registration and an honorarium of \$1,000.

The Award was named for the late Arthur C. Guyton, University of Mississippi, a well-known researcher, educator, author, and long-time department chair. He was the only person to be awarded both the ACDP Outstanding Teaching Award and the ACDP Distinguished Service Award.

Awardees:

- 2012 Irena Levitan**
University of Illinois at Chicago

- 2011 Paul Welling**
University of Maryland

- 2010 Ferid Murad**
University of Texas, Houston

- 2009 Helen Hobbs**
University of Texas Southwestern Medical Center

- 2008 Eric Olson**
University of Texas Southwestern Medical Center

- 2007 H. Lee Sweeney**
University of Pennsylvania

Section VI:
Speaker Information



ACDP Annual Meeting Speakers

Outcomes and Implications of the NIH Biomedical Workforce Report

Sandra Degen, Ph.D.

Interim Chair, Molecular Genetics, Biochemistry & Microbiology
Professor of Pediatrics and Associate Chair for Academic Affairs
Department of Pediatrics and Cincinnati Children's Hospital
Member, NIH Biomedical Workforce Taskforce
University of Cincinnati College of Medicine

Integrating the Pure and Applied Sciences into Biomedical Research: Unprecedented Opportunities for Innovation

New chair: **Geoffrey Hammond, Ph.D.**

Head, Department of Cellular & Physiology Sciences
Life Sciences Centre
The University of British Columbia

Addressing Challenging Colleagues and Situations Requires a Plan (and Skill)

Workshop facilitated by **James Pichert, Ph.D.**

Professor of Medical Education & Administration;
Co-Director, Center for Patient & Professional Advocacy
School of Medicine
Vanderbilt University

Physiology in the 21st Century – a case study on SGLTs *Distinguished Service Award Lecture*

Ernest Wright, Ph.D., D. Sc.

Distinguished Professor of Physiology,
Mellinkoff Professor in Medicine
Department of Physiology
David Geffen School of Medicine, University of California, Los Angeles

Incentivizing, Creating, and Sustaining Cross-disciplinary Teams

Panel Discussion with:

Patricia Molina, M.D., Ph.D.

Richard Ashman, PhD Professor and Head, Department of Physiology;
Director, Alcohol and Drug Abuse Center of Excellence
Louisiana State University Health Sciences Center in New Orleans

M. Bishr Omary, M.D., Ph.D.

Professor and Chair
Department of Molecular & Integrative Physiology
University of Michigan

Gary Sieck, Ph.D.

Vernon T. and Earline D. Dale Professor and Chair
Department of Physiology & Biomedical Engineering
Deputy Director and Vice Dean for Research
Mayo Clinic College of Medicine

Cholesterol regulation of K⁺ channels: from biophysics to vascular biology

Guyton Distinguished Lecturer

Irena Levitan, Ph.D.

Associate Professor

Departments of Medicine, Pharmacology & Bioengineering

University of Illinois at Chicago

Time Management: confessions, strategies, and discussion

Francisco (Paco) Andrade, Ph.D.

Professor and Associate Chair

Department of Physiology

University of Kentucky

Reaffirming academic research's social contract in fiscally perilous times

Tony Mazzaschi

Senior Director

Scientific Affairs at the Association of American Medical Colleges (AAMC);

Director, AAMC's Council of Academic Societies

Status and initiatives of the APS

Martin Frank, Ph.D.

Executive Director

American Physiological Society



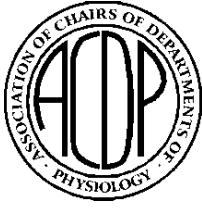
Francisco H. Andrade, Ph.D.
Associate Professor
Department of Physiology
University of Kentucky



Francisco (Paco) Andrade, PhD, was born in Tijuana, Mexico. He always knew he was going to be a scientist. Early on Dr. Andrade decided that he was going to study medicine and then get into biomedical research. When it came time to choose a college, he selected the Instituto Tecnológico y de Estudios Superiores de Monterrey in Monterrey, Mexico, a medical school in a university that is known for its strong program in engineering and computer science. He graduated in 1988 with a Bachelor of Medicine degree. After he completed his undergraduate studies, he moved to the U.S. and attended graduate school at the University of Texas Health Science Center in San Antonio. In 1994, he received his PhD in physiology studying how muscles fatigue. He continued his training on muscle function as a postdoctoral fellow at Baylor College of Medicine, as a postdoctoral scholar at the University of Kentucky Medical Center and as a research associate at Case Western Reserve University. Dr. Andrade also had the opportunity to spend a year (1996-1997) in Sweden at the Karolinska Institute as a guest investigator. In 1998, he accepted a position at Case Western Reserve University as an assistant professor in the department of neurology. In the spring of 2004, Dr. Andrade accepted a position as associate professor in the department of physiology at the University of Kentucky, and in 2011, he was appointed professor and associate chair of the department. Dr. Andrade was a founding member of the Center for Muscle Biology at the University of Kentucky.

Dr. Andrade's research focuses on how muscles work and adapt to changing condition. Most of his projects focus on trying to understand the inner workings of very specialized muscles: Extraocular muscles and muscles that control the larynx. This research covers the function of normal muscles and their central controller (the brain) to diseases that target different steps of the process. A majority of Dr. Andrade's time is devoted to keeping the research operation going. He coordinates projects, writes grant proposals and manuscripts, sustains collaborations, and handles the administrative load that comes with his extramural funding: Budgets, personnel issues, regulatory issues, etc.

On a personal note, Dr. Andrade enjoys reading, listening to music, cooking, and exploring the extensive Lexington metropolitan area, including its somewhat famous suburbs Cincinnati and Louisville.



Sandra Degen, Ph.D.
Professor and Interim Chair
Department of Molecular Genetics,
Biochemistry and Microbiology
College of Medicine
University of Cincinnati



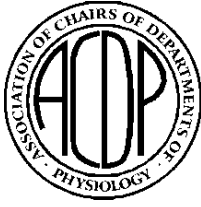
Sandra Degen, PhD, interim chair of Molecular Genetics, Biochemistry & Microbiology in the College of Medicine at the University of Cincinnati, is also a professor of pediatrics and associate chair for academic affairs in the UC College of Medicine's Department of Pediatrics and Cincinnati Children's Hospital.

After receiving a PhD in biochemistry from the University of Washington, Dr. Degen completed two years of postdoctoral work at the Friedrich Miescher Institute, Basel, Switzerland. She joined the faculty and staff of the College of Medicine and Cincinnati Children's Research Foundation in 1985. Dr. Degen's scientific interests include the biological function of the blood coagulation agent prothrombin, as well as a protein identified in her lab that is involved in growth control. She enjoyed continuous grant support since she received her first academic position until 2006. Degen holds three patents for her discoveries. In addition to continuous NIH support for her research until 2006, Dr. Degen has been awarded \$4M in grant and endowment support since 1997 from the Charlotte R. Schmidlapp Foundation to support the Center for Career Development of Women in Pediatrics.

Her many honors include being chosen as a Pew Scholar in the Biomedical Sciences, awarded an Established Investigatorship from the American Heart Association, membership of the Hematology II Study Section at the National Institutes of Health, and participation in the Executive Leadership in Academic Medicine Program. She was also awarded the 2005 Special Recognition Award in Thrombosis from the American Heart Association and elected as a Fellow of the American Association for the Advancement of Science (AAAS) in 2011. Dr. Degen currently serves on the board of directors for the Cincinnati Youth Collaborative. Degen was appointed by the Governor of Ohio to the Third Frontier Advisory Board from 2009-2011.

Dr. Degen has had several administrative roles within the university, including Associate Senior Vice President for Health Affairs (200-2004) and Vice President for Research (2004-2011).

On the personal side, Dr. Degen has been married for 35 years to Jay Degen, PhD, who is also a Professor of Pediatrics at the University of Cincinnati. They have one child, Lindsay, who is 23 years old, who recently graduated from the Rhode Island School of Design and puts their lives into perspective.

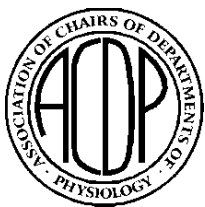


Martin Frank, Ph.D.
Executive Director
American Physiological Society



Martin Frank, Ph.D., has been the Executive Director of the American Physiological Society, Bethesda, MD since 1985. In 2004, he helped found the Washington DC Principles Coalition for Free Access to Science, a Coalition that represents approximately 70 not-for-profit society and university press publishers. Frank received his Ph.D. in Physiology and Biophysics from the University of Illinois, Urbana, in 1973 working under Dr. William W. Sleator. He served as a research associate in the Cellular Physiology Laboratory, Michigan Cancer

Foundation, Detroit, and in the Department of Pharmacology and Toxicology, Michigan State University, East Lansing. In 1975, he joined the Department of Physiology, George Washington University School of Medicine, Washington, DC, as an assistant professor. From 1978-1985, he served as the Executive Secretary, Physiology Study Section, Division of Research Grants, National Institutes of Health, Bethesda, MD. From 1983-1985, he was a Member, Senior Executive Service Candidate Development Program, Department of Health and Human Services, Washington, D.C. As part of the program, he served as a policy analyst in the Office of the Assistant Secretary of Health, DHHS.



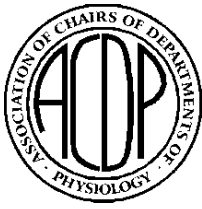
Geoffrey Hammond, Ph.D.
**Head of the Department of
Cellular & Physiological Sciences**
Life Sciences Centre
The University of British Columbia



Geo**ffrey Hammond, Ph.D.**, became Head of the Department of Cellular & Physiological Sciences at UBC on March 1, 2012. Dr. Hammond obtained his undergraduate training in Biochemistry at the University College of North Wales, Bangor. He obtained a MSc from the Medical Research Council (MRC) Steroid Endocrinology Unit at the University of Leeds in 1974, and continued his postgraduate training in Biochemistry at the Clinical Chemistry Department of the University of Oulu, Finland, where he received his PhD degree in 1978. After completing his postdoctoral training in the Reproductive Biology

Centre at the University of California San Francisco Medical School, Dr. Hammond was appointed as an MRC (UK) Research Fellow in the Department of Medicine at the University of Manchester, England in 1981. From 1984 to 2002, Dr. Hammond was a member of the Faculty of Medicine and Dentistry at the University of Western Ontario, where he held appointments as Professor in the Departments of Obstetrics & Gynecology, Pharmacology & Toxicology, and Oncology. Between 1986 and 1997, Dr. Hammond was the recipient of an Ontario Cancer Research and Treatment Foundation Research Scholarship. In the 1990s he also served as the first Director of the Cancer Research Laboratories at the London Regional Cancer Centre, and was appointed as the first Ivey Chair in Molecular Toxicology at the University of Western Ontario in 2000. From 2003 to 2012, Dr. Hammond served as the Scientific and Deputy Director of the Child & Family Research Institute. He is currently a Professor in the UBC Departments of Cellular & Physiological Sciences and Obstetrics & Gynaecology and holds a Tier I Canada Research Chair in Reproductive Health.

