
Biomaterials – the merger of devices with biologicals



Paul Ducheyne

**Center for Biomaterials and Tissue Engineering
University of Pennsylvania
Philadelphia, PA**

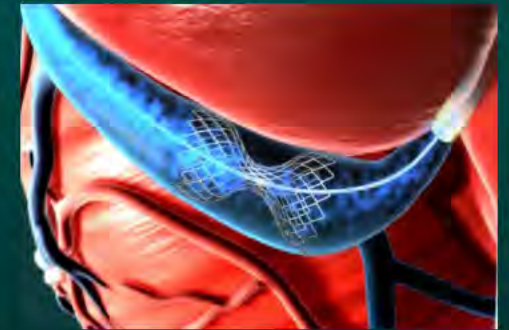
Human identity related to identity of language

Eric Zenmour

In : Mélancolie Française, March 2010

*Science being an activity of man,
let us use this unique identifier of the mind
and ask the question how do we interpret the word
“biomaterials”*

“Eventually, large device companies will look more like Amgen, as we will need to have biologicals in our devices”



**drug coated stents
(rapamycin)**

Stephen Oesterle, MD

Senior Vice President of Medicine and Technology

Medtronic

In : Genetic Engineering and News, August 1, 2008

Previously, orthopaedic implants were designed simply as mechanical devices; the biological aspects of the implant were a byproduct of stable internal/external fixation of the device to the surrounding bone or soft tissue. *More recently, biologic coatings have been incorporated into orthopaedic implants in order to modulate the surrounding biological environment.....* While many of these coatings are still in the preclinical testing stage, bioengineers, material scientists and surgeons continue to explore surface coatings as a means *of improving clinical outcome of patients undergoing orthopaedic surgery.*

Stuart Goodman, et al.

*The future of biologic coatings for orthopaedic implants
Biomaterials, p. 3174 (2013)*

Biomaterials are hybrid materials

The illustration of bioceramics

- **Bioactive ceramics**
Biologically reactive ceramics and glasses that **enhance** bone formation and **stimulate** tissue regeneration
- Inorganic controlled release materials, **including sol gel glasses**
- (Inert ceramics for wear resistance)



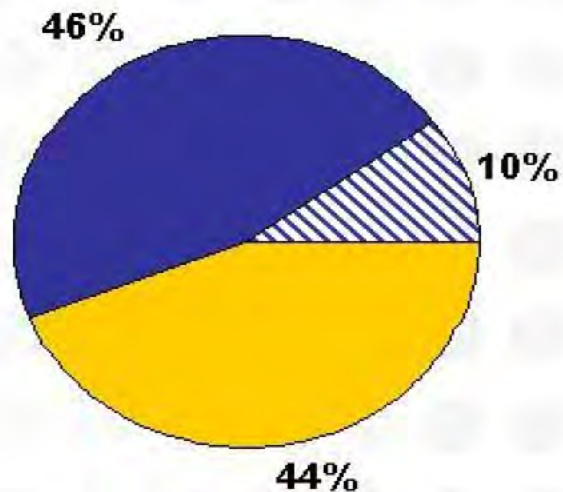
Problem: Bone Formation

- **Biological Grafts**
 - » **Autografts**
 - Donor site morbidity
 - Limited donor bone supply
 - Anatomical and structural mismatch
 - » **Allografts**
 - Immunological response
 - Disease transmission
- **Synthetic grafts (Biocompatible ceramics and glasses)**
 - » **Hydroxyapatite (HA)**
 - » **Tricalcium Phosphate (TCP)**
 - » **Bioactive glass (BG 45S5, ...)**
- **Tissue Engineering**
 - » **Scaffolds**
 - » **Molecules (growth factors BMP-2, OP-1, ...)**
 - » **Cells**