Dr. Hammond is recognized internationally as an expert in the area of steroid hormone action and his research work has been funded primarily by the Canadian Institutes of Health Research. He has published more than 200 scientific articles and reviews, and has served on numerous editorial boards and organizing committees of international meetings. Dr. Hammond holds several patents, and many of the reagents he has produced and methods he has developed are used worldwide as diagnostic tools.



Anthony (Tony) Mazzaschi
Senior Director, Scientific Affairs
Association of American Medical Colleges

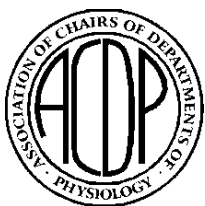


Anthony (Tony) Mazzaschi is the Senior Director, Scientific Affairs at the Association of American Medical Colleges (AAMC). He also directs the AAMC's Council of Academic Societies (CAS), presently comprised of almost 90 academic and scientific societies, which serves as faculty's voice within the AAMC's leadership structure.

Mr. Mazzaschi has been with AAMC for over 18 years and assists in developing AAMC's research policy initiatives. He has been instrumental in organizing the Group on Research Advancement and Development, which assists in meeting the professional development needs of research deans. He serves on the board of directors of the Coalition for the Advancement of Medical Research and is currently as CAMR's Treasurer. He was principal investigator of the AAMC-ORI Responsible Conduct of Research (RCR) Program for Academic Societies and the AAMC's principal investigator for the Fogarty International Center International Clinical Research Scholars Program, in conjunction with Vanderbilt University. Mr. Mazzaschi served as Interim Chief Scientific Officer of the AAMC from October 2008-July 2009.

In addition to supporting various constituent organizations, Mr. Mazzaschi is the lead AAMC staff person in various issue areas, including: animals in research and medical education, stem cell research, facilities and administrative (F&A or indirect) costs, effort reporting, and various other research funding and grants management issues. His research articles and policy commentaries have appeared in the *Journal of the American Medical Association (JAMA)*, the *Chronicle of Higher Education*, the *Journal of the Medical Library Association*, the *FASEB Journal*, and *Academic Medicine*.

Before joining AAMC, Mr. Mazzaschi managed the public affairs program of the American Society for Pharmacology and Experimental Therapeutics (ASPET) and was previously with the Federation of American Societies for Experimental Biology (FASEB). A native of Laconia, New Hampshire, Mr. Mazzaschi is a graduate of James Madison College at Michigan State University, and earlier in his career spent a decade working on Capitol Hill, both in a Senate personal office and as a professional staff member on a House subcommittee.



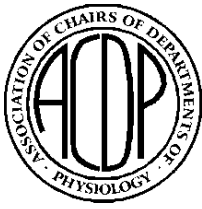
Patricia Molina, M.D., Ph.D.
Richard Ashman, PhD Professor and
Head of Department of Physiology
Director, Alcohol and Drug Abuse Center
of Excellence
School of Medicine
Louisiana State University



Patricia Molina completed her MD training at the Universidad Francisco Marroquin in Guatemala, Central America. Thereafter, she pursued a PhD in Physiology at LSUHSC under the mentorship of Dr. John J. Spitzer, presenting her dissertation on “Ethanol-endotoxin interaction with carbohydrate metabolism”. Her postdoctoral experience at Vanderbilt University was supported by a NIGMS Minority Supplement Grant under the mentorship of Dr. Naji N. Abumrad. She progressed through the academic ranks initially as an Assistant

Professor of Surgery and Physiology at the State University of New York, Stony Brook and subsequently as Director of Surgical Research at North Shore University Hospital. During that period, she held a Guest Scientist appointment at Brookhaven National Laboratory prior to joining the Department of Physiology at LSUHSC as an Associate Professor. Since becoming a faculty member at LSUHSC, Dr. Molina has obtained tenure and promotion to the rank of Professor, and has been named the Richard Ashman, PhD Professor in Physiology. On September 2008, she was appointed Department Head for Physiology. Dr. Molina’s research has been funded continuously since completing her PhD degree. She has mentored several undergraduate, graduate and post-doctoral trainees. Dr. Molina is a member of the faculty of the School of Graduate Studies, the Graduate Education Committee in Physiology, The Graduate Advisory Council, and is a mentor for the LSUHSC Interdisciplinary Graduate Program. Dr. Molina is an active member of several committees within the LSUHSC and is also actively involved in the Scientific Community outside the institution. Currently, she is the Chair for the National Hispanic Science Network on Drug Abuse and Councilor of the American Physiological Society.

Research in her laboratory focuses on the impact of alcohol and drug abuse on the cardiovascular, metabolic and immune consequences of acute traumatic injury and hemorrhagic shock. In addition, work in her laboratory also investigates the interaction of chronic alcohol and cannabinoid use on the behavioral, metabolic, and immune consequences of HIV/AIDS. Currently, work in her laboratory is funded by NIAAA, NIDA, and CDMRP.

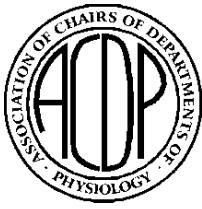


M. Bishr Omary, M.D., Ph.D.
Professor and Chair
Department of Molecular & Integrative
Physiology
University of Michigan



Bishr Omary received his PhD training in chemistry and cell biology at the University of California San Diego (UCSD), then his MD from the University of Miami. After his internal medicine residency at UC Irvine, followed by a gastroenterology fellowship at UCSD, he joined the Division of Gastroenterology at Stanford University where he became Chief of the Division and Director of its NIH-funded Digestive Disease Center. He moved to the University of Michigan in 2008 to become Chair of the Department of Molecular & Integrative Physiology, Professor of Internal Medicine and H. Marvin Pollard Professor of Gastroenterology. His editorial experiences include serving as Associate Editor of *Gastroenterology* (2006-2011) and *Molecular Biology of the Cell* (2004-2011).

Dr. Bishr's current research focuses on several areas including: (i) Studying the cytoskeletal intermediate filament proteins that are specifically expressed in digestive-type epithelia, termed keratin polypeptides 8, 18, 19 and 20 (K8/K18/K19/K20). This includes studying their regulation via phosphorylation, glycosylation and other posttranslational modifications; studying their regulation via identifying and characterizing their associated proteins; and their function and disease association. For example, his research has demonstrated that mutations in K8, K18 and K19 predispose their carriers to acute and chronic forms of liver disease and are associated with disease progression. (ii) Understanding the molecular pathogenesis and significance of the hepatocyte inclusions, termed Mallory-Denk bodies. For example, he has identified several critical genetic and posttranslational modifications that are essential for the formation of the inclusions. (iii) Defining potential therapeutic targets for acute and chronic hepatitis and pancreatitis. This is being pursued, in part, by aiming to understand genetic modifiers that regulate the susceptibility to experimental liver and pancreatic diseases.



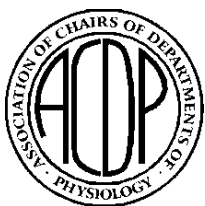
James W. Pichert, Ph.D.
Professor of Medical Education & Administration
Co-Director, Center for Patient & Professional Advocacy
School of Medicine
Vanderbilt University



James W. Pichert, Ph.D., (Pronounced Pick-ert), of Nashville, TN, is an educational psychologist with special interests in learning and instruction. He is a Professor of Medical Education and Administration at Vanderbilt University School of Medicine, where he has been a faculty member since 1979. His M.S. and Ph.D., both in education, were earned at the University of Illinois at Champaign-Urbana. He received a B.S. in educational research from Bucknell University in Lewisburg, PA. Along with Dr. Gerald Hickson, Jim is Co-director of Vanderbilt's Center for Patient and Professional Advocacy.

Dr. Pichert has longstanding research experience on promoting faculty development and health professionals' patient-related interactions. His work over the past 15 years has focused on identifying metrics and methods that address unnecessary variations in behavior and performance that undermine a healthcare organization's culture of safety. He and his colleagues have transformed those metrics and methods into local risk management initiatives and nationally-benchmarked profiles. Jim has published more than 150 articles in education and health-related journals, has presented his research at many scientific meetings, and has received several awards. Along with Dr. Hickson and others, Dr. Pichert developed the PARS program for training peer "messenger" physicians and medical center leadership to use profiled patient complaint data during interventions on high-risk peer colleagues.

Jim has presented many workshops for academic leaders, physicians and healthcare executives throughout the United States on strategies for promoting professionalism and professional accountability, and communicating about unexpected outcomes and errors.



Gary C. Sieck, Ph.D.
Vernon and Earline Dale Professor & Chair
Department of Physiology & Biomedical
Engineering
Mayo Clinic



Gary C. Sieck received a BS degree in Zoology from the University of Nebraska in 1971, and a PhD in Physiology and Biophysics from the Univ. of Nebraska Medical Center in 1976. He continued training as a postdoctoral fellow in the Brain Research Institute at the UCLA School of Medicine. In 1979, he was appointed as a Research Assistant Professor in the Department of Anatomy and Cell Biology at UCLA. In 1981, he moved to the City of Hope National Medical Center in Duarte, CA as a Research Scientist in the Department of Respiratory Diseases, while retaining a faculty appointment at UCLA. In 1987, Sieck joined the faculty in the Department of Biomedical Engineering at the Univ. of Southern California where he stayed until 1990, when he joined the Mayo Clinic staff. Dr. Sieck, is currently the Vernon F. and Earline D. Dale Professor and Chair of the Department of Physiology & Biomedical Engineering at Mayo. He is also a Mayo Distinguished Investigator and the Director of the Biomedical Engineering Program in the Mayo Graduate School. From 2006-2012, he also served as Dean for Research Academic Affairs and Deputy Director for Research Operations at Mayo.

Dr. Sieck served as President of the American Physiological Society (2009-2011) and President of the Association of Chairs of Departments of Physiology (2010-2012). He is an elected Fellow of the American Institute of Medical and Biological Engineering. In the past, he served as member of the Board of Directors of the American Thoracic Society and on the Council of the American Lung Association. He was editor-in-chief of the *Journal of Applied Physiology* from 1999-2005, and is currently editor-in-chief of *Physiology*. He is also a member of several editorial boards and advisory councils. Dr. Sieck has also served on several study sections of the National Institutes of Health (NIH).

At Mayo, he has mentored 14 predoctoral students, more than 65 postdoctoral fellows and 23 visiting scientists. He is a recipient of both the Mayo Research Educator Award, the Mayo Graduate School Dean's Recognition Award. His research focuses on neural control of respiratory muscles. In the diaphragm muscle, he has explored neuromuscular plasticity related to spinal cord injury and muscle weakness associated with mechanical ventilation and the intensive care environment. In airway smooth muscle, he has examined abnormalities in intracellular calcium regulation and excitation-coupling associated with asthma and chronic obstructive pulmonary disease. He has published more than 340 peer-reviewed papers and his research has been continuously funded by the NIH for more than 30 years.

Section VII:
Officers

ACDP 2011-2012 Officers

President (Term ends 2012)

Marshall H. Montrose, Ph.D.
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Email: marshall.montrose@uc.edu

President-elect (Term ends 2012)

Muthu Periasamy, Ph.D.
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Past President (Term ends 2012)

Gary C. Sieck, Ph.D.
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Fax: 507-284-0521
Email: sieck.gary@mayo.edu

Secretary-Treasurer (Term ends 2013)

Susan DeMesquita, Ph.D.
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Netherlands Antilles
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Fax: 011 (599) 545-2262
E-mail: sdemesquita@aucmed.edu

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Email: trn@gatech.edu

Councilor (Term ends 2014)

Bishr Omary, M.D., Ph.D.
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Fax: 734-936-8813
Email: mbishr@umich.edu

Councilor (Term ends 2013)

Michael Sturek, Ph.D.
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Fax: 317-274-3318
Email: msturek@iupui.edu

ACDP Officers (Cont'd)

Councilor (Term ends 2012)

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800 Rose Street, MS-509 Medical Center
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Phone: 859-323-6045
Fax: 859-323-1070
Email: mbreid2@uky.edu

Councilor (Term ends 2014)

Charles E. Wood, Ph.D.
Dept. of Physiology & Funct. Genomics
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Gainesville, FL 32610-0274
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Fax: 352-392-8340
Email: cwood@phys.med.ufl.edu

CAS Representative (Term ends 2014)

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Tel: 706-721-2781
Fax: 706-721-7299
Email: cwebb@georgiahealth.edu

CAS Representative (Term ends 2012)

L. Gabriel Navar, Ph.D.
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Fax: 504-584-2675
Email: navar@mailhost.tcs.tulane.edu

Executive Assistant

Melinda E. Lowy
9650 Rockville Pike, Suite E314
Bethesda, MD 20814-3991
Tel: 301-634-7785
Fax: 301-634-7098
Email: mloy@the-aps.org

Past Officers of ACDP

Presidents (3-yr term: President-elect, President, Past President)

2012-13	Muthu Periasamy	Ohio State University
2011-12	Marshall (Chip) Montrose	University of Cincinnati
2010-11	Gary Sieck	Mayo Medical School
2009-10	R. Clinton Webb	Medical College of Georgia
2008-09	Meredith Bond	University of Maryland, Baltimore
2007-08	Nicola C. Partridge	UMDNJ-RW Johnson Medical School
2006-07	William S. Spielman	Michigan State University
2005-06	Richard N. Bergman	University of Southern California
2003-05	Peter M. Cala	University of California, Davis
2002-03	Irving H. Zucker	University of Nebraska
2001-02	Irving G. Joshua	University of Louisville
2001	Phyllis M. Wise	University of Kentucky
	(resigned as President-elect, took position as Dean)	
2000-01	Donald M. Bers	Loyola University
1999-2000	William H. Dantzer	University of Arizona
1998-99	R. John Solaro	University of Illinois at Chicago
1997-98	Mordecai P. Blaustein	University of Maryland
1996-97	Paul De Weer	University of Pennsylvania
1995-96	L. Gabriel Navar	Tulane University
1994-95	Robert D. Foreman	University of Oklahoma
1994-95	Antonio Scarpa	Case Western Reserve University
1993-94	Wayne E. Crill	University of Washington
1992-93	Harel Weinstein	Mount Sinai School of Medicine
1991-92	Donald J. Marsh	Brown University
1990-91	Allen W. Cowley, Jr.	Medical College of Wisconsin
1989-90	Robert B. Gunn	Emory University
1988-89	Donald T. Frazier	University of Kentucky
1987-88	M. Ian Phillips	University of Florida
1986-87	Stephen H. White	
1985-86	Stanley G. Schultz	
1984-85	George A. Hedge (replaced Stephen White who was unable to serve as President)	
1983-84	Edward J. Masoro	
1982-83	F. Norman Briggs	
1981-82	Franklyn G. Knox	
1980-81	Paul C. Johnson	
1979-80	Jack L. Kostyo	
1978-79	Leonard Share	
1977-78	Charles R. Park	
1976-77	W. F. Ganong	
1975-76	Howard E. Morgan	
1974-75	Norman R. Alpert (replaced James O. Davis who resigned as President-elect)	
1973-74	James B. Preston	

1972-73	E. B. Brown, Jr.
1971-72	Ewald E. Selkurt
1970-71	Robert M. Berne
1969-70	Ernst Knobil

Councillors (6 Councillors total – 3-yr term; 2 rotate off each year)

Charles Wood	(2011-14)	
Michael Sturek	(2010-13)	
Bishr Omary	(2010-14)	finishing Chip Montrose’s term; re-elected to full term
Patricia E. Molina	(2009-12)	
Michael B. Reid	(2009-12)	
Nicholas A. Delamere	(2008-11)	
Marshall H. Montrose	(2008-10)	elected President-elect
T. Richard Nichols	(2008-13)	finishing Gary Sieck’s term; re-elected to full term
Steven R. Houser	(2007-10)	
Gary Sieck	(2007-09)	elected President-elect
Raymond A. Frizzell	(2006-09)	
Muthu Periasamy	(2006-09)	
Susan L. Hamilton	(2005-08)	
R. Clinton Webb	(2005-08)	
Kenneth D. Philipson	(2004-07)	
Michael L. Jennings	(2004-07)	
Meredith Bond	(2004-05)	new Councillor position
William S. Spielman	(2003-06)	
Joseph C. Dunbar	(2003-06)	
D. Neil Granger	(2002-05)	
Nicola C. Partridge	(2002-03)	finishing Peter Cala’s term
David C. Dawson	(2002-04)	
Peter M. Cala	(2001-02)	elected President-elect
Michael Jennings	(2001-03)	new Councillor position
Nicola Partridge	(2001-03)	finishing Irving Zucker’s term
Richard Bergman	(2001-02)	finishing Irving Joshua’s term
Irving Zucker	(2000-03)	elected President-elect
Irving G. Joshua	(1999-2002)	elected President in place of Phyllis Wise
Robert E. Fellows	(1999-2001)	finishing Donald Bers’ term
Donald Bers	(1998-99)	elected President-elect
Irving G. Joshua	(1998-99)	finishing William Dantzler’s term
Phyllis M. Wise	(1997-2000)	elected President-elect
Donald Bers	(1997-98)	finishing Aubrey Taylor’s term
William H. Dantzler	(1996-98)	elected President-elect
Aubrey E. Taylor	(1995-97)	elected Secretary-Treasurer
Kent Sanders	(1994-97)	
Sandra Sabatini	(1994-95)	finishing Gabby Navar’s term
James G. Townsel	(1993-96)	
Paul De Weer	(1993-94)	finishing Antonio Scarpa’s term

L. Gabriel Navar	(1992-94)	elected President-elect
Antonio Scarpa	(1991-93)	elected President-elect
James G. Townsel	(1992-93)	finishing Robert Foreman/Wayne E. Crill's term
Wayne E. Crill	(1991-92)	finishing Robert Foreman's term; elected President-elect
Robert D. Foreman	(1990-91)	elected Secretary-Treasurer
Harel Weinstein	(1989-91)	elected President-elect
Robert Thurber	(1988-91)	
Benjamin Kaminer	(1988-89)	finishing Robert Gunn's term
Donald J. Marsh	(1987-90)	
Robert B. Gunn	(1986-88)	elected President-elect
John J. Spitzer	(1985-88)	
Allen W. Cowley, Jr.	(1985-87)	finishing Donald Frazier's term
Donald T. Frazier	(1984-85)	elected Secretary-Treasurer
M. Ian Phillips	(1983-86)	
Allen W. Cowley, Jr.	(1984-85)	finishing Stanley Schultz's term
Stanley G. Schultz	(1982-84)	elected President-elect
Jimmy Neill	(1981-84)	
Stephen White	(1982-83)	finishing Edward Masoro's term
Edward J. Masoro	(1980-82)	elected President-elect
Joseph P. Gilmore	(1979-82)	
Paul Horowicz	(1978-81)	
William Van der Kloot	(1977-80)	
Paul C. Johnson	(1976-79)	
Jack L. Kostyo	(1975-78)	
Francis Ganong	(1974-75)	finishing Harry Patton's term
Harold Hempling	(1974-77)	
Charles R. Park	(1973-76)	elected President-elect
Harry D. Patton	(1972-74)	
Norman R. Alpert	(1973-74)	finishing James Davis' term
James Davis	(1971-73)	elected President-elect
Gerhard Giebisch	(1970-73)	
James B. Preston	(1969-72)	
Howard Morgan	(1968-71)	

Secretary-Treasurers (3-year term; renewable)

Susan DeMesquita	(2010-13)	
Chris Cheeseman	(2007-10)	
Richard L. Moss	(2004-07)	
Philip M. Best	(2002-04)	
Aubrey E. Taylor	(1997-2001)	
R. John Solaro	(1994-97)	elected President-elect
Robert D. Foreman	(1991-94)	
Douglas G. Stuart	(1989-91)	