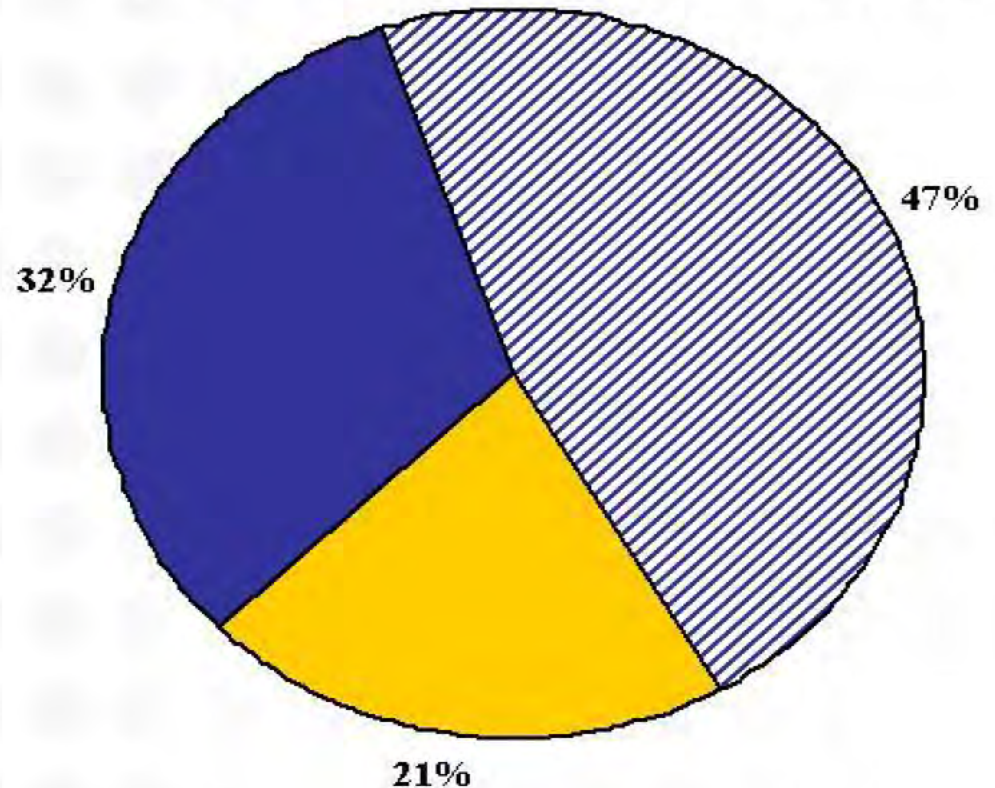






Non-Structural Bone Graft U.S. Market Overview

2001 \$360 MM Market

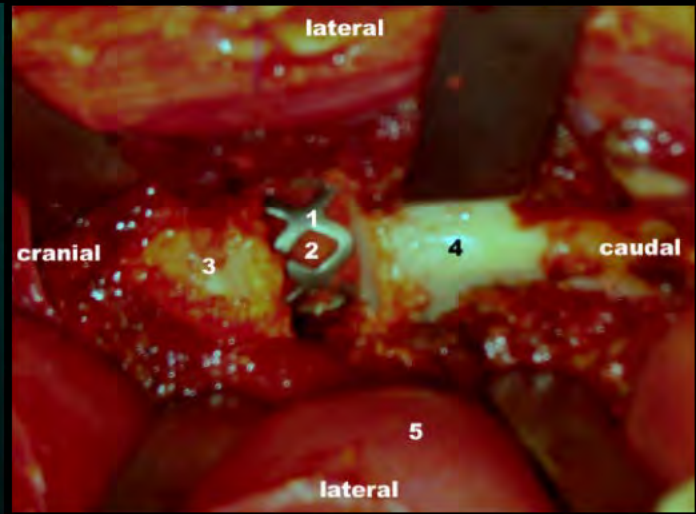
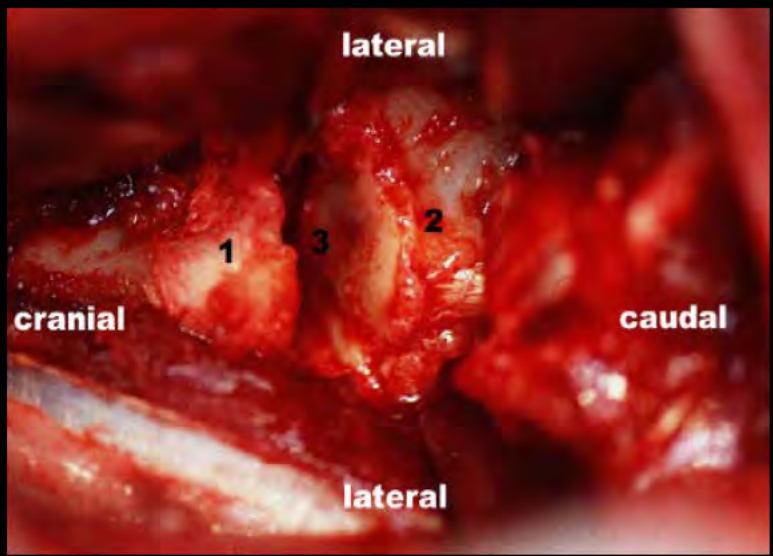


2007 \$1,000 MM Market



-  Autograft
-  Non-structural Allograft / DBM
-  Synthetic Scaffolds & Cells
-  Synthetic Scaffolds, Cells & Signals

Spinal fusion



Bony defect resulting from tumor surgery



Bioactive ceramics and glasses

Key references

Hench et al., 1972

Aoki, 1972

Jarcho et al., 1976

De Groot, 1980

Ducheyne et al., 1980

Kokubo, Yamamuro, et al., 1985



The effect of hydroxyapatite impregnation on skeletal bonding of porous coated implants