Allen W. Cowley, Jr.	(1988-89)	elected President-elect
Donald T. Frazier	(1985-87)	replacing Lowell Stone who was deceased
H. Lowell Stone	(1984)	
George A. Hedge	(1981-84)	
F. Norman Briggs	(1980-81)	
Franklyn G. Knox	(1976-80)	
Leonard Share	(1974-76)	
Howard E. Morgan	(1971-74)	elected President-elect
E. B. Brown, Jr.	(1970-71)	

CAS (2 reps; 3-yr terms, renewable)

R. Clinton Webb	(2011-14)	
Meredith Bond	(2010-11)	became Dean
William S. Spielman	(2007-10)	stepped down as a chair
Meredith Bond	(2006-07)	elected President-elect
L. Gabriel Navar	(1997-2012)	
Antonio Scarpa	(1995-2005)	finishing Allen Cowley's term
M. Ian Phillips	(1991-97)	
Allen W. Cowley, Jr.	(1992-95)	finishing Donald Frazier's term plus additional term
Donald Frazier	(1989-92)	
Stanley G. Schultz	(1988-89)	finishing Leonard Share's term
Mordecai P. Blaustein	(1987-91)	
Leonard Share	(1985-87)	
Howard Morgan	(1982-85)	
William F. Ganong	(1980-87)	
Stephen H. White	(1980-82)	
H. Maurice Goodman	(1980-81)	
Daniel Tosteson	(1970-71)	

Public Affairs

Mordecai P. Blaustein	(1994-96)
Leonard S. Jefferson	(1993-94)
Charles D. Barnes	(1989-93)
Norman R. Alpert	(1981-89)

Section VIII:
Constitution & Bylaws



Revised 11/9/88

ASSOCIATION OF CHAIRMEN OF DEPARTMENTS OF PHYSIOLOGY

CONSTITUTION
(As amended April 15, 1968)

ARTICLE I

Section 1. The name of this organization shall be the Association of Chairmen of Departments of Physiology

ARTICLE II

PURPOSES AND OBJECTIVES

Section 1. The purpose and objective of this Association shall be to promote discussion of problems of interest and concern to chairmen of departments of physiology.

ARTICLE III

MEMBERSHIP

Section 1. The membership of the Association shall include the chairmen of departments of physiology in accredited schools of medicine in the United States, Puerto Rico, Canada and Mexico.

Section 2. Upon approval by the Council, membership will also be open to individuals in other types of institutions who have similar responsibilities.

Section 3. Upon approval of the Council, in colleges of medicine lacking a Department of Physiology, the administrative officer of an academic unit responsible for the discipline of physiology can be admitted to membership.

ARTICLE IV

OFFICERS AND COUNCIL

- Section 1. The officers of the Association shall consist of a President, a President-Elect and a Secretary-Treasurer. The President and President-Elect shall serve for terms of one year. The Secretary-Treasurer shall serve for three years.
- Section 2. The council shall consist of Officers, three Councilors and the past President. Each Councilor shall ordinarily serve a term of three years. One new Councilor shall be elected each year.

ARTICLE V

MEETINGS

- Section 1. The time and place of the annual meeting and all called meetings shall be determined by the Council.
- Section 2. Notice of time and place of all meetings shall be mailed to all members at least thirty days prior to such meeting.

ARTICLE VI

QUORUM

- Section 1. A quorum for any regular or called meeting shall consist of 20% of the members.

ARTICLE VII

CHARTER MEMBERS

- Section 1. All of those present at the first meeting, August 25, 1967, or who qualify under Article III, Section 1 are automatically charter members, unless they decline.

ARTICLE VIII

AMENDMENTS

- Section 1. Amendments to this Constitution may be effected by two-thirds of the voting members at a regular or called meeting provided that such an amendment has been submitted in writing to all members at least thirty days prior to such meeting.

ASSOCIATION OF CHAIRS OF DEPARTMENTS OF PHYSIOLOGY, INC.

BY-LAWS

ARTICLE I

Office

SECTION 1. Principal Office. The principal office of the Corporation shall be at the American Physiological Society, 9650 Rockville Pike, Bethesda, MD 20814.

SECTION 2. Other Offices. The Corporation may also have an office or offices in such other places as the business of the Corporation may require and the Board of Directors may from time to time appoint.

ARTICLE II

Members

SECTION 1. Applications for Membership. Membership shall include the chairs of Departments of Physiology in accredited schools of medicine in the United States, Puerto Rico, Canada and Mexico. Upon approval of the Board of Directors, membership will also be open to

- a. individuals in other types of institutions who have similar responsibilities, and
- b. the administrative officer of an academic unit responsible for the discipline of physiology in colleges of medicine lacking a department of physiology.

Emeritus Membership status is granted to former chairs that have held membership in ACDP for a total of 5 or more years. Emeritus members are invited to attend the annual meeting. Emeritus members can neither vote on Association business nor hold office.

SECTION 2. Procedure. Membership eligibility shall be automatic upon appointment to a chair of a Department of Physiology, notification of the Secretary/Treasurer by the new member and payment of dues by the member.

SECTION 3. Dues. The Board of Directors shall determine the annual dues for the members.

SECTION 4. Attendance. Attendance at meeting shall be limited to members or guests invited with the approval of the Board of Directors.

SECTION 5. Annual Meeting. The annual meeting of the members of the Corporation shall be held on a day duly designated by the Board of Directors either within or without the United States if not a legal holiday, and if a legal holiday then the next succeeding day not a legal holiday, for the transaction of such corporate business as may come before the meeting.

SECTION 6. Special Meetings. Special meetings of the members may be called at any time for any purpose or purposes by the Chair of the Board, by the President, by the President-elect, or by a majority of the Board of Directors, and shall be called forthwith by the Chair of the Board, the President, the President-elect, the Secretary-Treasurer or any director of the Corporation upon the request in writing of a majority of all the members entitled to vote on the business to be transacted at such meeting. Such request shall state the purpose or purposes of the meeting. Business transacted at all special meetings of members shall be confined to the purpose or purposes stated in the notice of the meeting.

SECTION 7. Place of Holding Meetings. All meetings of members shall be held within or without the United States at a place designated by the Board of Directors.

SECTION 8. Notice of Meetings. Written notice of each meeting of the members shall be mailed, postage prepaid by the Secretary/Treasurer, or sent by e-mail over the Internet or similar electronic communications equipment by the Secretary/Treasurer, to each member of record entitled to vote thereat at his/her post office address or e-mail address, as it appears upon the books of the Corporation, at least thirty (30) days before the meeting. Each such notice shall state the place, day, and hour at which the meeting is to be held and, in the case of any special meeting, shall state briefly the purpose or purposes thereof.

SECTION 9. Quorum. The presence in person or by proxy of twenty percent (20%) of the members of the Corporation shall constitute a quorum at all meetings of the members except as otherwise provided by law, by the Articles of Incorporation or by these By-Laws. If less than a quorum shall be in attendance at the time for which the meeting shall have been called, the meeting may be adjourned from time to time by a majority vote of the members present or represented, without any notice other than by announcement at the meeting, until a quorum shall attend. At any adjourned meeting at which a quorum shall attend, any business may be transacted which might have been transacted if the meeting had been held as originally called.

SECTION 10. Conduct of Meetings. Meetings of members shall be presided over by the President or the Corporation or, if the President is not present, by the President-elect, or, if none of said officers is present, by a chair to be elected at the meeting. The Secretary/Treasurer of the Corporation shall act as secretary of such meetings, in the absence of the Secretary-Treasurer the presiding officer may appoint a person to act as Secretary of the meeting.

SECTION 11. Voting. At all meetings of members, every member entitled to vote thereat shall have one (1) vote. Such vote may be either in person or by proxy appointed by an instrument in writing subscribed by such member or the member's duly authorized attorney, bearing a date not more than three (3) months prior to said meeting, unless said instrument provides for a longer period. Such proxy shall be dated, but need not be sealed, witnessed or acknowledged. All elections shall be held and all questions shall be decided by a majority of the votes cast at a duly constituted meeting, except as otherwise provided by law, in the Certificate of Incorporation or by these By-Laws. If the chair of the meeting shall so determine, a vote by ballot may be taken upon any election or matter, and the vote shall be so taken upon the request of ten percent (10%) or more of all the members entitled to vote on such election or matter. In either of such events, the proxies and ballots shall be received and be taken in charge and all questions touching the

qualification of voters and the validity of proxies and the acceptance or rejection of votes, shall be decided by members appointed by the chair of the said meeting.

ARTICLE III

Board of Directors

SECTION 1. General Powers. The property and business of the Corporation shall be managed under the direction of the Board of Directors of the Corporation. The Board shall be the policy making and administrative body of the corporation during the interval between the regular annual meetings and shall be empowered to enter into contracts and to authorize such expenditures as may be necessary to carry on the affairs of the Corporation.

SECTION 2. Number and Term of Office. The number of Directors shall be either (8) or such other number, but not less than three (3) nor more than nine (9), as may be designated from time to time by resolution of a majority of the entire board of Directors. Directors shall be members of the Corporation.

SECTION 3. Filling of Vacancies. In the case of any vacancy in the Board of Directors through death, resignation, disqualification, removal, or other cause, the office shall be left vacant unless filled by a vote of the members at a special meeting.

SECTION 4. Place of Meeting. The Board of Directors may hold their meetings and have one or more offices, and keep the books of the Corporation, either within or outside the State of Maryland, at such place or places as they may from time to time determine by resolution or by, written consent of all the directors. The Board of Directors may hold their meetings by conference telephone, e-mail over the Internet or other similar electronic communications equipment if everyone can hear everyone else in accordance with the provisions of the General Corporation Law of the State of Maryland.

SECTION 5. Regular Meetings. Regular meetings of the Board of Directors may be held without notice at such time and place as shall from time to time be determined by resolution of the Board, provided that written notice of each meeting of the Board of Directors shall be mailed, postage prepaid by the Secretary or sent by e-mail over the Internet or similar electronic communications equipment by the Secretary, to each member of record entitled to vote thereat at his/her post office address or e-mail address, as it appears upon the books of the Corporation, at least ten (10) days before the meeting. The annual meeting of the Board of Directors shall be held immediately following the annual meeting of members. Any business may be transacted at any regular meeting of the Board.

SECTION 6. Special Meetings. Special meetings of the Board of Directors shall be held whenever called by any member of the Board of Directors. The Secretary shall give notice of each special meeting of the Board of Directors, by mailing the same at least three (3) days prior to the meeting or by e-mailing over the Internet the same at least two (2) days before the meeting, to each Director, but such notice may be waived by any Director. Unless otherwise

indicated in the notice thereof, any and all business may be transacted at any special meetings. At any meeting at which every Director shall be present, even though without notice, any business may be transacted and any Director may in writing waive notice of the time, place and objectives of any special meeting.

SECTION 7. Quorum. A majority of the whole number of Directors shall constitute a quorum for the transaction of business at all meetings of the Board of Directors, but, if at any meeting less than a quorum shall be present, a majority of those present may adjourn the meeting from time to time, and the act of a majority of the Directors present at any meeting at which there is a quorum shall be the act of the Board of Directors, except as may be specifically provided, by law, or by the Articles of Incorporation or by these By-Laws.

SECTION 8. Required Vote. An affirmative vote of a majority of those present shall be necessary for the passage of any resolution. All proceedings at the meeting of the Board of Directors or of any committee appointed by the Board shall be governed by Roberts Rules of Order, Revised, except where otherwise provided in these By-Laws.

SECTION 9. Compensation of Directors. Directors shall not receive any stated salary for their services as such, but each director shall be entitled to receive from the Corporation reimbursement of the expenses incurred by the Director attending any regular or special meeting of the Board, and, by resolution of the Board of Directors a fixed sum may also be allowed for attendance at each regular or special meeting of the Board and such reimbursement and compensation shall be payable whether or not a meeting is adjourned because of the absence of a quorum. Nothing herein contained shall be construed to preclude any Director from serving the Corporation in any other capacity, and receiving compensation there for.

SECTION 10. Standing Committees. The Board of Directors shall:

- a. Elect two members of the Corporation to represent the corporation at the Council of Academic Societies ("CAS") of the Association of American Medical colleges ("AAMC"). The CAS representatives shall attend Board meetings and make periodic reports to the Board and to the members of the Corporation. The term of appointment shall be for four (4) years, renewable once.
- b. Elect a member of the Board to serve a three year term as Director of Public Affairs.

SECTION 11. Other Committees. The Board of Directors may, by resolution passed by a majority of the whole Board, designate one or more other committees, each committee to consist of two or more of the directors of the Corporation, which, to the extent provided in the resolution, shall have and may exercise the powers of the Board of Directors, and may authorize the seal of the Corporation to be affixed to all papers which may require it. Such committee or committees shall have such names as may be determined from time to time by resolution adopted by the Board of Directors.

SECTION 12. The Board of Directors shall allow Chairs in good standing to designate a member of the faculty of his or her Department to attend annual meetings in their absence as a

non-voting representative of the Department. Non-voting representatives shall not count toward the number of members needed to constitute a quorum.

ARTICLE IV

Officers

SECTION 1. Election, Tenure and Compensation. The officers of the Corporation shall be a President, a President-elect, and a Secretary/Treasurer, and also such other officers including a Chair of the Board as the Board of Directors from time to time may consider necessary for the proper conduct of the business of the Corporation. The President and President-elect shall be elected annually by the members at the annual meeting of the members. The Secretary/Treasurer shall be elected every three years by the members at the annual meeting of members. All officers of the Corporation shall be directors. The Secretary and Treasurer offices may be held by the same person, but no officer shall execute, acknowledge or verify any instrument in more than one capacity if such instrument is required by law or by these By-Laws to be executed, acknowledged or verified by any two or more officers.

The procedures for nominating and balloting will be determined at the time of the meeting of members. A majority of the members voting at a duly authorized meeting shall be necessary to elect the nominees.

In the event that any office other than an office required by law, shall not be filled by the members, or, once filled, subsequently becomes vacant, then such office and all references thereto in these By-Laws shall be deemed inoperative unless and until such office is filled in accordance with the provisions of these By-Laws.

All officers and agents of the Corporation shall be subject to removal at any time by the affirmative vote of a majority of the members voting at a duly authorized meeting of members, and any officers, agents, and employees, shall hold office at the discretion of the members.

SECTION 2. Powers and Duties of the Chair of the Board. The Chair of the Board shall preside at all meetings of the Board of Directors unless the Board of Directors shall by a majority vote of a quorum thereof elect a chair other than the Chair of the Board to preside at meetings of the Board of Directors. The Chair of the Board may sign and execute all authorized bonds, contracts, or other obligations in the name of the Corporation, and he/she shall be ex-officio a member of all standing committees.

SECTION 3. Powers and Duties of the President. The President shall be the chief executive officer of the Corporation and shall have general charge and control of all its business affairs and properties. The President shall preside at all meetings of the members.

The President may sign and execute all authorized bonds, contracts or other obligations in the name of the Corporation. The President shall have signature power to sign checks under his/her signature in amounts below \$1,000. The President shall have the general powers and

duties of supervision and management usually vested in the office of president of a corporation. The President shall be ex-officio a member of all the standing committees. The President shall do and perform such other duties as may, from time to time, be assigned to him/her by the Board of Directors.

In the event that the Board of Directors does not take affirmative action to fill the office of Chair of the Board, the President shall assume and perform all powers and duties given to the Chair of the Board by these By-Laws.

SECTION 4. Powers and Duties of the President-elect. The Board of Directors shall appoint a President-elect and the Board of Directors may appoint a Vice President. The President-elect (unless otherwise provided by resolution of the Board of Directors) may sign and execute all authorized bonds, contracts, or other obligations in the name of the Corporation. The President-elect shall have such other powers and shall perform such other duties as may be assigned to him/her by the Board of Directors or by the President. In case of the absence or disability of the President, the duties of that office shall be performed by the President-elect, and the taking of any action by the President-elect in place of the President shall be conclusive evidence of the absence or disability of the President.

SECTION 5. Secretary/Treasurer.

- a. The Secretary shall handle all voting matters, whether at actual meetings, telephonic meetings or meetings held on the Internet or other electronic media; he/she shall give, or cause to be given, notice of all meetings of members and directors and all other notices required by law or by these By-Laws, and in case of his/her absence or refusal or neglect to do so, any such notice may be given by any person thereunto directed by the President, or by the directors or members upon whose written request the meeting is called as provided in these By-Laws. The Secretary shall record all proceedings of the meetings of the members and of the directors in books provided for that purpose, and shall perform such other duties as may be assigned to him/her by the directors or the President. The Secretary shall have custody of the seal of the Corporation and shall affix the same to all instruments requiring it, when authorized by the Board of Directors or the President, and attest the same. In general, the Secretary shall perform all the duties generally incident to the office of Secretary, subject to the control of the Board of Directors and the President.
- b. Treasurer. The Treasurer shall have custody of all the funds and securities of the Corporation, and he/she shall keep full and accurate account of receipts and disbursements in books belonging to the Corporation. The Treasurer shall deposit all moneys and other valuables in the name and to the credit of the Corporation in such depository or depositories as may be designated by the Board of Directors. The Treasurer shall have the power to sign checks under his/her signature in amounts up to \$1,000. All checks for amounts over \$1,000 shall require the signatures of two officers.

The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors, taking proper vouchers for such disbursements. He/she shall render to the President and the Board of Directors, whenever either of them so requests, an account of all his/her transactions as Treasurer and of the financial condition of the Corporation.

The Treasurer shall give the Corporation a bond, if required by the Board of Directors, in a sum, and with one or more sureties, satisfactory to the Board of Directors, for the faithful performance of the duties of his/her office and for the restoration to the Corporation in case of his/her death, resignation, retirement, or removal from office of all books, papers, vouchers, moneys, and other properties of whatever kind in his possession or under his control belonging to the Corporation.

The Treasurer shall perform all the duties generally incident to the office of the Treasurer, subject to the control of the Board of Directors and the President.

SECTION 6. Assistant Secretary. The Board of Directors may appoint an Assistant Secretary or more than one Assistant Secretary. Each Assistant Secretary shall (except as otherwise provided by resolution of the Board of Directors) have power to perform all duties of the Secretary in the absence or disability of the Secretary and shall have such other powers and shall perform such other duties as may be assigned to him/her by the Board of Directors or the President. In case of the absence or disability of the Secretary, the duties of the office shall be performed by any such Assistant Secretary, and the taking of any action by any such Assistant Secretary in place of the Secretary shall be conclusive evidence of the absence or disability of the Secretary.

SECTION 7. Assistant Treasurer. The Board of Directors may appoint an Assistant Treasurer or more than one Assistant Treasurer. Each Assistant Treasurer shall (except as otherwise provided by resolution of the Board of Directors) have power to perform all duties of the Treasurer in the absence or disability of the Treasurer and shall have such other powers and shall perform such other duties as may be assigned to him/her by the Board of Directors or the President. In case of the absence or disability of the Treasurer, the duties of the office shall be performed by any Assistant Treasurer, and the taking of any action by any such Assistant Treasurer in place of the Treasurer shall be conclusive evidence of the absence or disability of the Treasurer.

ARTICLE V

Corporate Seal

SECTION 1. Seal. In the event that the President shall direct the Secretary to obtain a corporate seal, the corporate seal shall be circular in form and shall have inscribed thereon the name of the Corporation, the year of its organization and the word "Maryland". Duplicate copies of the corporate seal may be provided for use in the different offices of the Corporation but each copy thereof shall be in the custody of the Secretary of the Corporation or of an Assistant Secretary of the Corporation nominated by the Secretary.

ARTICLE VI

Bank Accounts and Loans

SECTION 1. Bank Accounts. Such officers or agents of the Corporation as from time to time shall be designated by the Board of Directors shall have authority to deposit any funds of the Corporation in such banks or trust companies as shall from time to time be designated by the Board of Directors, and such officers or agents as from time to time shall be authorized by the Board of Directors may withdraw any or all of the funds of the Corporation so deposited in any such bank or trust company, upon checks, drafts, or other instruments or orders for the payment of money, drawn against the account or in the name or behalf of this Corporation, and made or signed by such officers or agents; and each bank or trust company with which funds of the Corporation are so deposited is authorized to accept, honor, cash and pay, without limit as to amount, all checks, drafts or other instruments or orders for the payment of money, when drawn, made or signed by officers or agents so designated by the Board of Directors until written notice of the revocation of the authority of such officers or agents by the Board of Directors shall have been received by such bank or trust company. There shall from time to time be certified to the banks or trust companies in which funds of the Corporation are deposited, the signature of the officers or agents of the Corporation so authorized to draw against the same. In the event that the Board of Directors shall fail to designate the persons by whom checks, drafts and other instruments or orders for the payment of money shall be signed, as hereinabove provided in this Section, all of such checks, drafts and other instruments or orders for the payment of money shall be signed by the President or President-elect and countersigned by the Secretary/Treasurer or an Assistant Secretary or an Assistant Treasurer of the Corporation.