Statistically significant differences

at 2 weeks: $p < 0.01$

at 4 weeks: $p < 0.001$

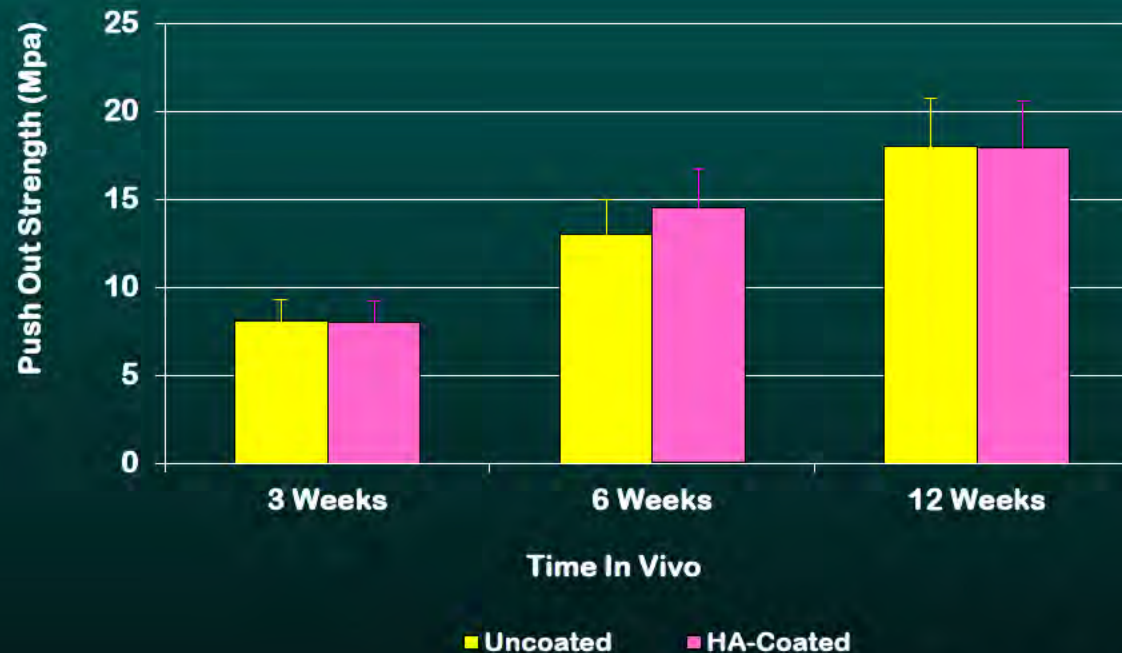
No meaningful difference

at 12 weeks: $p < 0.5$



Effect of PS-HA on Ti

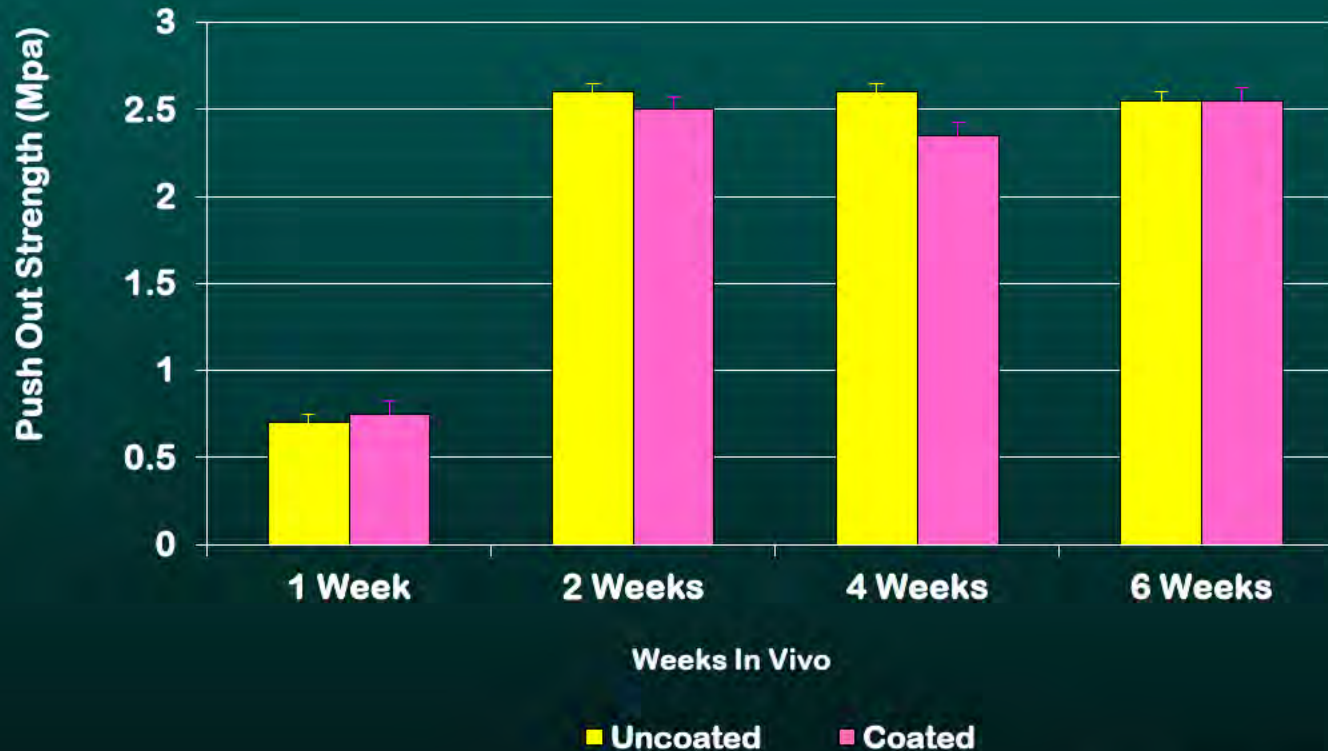
Canine Push-Out Testing



(Cook et al., 1988)