SECTION 2. Loans. Such officers or agents of this Corporation as from time to time shall be designated by the Board of Directors shall have authority to effect loans, advances or other forms of credit at any time or times for the Corporation from such banks, trust companies, institutions, corporations, firms or persons as the Board of Directors, shall from time to time designate, and as security for the repayment of such loans, advances, or other forms of credit to assign, transfer, endorse and deliver, either originally or in addition or substitution, any or all stocks, bonds, rights and interests of any kind in or to stocks or bonds, certificates of such rights or interests, deposits, accounts, documents covering merchandise, deposits and accounts receivable and other commercial paper and evidences of debt at any time held by the Corporation, and for such loans, advances or other forms of credit to make, execute and deliver one or more notes, acceptances or written obligations of the Corporation on such terms, and with such provisions as to the security or sale or disposition thereof as such officers or agents shall deem proper; and also to sell to, or discount or rediscount with, such banks, trust companies, institutions, corporations, firms or persons any and all commercial paper, bills receivable, acceptances and other instruments and evidences of debt at any time held by the Corporation, and to that end to endorse, transfer and deliver the same. There shall from time to time be certified to each bank, trust company, institution, corporation, firm or person so designated the signatures of the officers or agents so authorized; and each such bank, trust company, institution, corporation, firm or person is authorized to reply upon such certification until written notice of the revocation by the Board of Directors of the authority of such officers or agents shall be delivered to such bank, trust company, institution, corporation, firm or person.

ARTICLE VII

Reimbursements

SECTION 1. Reimbursements. Any payments made to an officer or other employee of the Corporation, such as salary, commission, interest or rent, or entertainment expense incurred by him/her, which shall be disallowed in whole or in part as a deductible expense by the Internal Revenue Service, shall be reimbursed by such officer or other employee of the Corporation to the full extent of such disallowance. It shall be the duty of the Directors, as a Board, to enforce payment of each such amount disallowed. In lieu of payment by the officer or other employee, subject to the determination of the Board of Directors, proportionate amounts may be withheld from his/her future compensation payments until the amount owed to the Corporation has been recovered.

ARTICLE VIII

Miscellaneous Provisions

SECTION 1. Fiscal Year. The fiscal year of the Corporation shall end on the last day of December.

SECTION 2. Notices. Whenever, under the provisions of these By-Laws, notice is required to be given to any Director, officer or member it shall not be construed to mean personal notice, but such notice shall be given in writing, by email over the Internet, by mail, by depositing the same in a post office or letter box, in a postpaid sealed wrapper, addressed to each member officer or director at such address as appears on the books of the Corporation, or in default of any other address, to such director, officer or member at the general post office in the City of Rockville, Maryland, and such notice shall be deemed to be given at the time the same shall be thus mailed. Any member, Director or officer may waive any notice required to be given under these By-Laws.

SECTION 3. Waiver, Consent. Any notice required to be given under these By-Laws or otherwise may be waived by the Director, officer or member to whom such notice is required to be given and the presence of any person at a meeting shall constitute waiver of notice thereof as to such person. Any action which may be taken at a meeting of the Directors, officers or members may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the Directors, officers or members entitled to vote with respect to the subject matter thereof. Such consent shall have the same force and effect as an unanimous vote of the Directors, officers or members, as the case may be.

ARTICLE IX

Amendments

SECTION 1. Amendment of By-Laws. Any member can propose an amendment of the By-Laws by submitting the change to the President. If a majority of the Members adopt the amendment it shall be adopted provided that such amendment has been submitted in writing to all Members by mail at least thirty days prior to such meeting. Without prior notification, amendment of the By-Laws may be accomplished by the unanimous consent of the members voting at an annual or special meeting of the members.

ARTICLE X

Indemnification

SECTION 1. Definitions. As used in this Article X, any word or words that are defined in Section 2-418 of the Corporations and Associations Article of the Annotated Code of Maryland, as amended from time to time, (the "Indemnification Section") shall have the same meaning as provided in the Indemnification Section.

SECTION 2. Indemnification of Directors and Officers. The Corporation shall indemnify and advance expenses to a Director or officer of the Corporation in connection with a proceeding to the fullest extent permitted by and in accordance with the Indemnification Section.

SECTION 3. Indemnification of Employees and Agents. With respect to an employee or agent, other than a Director or officer, of the Corporation, the Corporation may, as determined by the Board of Directors of the Corporation, indemnify and advance expenses to such employee or agent in connection with a proceeding to the extent permitted by and in accordance with the Indemnification Section.

Amended 12/2006

1998

**ARTICLES OF
AMENDMENT AND RESTATEMENT
of**

Association of Chairmen of Departments of Physiology, Inc.

The Association of Chairmen of Departments of Physiology, Inc., a Maryland Non-Profit Corporation having its principal office at ACDP, c/o American Physiological Society, 9650 Rockville Pike, Suite 4402, Bethesda, Maryland 20814 (hereinafter, the "Corporation"), hereby desires to amend and restate its charter as currently in effect and certifies to the State Department of Assessments and Taxation of Maryland that:

FIRST: The name of the Corporation (which is hereafter called the "Corporation") is the "Association of Chairmen^S of Departments of Physiology, Inc."

SECOND: The purposes for which the Association of Chairmen of Departments of Physiology, Inc. is organized are exclusively religious, charitable, scientific, literary and ~~or~~ educational within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law. Notwithstanding any other provisions of these articles, this organization shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986 or the corresponding provision of any future United States Internal Revenue law.

THIRD: The post office address of the principal office of the Corporation in this State is ACDP, c/o 9650 Rockville Pike, Suite 4402, Bethesda, Maryland 20814. The name and post office address of the Resident Agent of the Corporation in this State is Mordecai P. Blaustein, M.D., Department of Physiology, University of Maryland School of Medicine, c/o 655 West Baltimore Street, Baltimore Maryland 21201. Said Resident Agent is an individual actually residing in this State.

FOURTH:

(1) The Corporation is not organized for profit; it shall have no capital stock and shall not be authorized to issue capital stock. The Corporation shall be governed by its Board of Directors. The number of members, qualifications for members, and other matters relating to its members shall be as set forth in the by-laws of the Corporation.

(2) The corporation shall be a membership corporation and its revenue shall be derived from membership fees and/or such other sources of public support as may be prescribed from time to time by the Board of Directors.

(3) Subject to the provisions of the articles of incorporation of the organization, the conditions, terms, privileges, rights and duties of membership shall be stated or provided for in the By-Laws of the organization.

(4) Members shall elect Directors.

FIFTH: The powers of the Corporation shall be vested in the Directors. The number of Directors may be increased or decreased only by amending these Articles of Incorporation, but shall never be less than three (3) nor more than nine (9). Each Director shall hold office until the expiration of his/her term. The names of the Directors, who shall act until their successors are duly elected and qualify, are: Mordecai P. Blaustein, M.D., R. John Solaro, Ph.D., Paul J. De Weer, M.D., Ph.D., Aubrey E. Taylor, Ph.D., Antonio Scarpa, M.D., Ph.D., Donald M. Bers, Ph.D., William H. Dantzler, M.D., Ph.D. and Phyllis M. Wise, Ph.D.

SIXTH: Upon the dissolution of this corporation assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the Federal government, or to a state or local government, for a public purpose.

SEVENTH: The Corporation may by its By-Laws make any other provisions or requirements for the arrangement or conduct of the business of the Corporation, provided the same be not inconsistent with these Articles of Incorporation nor contrary to the laws of the State of Maryland or of the United States.

EIGHTH: The members are authorized to adopt, amend, or repeal By-Laws of the Corporation except as and to the extent provided in the By-Laws. These Articles of Incorporation can only be amended by a majority vote of the Members.

NINTH: No Director or officer of the Corporation shall be liable to the Corporation for money damages except (1) to the extent that it is proved that such Director or officer actually received an improper benefit or profit in money, property or services, for the amount of the benefit or profit in money, property or services actually received, or (2) to the extent that a judgment or other final adjudication adverse to such Director or officer is entered in a proceeding based on a finding in the proceeding that such Director's or officer's action, or failure to act, was (a) the result of active and deliberate dishonesty, or (b) intentionally wrongful, willful or malicious and, in each such case, was material to the cause of action adjudicated in the proceeding.

TENTH:

(1) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(2) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(3) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(4) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

(5) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent federal tax laws.

The provisions set forth in these Articles of Amendment and Restatement are all the provisions of the charter currently in effect. By action taken by the members of the Corporation on September __, 1998, pursuant to the unanimous written Consent of Members To Action Without A Formal Special Meeting and in accordance with Section 2-408(c) of the Corporations and Associations Article of the Annotated Code of Maryland, the members of the Corporation duly approved the foregoing Articles of Amendment and Restatement. The Corporation has no stock outstanding nor is it authorized to issue stock.

IN WITNESS WHEREOF, THE ASSOCIATION OF CHAIRMEN OF DEPARTMENTS OF PHYSIOLOGY, INC., has caused these presents to be signed in its name under seal by its President and attested by its Secretary as of September __, 1998; and its President acknowledged these Articles of Amendment and Restatement to be the corporate act of said Corporation and stated that to the best of his knowledge, information and belief, the matters and facts set forth herein with respect to the approval thereof are true in all material respects, and that such statement is made under the penalties of perjury, this __ day of September, 1998.

The Association of Chairmen of Departments
of Physiology, Inc.

Attest _____
Secretary


By: _____
Mordecai Blaustein, President

**Association of Chairmen of Departments of Physiology, Inc.
CONSENT OF MEMBERS TO ACTION WITHOUT A FORMAL
SPECIAL MEETING**

The undersigned are all of the Members of the Association of Chairmen of Departments of Physiology, Inc. (the "Corporation"). Pursuant to the laws of the State of Maryland, and pursuant to Article VIII, Section 3. of the By-Laws of the Corporation we declare advisable, consent to and approve the following actions without a formal special meeting. These actions shall be as fully effective as if they were taken at a meeting of the Board of Directors of the Corporation duly convened for that purpose.

1. We waive notice of a special meeting of the members to consider adoption of Amended Articles of Incorporation.
2. We adopt Amended Articles of Incorporation for the Corporation entitled as "Articles of Amendment And Restatement of Association of Chairmen of Departments of Physiology, Inc." in the form attached to this Consent Of Members To Action Without A Formal Special Meeting (the "Consent") by signing conformed copies of the Consent which when taken together take the place of a special meeting of members as provided in our By-Laws.
3. We authorize the directors of the Corporation to file the Articles of Amendment And Restatement with the State of Maryland and the IRS as part of the Corporation's application for exemption from taxation in the form attached to this Consent. A copy of this conformed written Consent of the members shall be filed in the minute book of the Corporation along with the Articles of Amendment and Restatement as herein adopted.

Date: September 21, 1998


Luis Gabriel Navar
Luis Gabriel Navar
Member (Print Name Below Signature)

Section IX:
ACDP Survey

**Survey Used to Generate Topics for Fall/Winter
ACDP Meeting**



1. Please tell us about yourself; check whichever boxes apply.			
		Response Percent	Response Count
A. Department or division director		95.8%	68
B. Leader of a physiology curriculum		31.0%	22
C. Work at a research university		56.3%	40
D. Work at a primarily undergraduate institution		2.8%	2
Other position (please specify)		8.5%	6
answered question			71
skipped question			0

2. Please rank the following potential concerns about the structure of your department.

	major concern	modest concern	minor concern	no problem	Rating Average	Response Count
A. Aging faculty	36.8% (25)	38.2% (26)	19.1% (13)	5.9% (4)	1.94	68
B. Faculty productivity	30.9% (21)	32.4% (22)	32.4% (22)	4.4% (3)	2.10	68
C. Faculty recruiting	40.6% (28)	31.9% (22)	20.3% (14)	7.2% (5)	1.94	69
D. Departmental financial sustainability	58.0% (40)	23.2% (16)	14.5% (10)	4.3% (3)	1.65	69
E. Department scientific sustainability	42.0% (29)	33.3% (23)	18.8% (13)	5.8% (4)	1.88	69
F. Continued existence of department (mergers, dissolution, etc.)	14.7% (10)	25.0% (17)	29.4% (20)	30.9% (21)	2.76	68
answered question						69
skipped question						2

3. Please rank the following potential concerns about teaching in your department.

	major concern	modest concern	minor concern	no problem	Rating Average	Response Count
A. Appraisal of teaching	5.9% (4)	29.4% (20)	41.2% (28)	23.5% (16)	2.82	68
B. Finding enough teaching for faculty	13.2% (9)	17.6% (12)	36.8% (25)	32.4% (22)	2.88	68
C. Too much teaching for faculty	11.9% (8)	23.9% (16)	40.3% (27)	23.9% (16)	2.76	67
D. Med school teaching changes	26.5% (18)	36.8% (25)	29.4% (20)	7.4% (5)	2.18	68
E. Graduate program sustainability	45.6% (31)	29.4% (20)	17.6% (12)	7.4% (5)	1.87	68
F. Faculty needing to learn new teaching methodology/technology	16.2% (11)	35.3% (24)	42.6% (29)	5.9% (4)	2.38	68
answered question						68
skipped question						3







4. Specifically in the field of pre-medical and medical education, what is the biggest headache for your department?

		Response Percent	Response Count
A. Teaching to the tests: MCAT or USMLE preparation		8.8%	6
B. Biomedical science integration schemes		30.9%	21
C. Medical school science prerequisites for admission		1.5%	1
D. Inefficiency of active learning methods		10.3%	7
E. Integrating with clinician teaching and goals		8.8%	6
F. Poor plan for incentivizing faculty teaching time/effort		26.5%	18
Other (please specify)		13.2%	9
answered question			68
skipped question			3






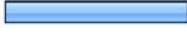

5. What is the biggest untapped opportunity to enhance TEACHING for your department?

		Response Percent	Response Count
A. Enhanced teaching opportunities on campus		10.3%	7
B. On-line and/or distance learning		26.5%	18
C. Revenue driven teaching programs		29.4%	20
D. Training grant support		16.2%	11
E. Ideas for new degrees or programs		10.3%	7
Other (please specify)		7.4%	5
answered question			68
skipped question			3






6. What is the biggest untapped RESEARCH opportunity for your department?

		Response Percent	Response Count
A. Identifying translational research opportunities		17.4%	12
B. Using new research methods/equipment		2.9%	2
C. Hiring young faculty with fresh ideas/approaches		30.4%	21
D. Fitting into research initiative area of the University		4.3%	3
E. Forming interdisciplinary research teams		39.1%	27
Other (please specify)		5.8%	4
		answered question	69
		skipped question	2







7. Apart from the abysmal funding environment (i.e. grant and salary considerations are off the table), what is your biggest concern about the status of your departmental research program?

		Response Percent	Response Count
A. Aging laboratory facilities		5.9%	4
B. Obtaining and maintaining shared equipment infrastructure		8.8%	6
C. Faculty flexibility to move into new areas		11.8%	8
D. Poor quality or quantity of research trainees		8.8%	6
E. Weakened research environment at University		17.6%	12
F. Reacting to new expectations at the granting agencies		35.3%	24
Other (please specify)		11.8%	8
		answered question	68
		skipped question	3










8. Check the areas where you feel you have successfully taken advantage of a great opportunity, and please tell us a sentence about it in the text box...

		Response Percent	Response Count
A. New area of teaching on campus		20.0%	12
B. On-line and/or distance learning		16.7%	10
C. New research initiative area		25.0%	15
D. Developed new relationship/team		35.0%	21
Please check box and tell us about it...		75.0%	45
answered question			60
skipped question			11






9. What is the most glaring area where your university could better use Physiology (your dept or the discipline) to leverage a better outcome?

		Response Percent	Response Count
A. Teaching undergraduates		13.4%	9
B. Teaching med or grad students		7.5%	5
C. Integration into research goals/initiatives		37.3%	25
D. Use of faculty time for strategic planning and/or administrative leadership		4.5%	3
E. Leadership of research initiatives		28.4%	19
Other (please specify)		9.0%	6
answered question			67
skipped question			4








10. When you are performing your administrative duties, where does your biggest challenge come from?

		Response Percent	Response Count
A. Senior faculty		14.9%	10
B. Junior faculty		3.0%	2
C. Deans office		14.9%	10
D. Medical education office		11.9%	8
E. University admin		14.9%	10
F. Compliance offices (govt cost compliance, IACUC, IRBs, Biosafety, etc)		20.9%	14
G. State administration		3.0%	2
H. Your own bad practices or weaknesses		3.0%	2
Other (please specify)		13.4%	9
		answered question	67
		skipped question	4

11. As an administrator, what is your biggest challenge?

		Response Percent	Response Count
A. Dealing with difficult people (Deans, faculty, or others)		26.9%	18
B. Financial oversight/concerns		29.9%	20
C. Fund raising		0.0%	0
D. Team building (intra-dept, inter-dept, or others)		25.4%	17
E. Rules and regulations		14.9%	10
Other (please specify)		3.0%	2
		answered question	67
		skipped question	4

12. This question is just for department chairs. As a faculty member trying to run a department at the same time, what is your biggest challenge?

		Response Percent	Response Count
A. Time management		42.6%	26
B. Being a faculty colleague and also an administrator over faculty		18.0%	11
C. Patience		1.6%	1
D. Managing expectations (of yourself or others)		24.6%	15
E. Meeting Dean expectations for success in both jobs		6.6%	4
F. Keeping the details straight in both jobs		4.9%	3
Other (please specify)		1.6%	1
answered question			61
skipped question			10

13. Have we missed an area of concern or excitement in the running of your department? Please tell us about it if so! Also let us know if there is some area that you think is ripe for discussion at the meeting.

	Response Count
	18
answered question	18
skipped question	53

Page 2, Q1. Please tell us about yourself; check whichever boxes apply.

1	Vice Chair of Department	May 17, 2012 1:06 PM
2	Caribbean for profit medical school	May 15, 2012 12:37 PM
3	Director of Research, Faculty of Health Sciences, immediate past Chair Dept Physiology prior to formation of Dept. Biomedical & Molecular Sciences (Anat/Biochem/Micro/Pharm/Physiol)	May 10, 2012 9:52 AM
4	Chair, Physiology and Pharmacology Interim Chair, Anatomy and Cell Biology PI, Neuroscience Center Grant	May 10, 2012 9:08 AM
5	Teaching intensive graduate health care university	May 9, 2012 6:38 PM
6	Chair of the basic science chairs	May 9, 2012 5:47 PM

Page 5, Q4. Specifically in the field of pre-medical and medical education, what is the biggest headache for your department?

1	Bad leadership of the medical school teaching process	May 15, 2012 12:29 PM
2	Problem based learning requires significant time commitment from faculty and teaching to the medical curriculum is more favored by the Dean than research effort. However, research effort is still considered the single most important criteria for promotion.	May 15, 2012 10:08 AM
3	All of the above are equal with this one, which is added as an additional "headache." Providing an undergraduate degree that is "employable" for Physiology majors who do not go to a health professional school.	May 15, 2012 9:55 AM
4	Dealing with semi-competent administrators who have a personal agenda for self-aggrandizement.	May 15, 2012 9:43 AM
5	Inadequate time allotted in the academic calendar due in part to increased need for specialized training in ethics, social issues, etc.	May 15, 2012 9:42 AM
6	Work in a vet school so less relevant to our concerns.	May 10, 2012 11:44 AM
7	Integrative medical curriculum	May 9, 2012 10:37 PM
8	Too much knowledge to convey with too little time to convey it. Faculty feel they are not even scratching the surface but students feel overwhelmed.	May 9, 2012 7:07 PM
9	loss of control of physiology curriculum	May 9, 2012 5:49 PM

Page 6, Q5. What is the biggest untapped opportunity to enhance TEACHING for your department?