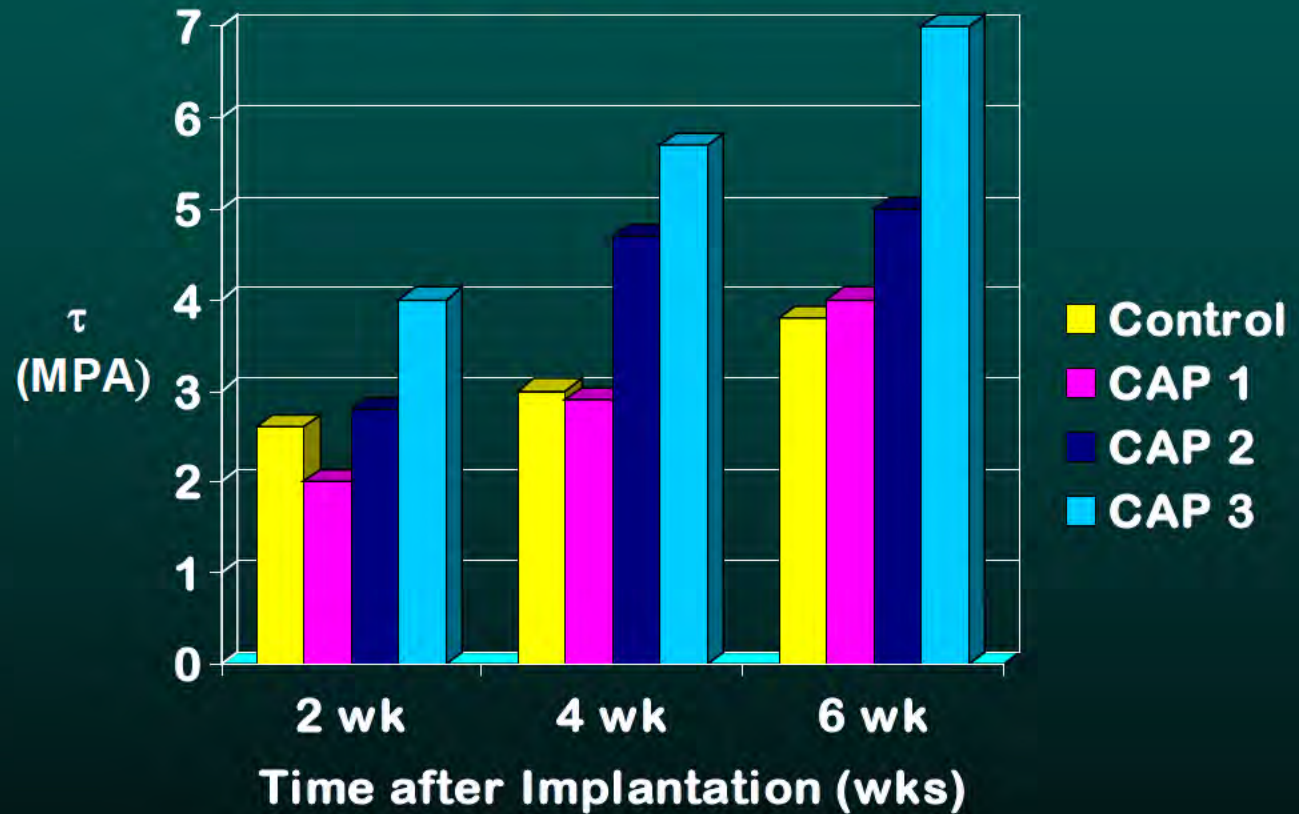
HA Coated Fibermetal Mesh

Pull Out Shear Strength



(Rivero et al., 1988)

The effect of calcium phosphate coating characteristics on early postoperative bone tissue ingrowth



The effect of calcium phosphate coating characteristics on early postoperative bone tissue ingrowth

Statistically significant differences
(CAP 3 vs. control)

at 2 weeks: $p < 0.005$

at 4 weeks: $p < 0.01$

at 6 weeks: $p < 0.001$

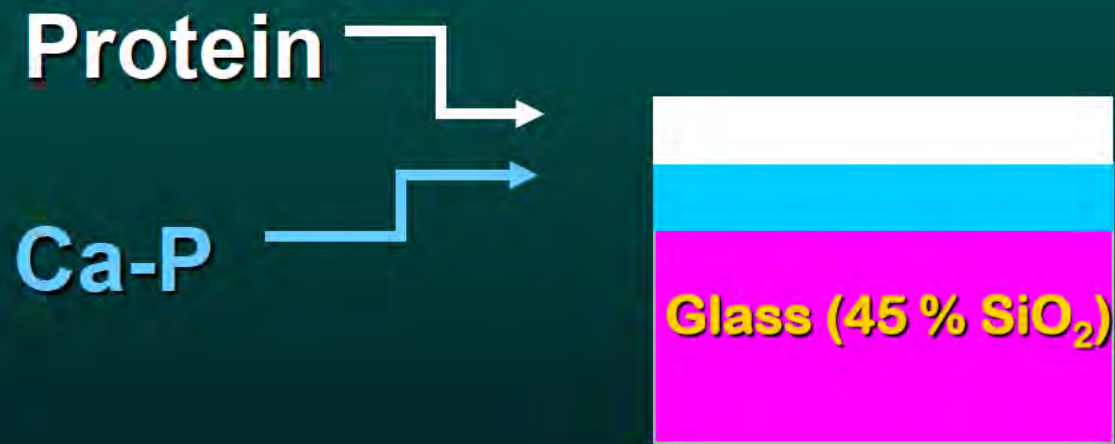


Mechanisms of bioactivity

- surface reactivity
 - » Ca – P layer formation
 - » preferential Fn adsorption
 - » **Fn binding effect**
 - » growth factor adsorption
- solution effect
 - » ionic dissolution product
 - » cell produced osteogenic factors
- porosity effect



Bioactive Glass (BG) Surface Modification



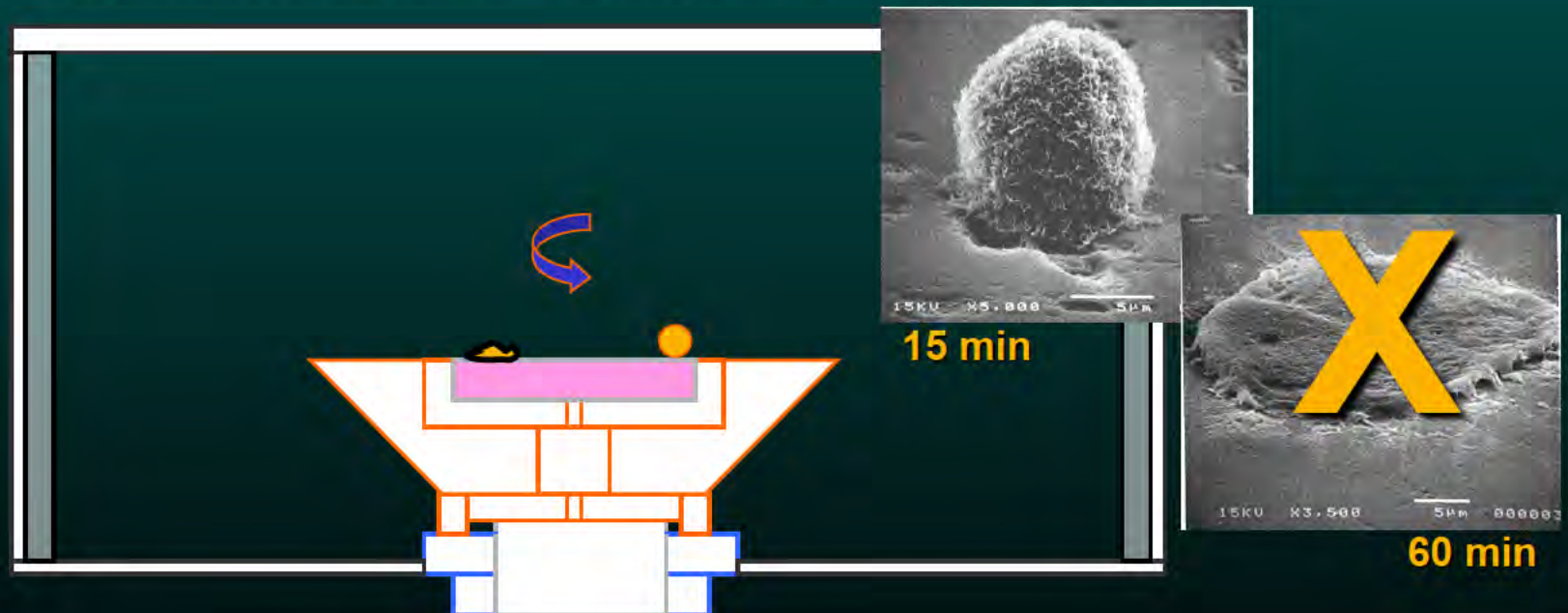
Cell Detachment Apparatus (CDA)

Spinning disk in an infinite fluid:

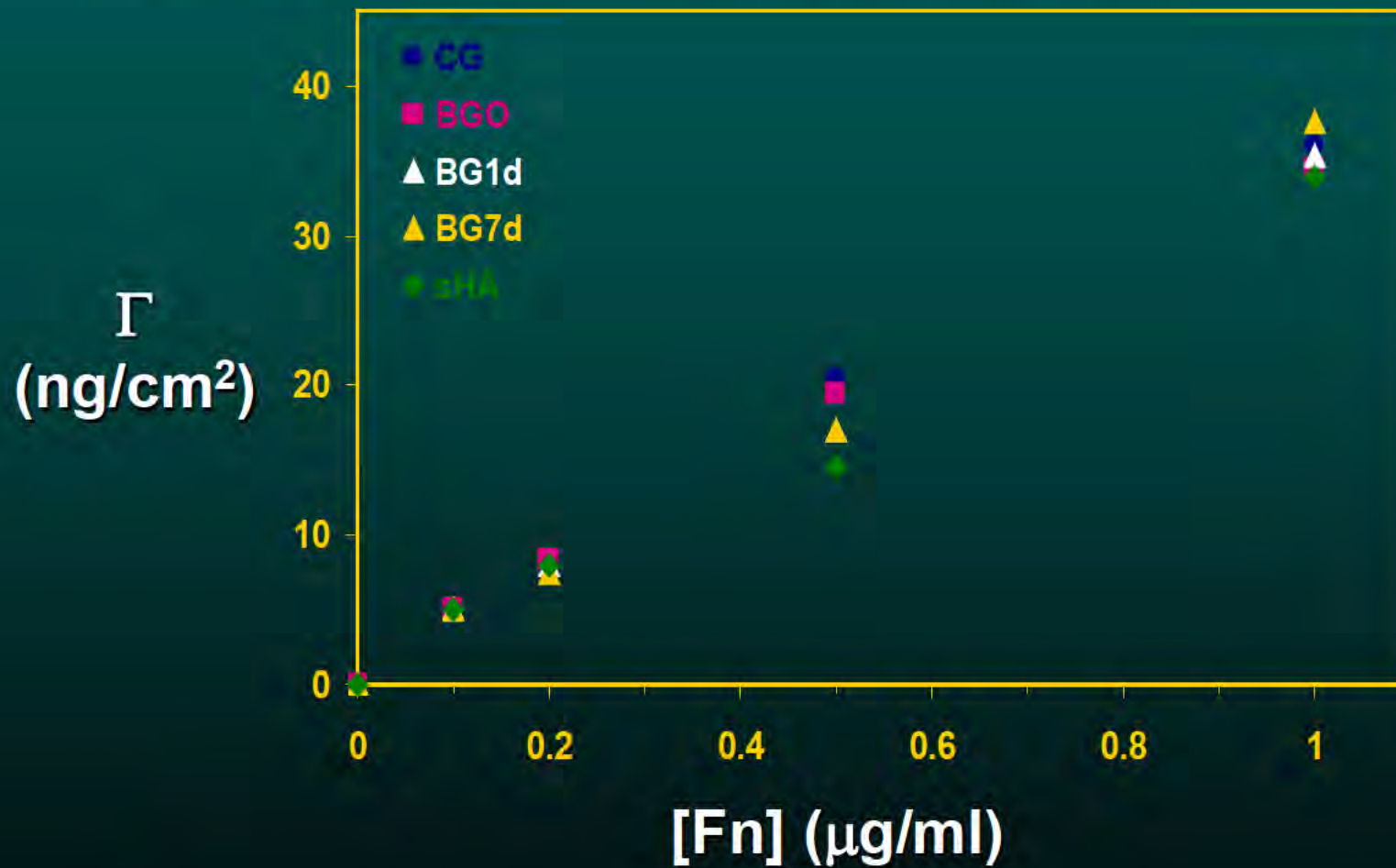
- linear range of shear stresses to attached cells