1	more full-time faculty positions, we are limited to two full-time faculty per course.	May 15, 2012 12:42 PM
2	Our students indicate that our department is doing an excellent job in their opinion. My biggest untapped opportunity is in getting everyone to contribute their fair share with quality effort.	May 15, 2012 10:47 AM
3	Use of graduate students and postdocs in med school teaching	May 15, 2012 9:49 AM
4	We have no trouble finding opportunities to teach; the issue is the "how" and time/physical space limitations to fully explore more active learning possibilities.	May 9, 2012 6:41 PM
5	nothing of note	May 9, 2012 5:50 PM

Page 7, Q6. What is the biggest untapped RESEARCH opportunity for your department?

1	need more faculty to allow more time to pursue medical education research. Our institution is not bench research oriented - only educational research.	May 15, 2012 12:44 PM
2	Identifying translational research opportunities is linked with lack of time, commitment and training of clinical MD faculty for translational research	May 10, 2012 9:57 AM
3	Time management: Research vs teaching, add in the "falling behind the times" which would relate to A and B above.	May 9, 2012 6:42 PM
4	Faculty funding especially for junior faculty	May 9, 2012 5:51 PM

Page 8, Q7. Apart from the abysmal funding environment (i.e. grant and salary considerations are off the table), what is your biggest concern about the status of your departmental research program?

1	NA	May 15, 2012 12:45 PM
2	We are a small department of 5 full-time Physiologists. Our best scientists are also our best teachers & contributors to institutional committees. Curriculum reform, which seems to change direction every 2-3 years, results in these individuals being drawn out of their laboratories to head yet another committee. Consequently, they have great ideas and good data that rarely gets published. Meanwhile, the unproductive ones remain basically unproductive in every facet.	May 15, 2012 10:47 AM
3	I would have to select both B and D, which was not possible. Both are equally serious problems.	May 15, 2012 9:45 AM
4	aging faculty	May 15, 2012 9:43 AM
5	The current hold on hiring new faculty to bring in new ideas.	May 13, 2012 10:27 AM
6	Bridge funding for research programs experiencing a hiatus in funding	May 10, 2012 2:25 PM
7	sustaining morale and continued urgency to seek funding	May 9, 2012 7:27 PM
8	We are getting a brand new building so I don't worry about facilities - I worry about funding rates by federal funding agencies. This has direct impact on student recruitment as students no longer see value in pursuing a STEM topic.	May 9, 2012 7:09 PM

Page 9, Q8. Check the areas where you feel you have successfully taken advantage of a great opportunity, and please tell us a sentence about it in the text box...

1	Formation of an interdepartmental cluster of neuroscientists newly focussed on neurodegeneration	May 16, 2012 3:44 PM
2	We revised the curriculum from discipline to organ based. We integrated more clinical science into first year lung block and vice versa for second year. The clinical-basic science teams for teaching are working together very well.	May 15, 2012 5:38 PM
3	we are doing a PPG application	May 15, 2012 1:37 PM
4	Home Land Security opportunities in trace detection	May 15, 2012 1:17 PM
5	Using new teaching technology - tablet PC, live in-class note annotation, multimedia in the classroom (interactive programs, patient videos and atlases), using electronic textbooks in class, audience response systems to engage students.	May 15, 2012 12:51 PM
6	Vratiojn of a highly focused, specialized center	May 15, 2012 12:31 PM
7	Developed an integrated Center of Excellence on Hypertension and Renal Biology to include both basic and translational/clinical research including patient care.	May 15, 2012 11:29 AM
8	Flrst in humans course	May 15, 2012 11:03 AM
9	participating in formation of a regional biomedical research alliance with 2 area universities	May 15, 2012 10:49 AM
10	On the positive side, we are developing a somewhat systems based integrated curriculum working with clinicians. This gives our course more credibility with the students when their need to know is reinforced by our physicians and the use of cilinical senarios in our course.	May 15, 2012 10:47 AM
11	The faculty in our department is leading an initiative to create an undergraduate degree program in the College of Medicine. This is expected to open new teaching opportunities and generate new tuition revenue.	May 15, 2012 10:34 AM
12	collaboration with other medical school departments to develop transnational research effort.	May 15, 2012 10:11 AM
13	Our online course actually generates funds for the department.	May 15, 2012 10:01 AM
14	started 1 year masters program in physiology aimed at students who desire to enter med school.	May 15, 2012 10:00 AM
15	Several faculty in the department are involved in a research initiative with faculty lines, related to metabolic disease that builds on existing strengths in 3 departments.	May 15, 2012 9:59 AM
16	Using faculty recruiting across departments to build a critical mass of investigators in one active research area.	May 15, 2012 9:51 AM
17	Working with more chemical and engineering inclined faculty to develop micro-nano structures to optimize cellular implants.	May 15, 2012 9:46 AM

Page 10, Q9. What is the most glaring area where your university could better use Physiology (your dept or the discipline) to leverage a better outcome?

1	Development of senior medical student workshops to better integrate student's knowledge of physiology into medical practice	May 15, 2012 12:54 PM
2	Our teaching mission is limited to medical and graduate students. We could teach Physiology to nursing, pharmacy, PA, and other health related professional students on campus. As currently organized, our basic science departments do not teach in colleges other than the College of Medicine.	May 15, 2012 10:26 AM
3	Using and teaching medical students with our new simulation center.	May 10, 2012 9:13 AM
4	Medical curriculum	May 9, 2012 10:40 PM
5	We are trying to maintain physiology as a major focus in the face of new growth in molecular biology, and to broaden systems biology to include higher levels of organization. This is a tough sell.	May 9, 2012 7:21 PM
6	Physiology is already well represented in the university leadership. Physiology could play more of a role in teaching pathophysiology--path and phys are too separated in our curriculum.	May 9, 2012 6:46 PM

Page 11, Q10. When you are performing your administrative duties, where does your biggest challenge come from?

1	Lack of dedicated secretarial support	May 15, 2012 12:55 PM
2	I have that one difficult senior faculty who has tenure but consumes as much of my time and effort as all of the rest of the faculty combined.	May 15, 2012 10:48 AM
3	Management of space.	May 15, 2012 10:01 AM
4	Helping our talented junior faculty break through the NIH grant system	May 15, 2012 9:53 AM
5	I would say my biggest challenge comes from a combination of the Senior faculty, Med Education and Dean office.	May 14, 2012 10:10 AM
6	Weak administrative infrastructure across the university	May 9, 2012 10:41 PM
7	Some part of this one really is "all of the above" really, but right now, I would say mid level faculty	May 9, 2012 7:29 PM
8	Lack of time to maintain personal research program and fulfill all other administrative responsibilities.	May 9, 2012 7:11 PM
9	Almost all of these contribute to an administrative burden that makes it tough to do other things, such as research	May 9, 2012 6:22 PM

Page 12, Q11. As an administrator, what is your biggest challenge?

1	Dealing with unhappy students	May 15, 2012 12:57 PM
2	Dealing with Dean and President who have personal, if not myopic priorities	May 10, 2012 1:53 PM

Page 13, Q12. This question is just for department chairs. As a faculty member trying to run a department at the same time, what is your biggest challenge?

1	Administrative distractions have diminished my scientific creativity and weakened my research program. I am deeply concerned about my ability to survive as an independent investigator.	May 15, 2012 10:38 AM
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Page 14, Q13. Have we missed an area of concern or excitement in the running of your department? Please tell us about it if so! Also let us know if there is some area that you think is ripe for discussion at the meeting.

1	The development and mentoring for nontraditional funding sources.	May 16, 2012 3:46 PM
2	How to strengthen basic science research in order to have effective translational research?	May 15, 2012 8:40 PM
3	no	May 15, 2012 1:39 PM
4	Rapid change in student use of information resources in class (during the lecture) has not been used to enhance or modify our old school traditional teaching style.	May 15, 2012 1:03 PM
5	I try to lead, but they just won't follow!	May 15, 2012 11:32 AM
6	realistic opportunities to sustain NIH research funding; financial infrastructure required; should recruits be getting these big start-up packages;	May 15, 2012 10:45 AM
7	pros and cons of teaching in three curricula-- med school, grad school and undergrad-- spanning two colleges with distinct administrative character	May 15, 2012 10:16 AM
8	Maintaining the cohesiveness of the department as an administrative unit.	May 15, 2012 10:03 AM
9	The biggest concern for me as a chair is the changes made in the NIH grant review system. Specifically, the old system allowed 3 revisions of R01 grants, and we all knew what this was for: queueing up for funding. This allowed for planning - especially new investigators. The new system of one revision has destroyed this queueing up system and I cannot plan on when and if faculty in my department will ever receive NIH funding.	May 15, 2012 9:56 AM
10	Financial issues and support from the institution are limiting--in fact, so limiting, I cannot attend the ADCP meeting. I have only a limited budget and if it comes down to me spending the money on myself or having a trainee attend a meeting, I opt for the latter. I would like to see the ADCP meeting held in a spot like Chicago--easy to get to, with fairly inexpensive airfare.	May 15, 2012 9:50 AM
11	I would like to hear more about for-profit teaching opportunities and fund raising as a department and how that interferes or is a concern with the university's philanthropy.	May 14, 2012 10:13 AM
12	Not that it needs emphasizing, the overwhelming concern is financial, state recision of funds and especially the very, very difficult funding environment at NIH.	May 10, 2012 2:31 PM
13	The development of strategies to maintain the vibrant nature of integration inherent in Physiology and APS within an era of Departmental Integration & interdisciplinarity.	May 10, 2012 10:36 AM
14	Meeting the expectation of the faculty to recruit more graduate students when the job market for our graduates is so poor.	May 10, 2012 9:06 AM
15	Role of physiology in the "modern" medical curriculum	May 9, 2012 10:42 PM
16	Equitable mission based management formula between basic science and clinical departments. This may be a bigger problem for state schools.	May 9, 2012 8:29 PM

Page 14, Q13. Have we missed an area of concern or excitement in the running of your department? Please tell us about it if so! Also let us know if there is some area that you think is ripe for discussion at the meeting.

17	The role and importance of non-medical school physiology departments.	May 9, 2012 7:23 PM
18	General concept of interdisciplinary teaching--driven by curricular change-- working with other basic sci disciplines and clinical colleagues to reach common instructional goals.	May 9, 2012 6:50 PM

Section X:
Attendees

ACDP Attendee List (Updated 10/26/12)

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