$$\tau = 0.8r\sqrt{\rho\mu\omega^3}$$

- uniform chemical environment at the surface

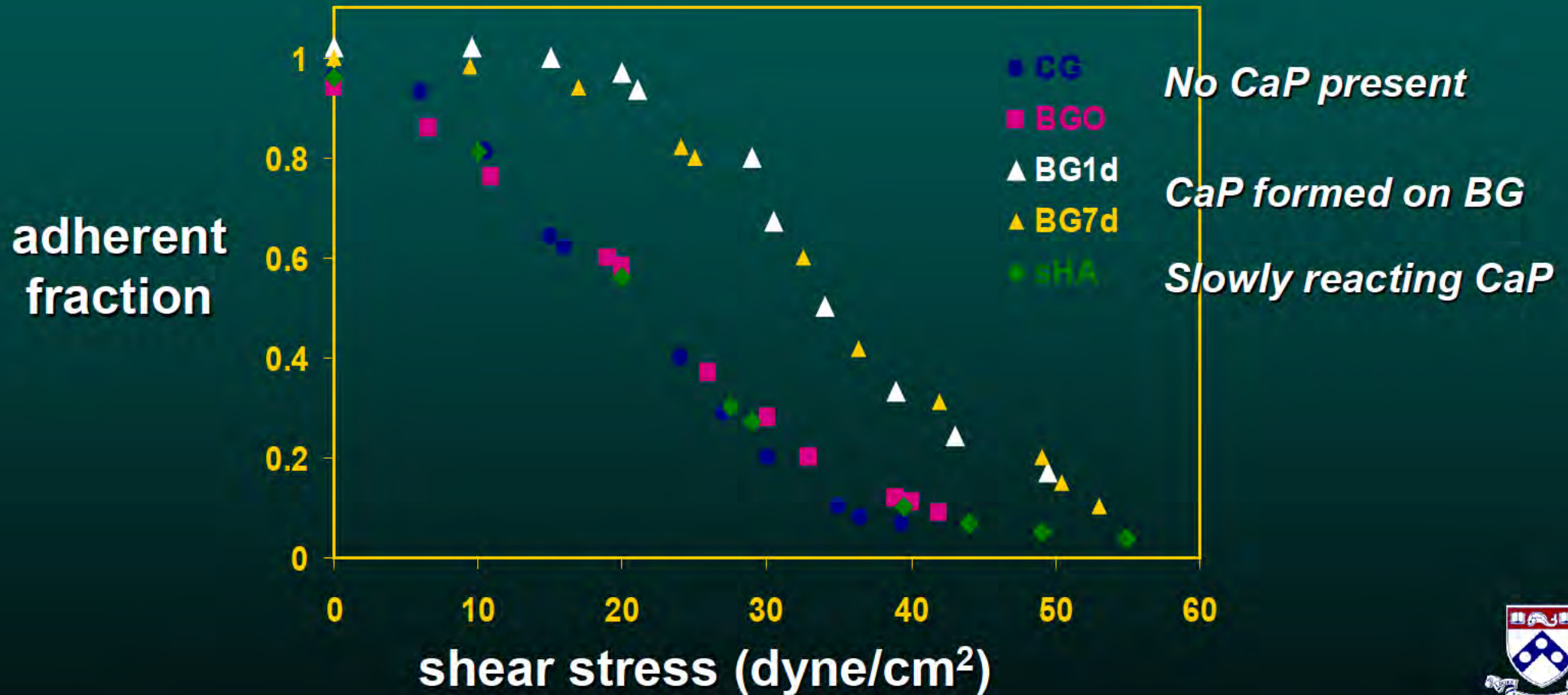


Fibronectin Adsorption

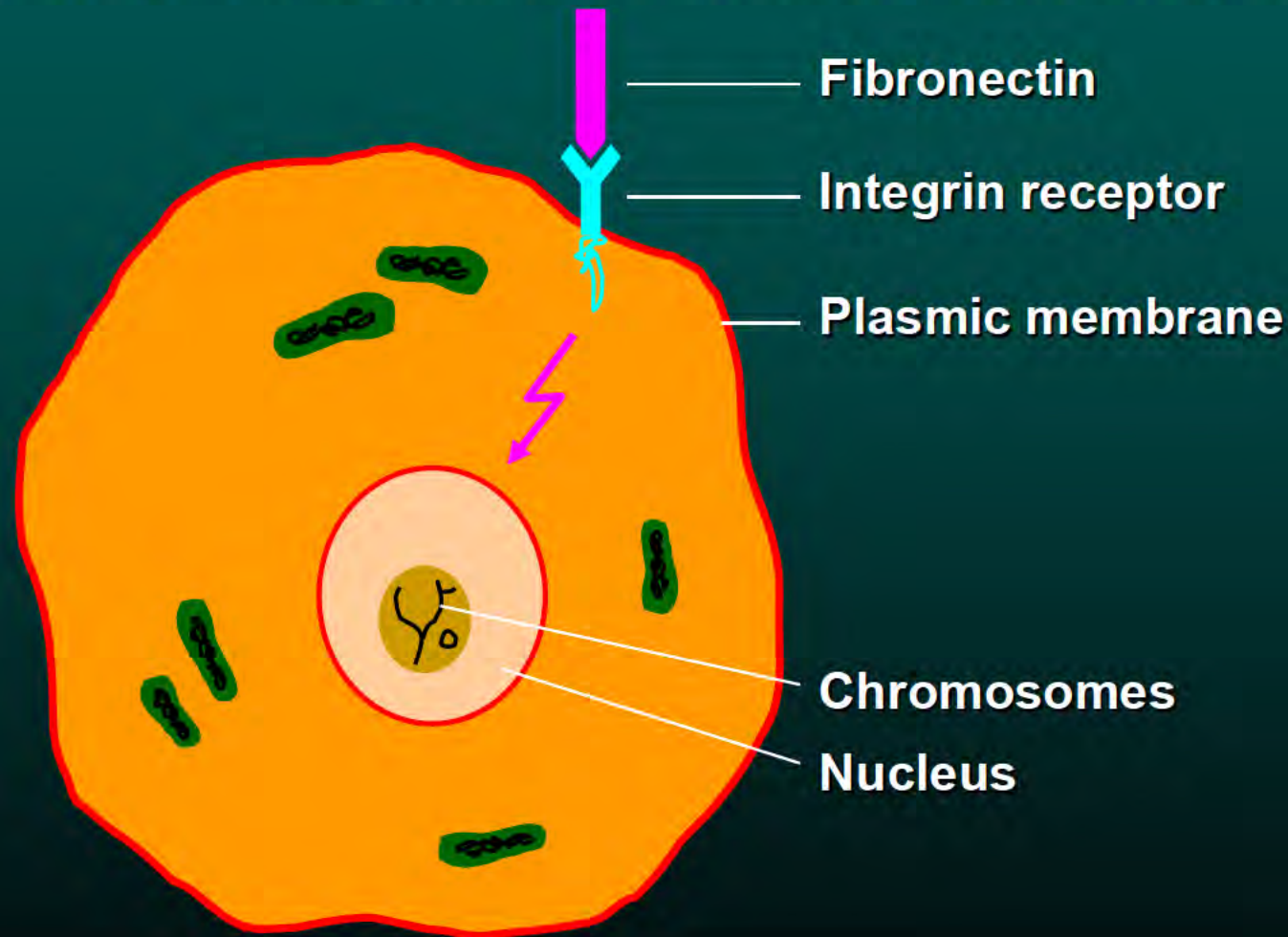


Cell detachment experiments

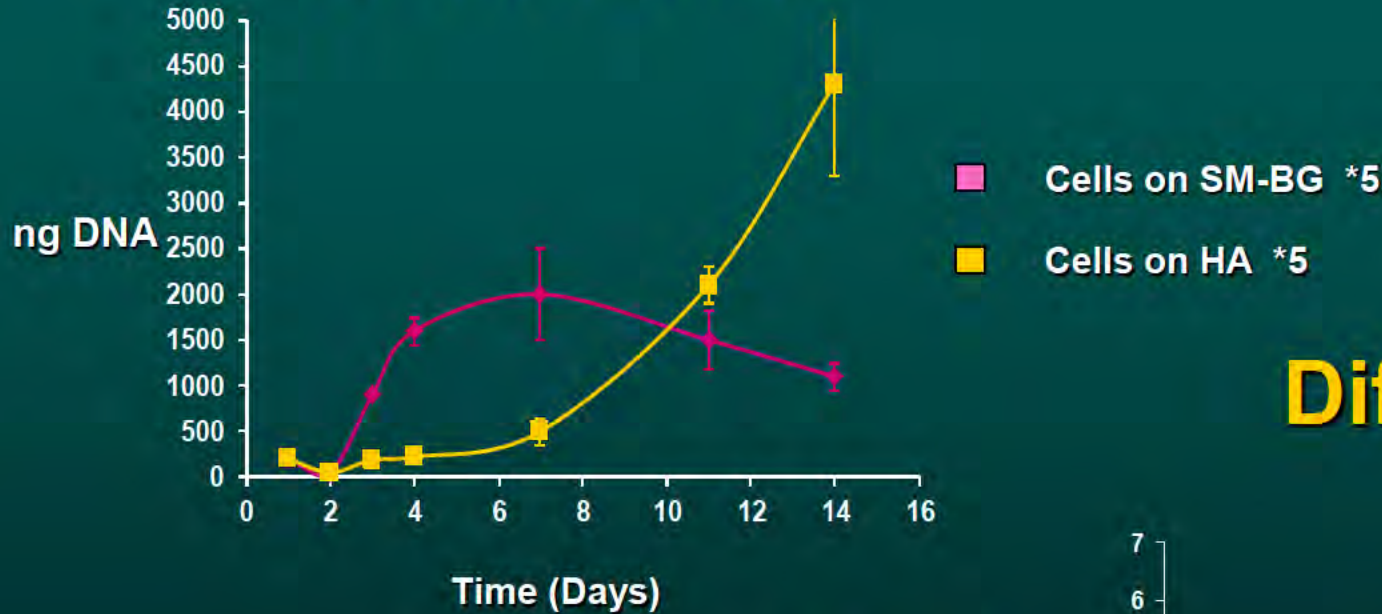
Profiles for substrates coated with 0.1 $\mu\text{g/ml}$ Fn



Intracellular component of the activated integrin receptor participates in the cell signaling cascade



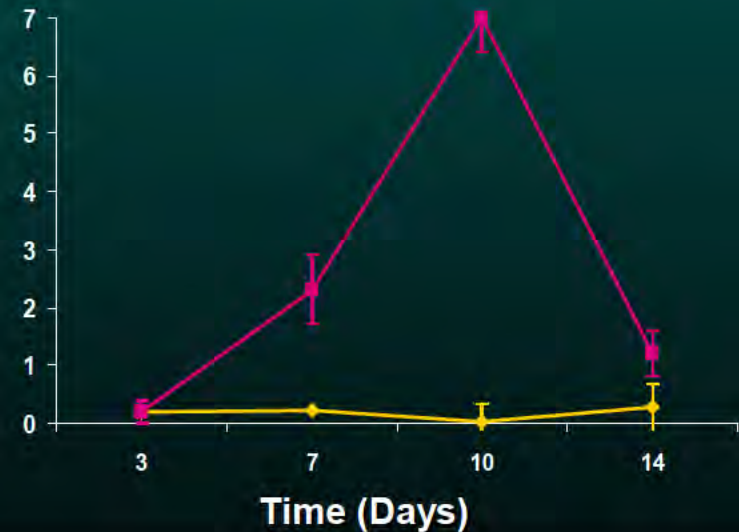
Proliferation



AP activity

nMole/min/ μ g
DNA

Differentiation



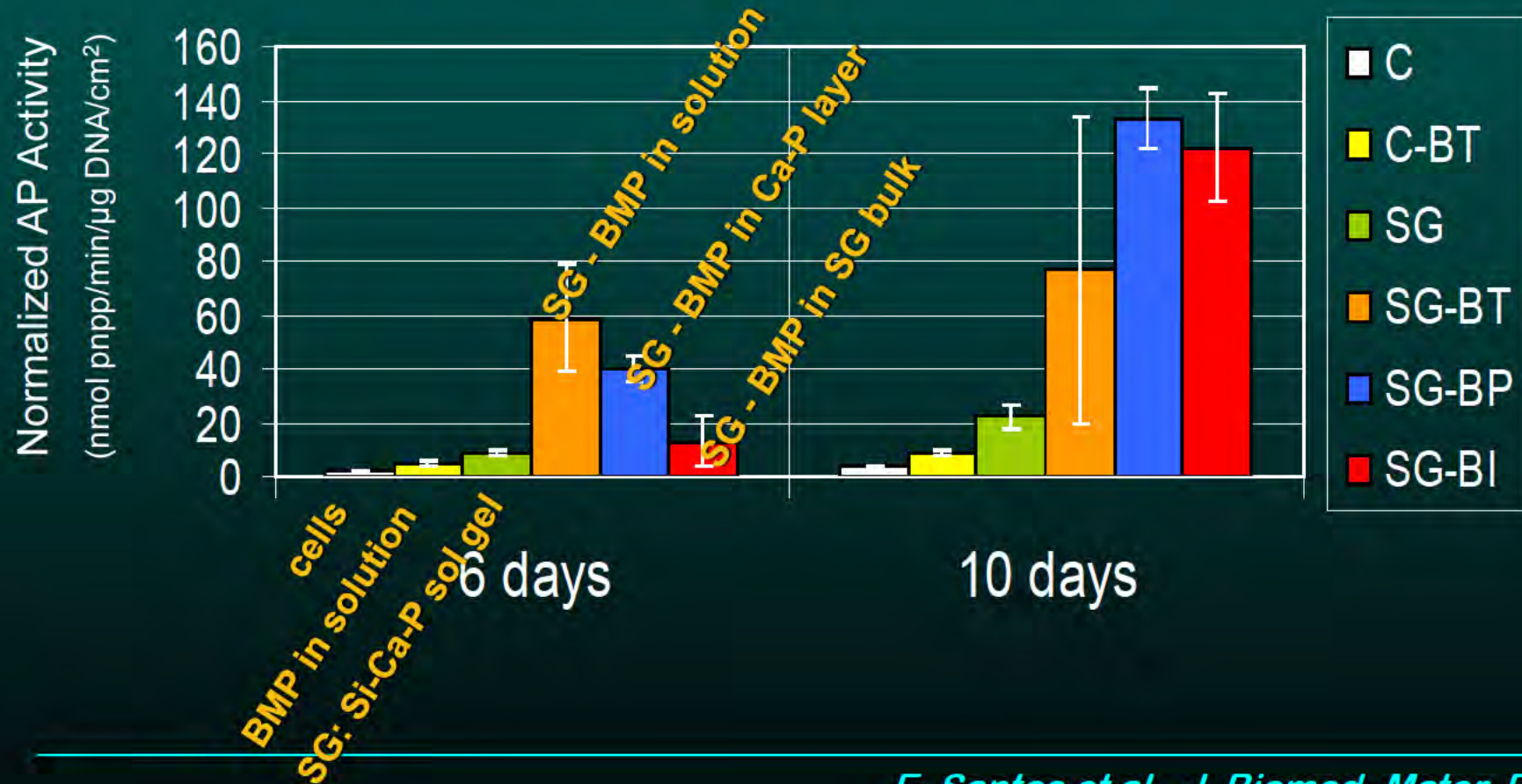
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Bioassay with Stromal Marrow Cells

Alkaline Phosphatase Activity



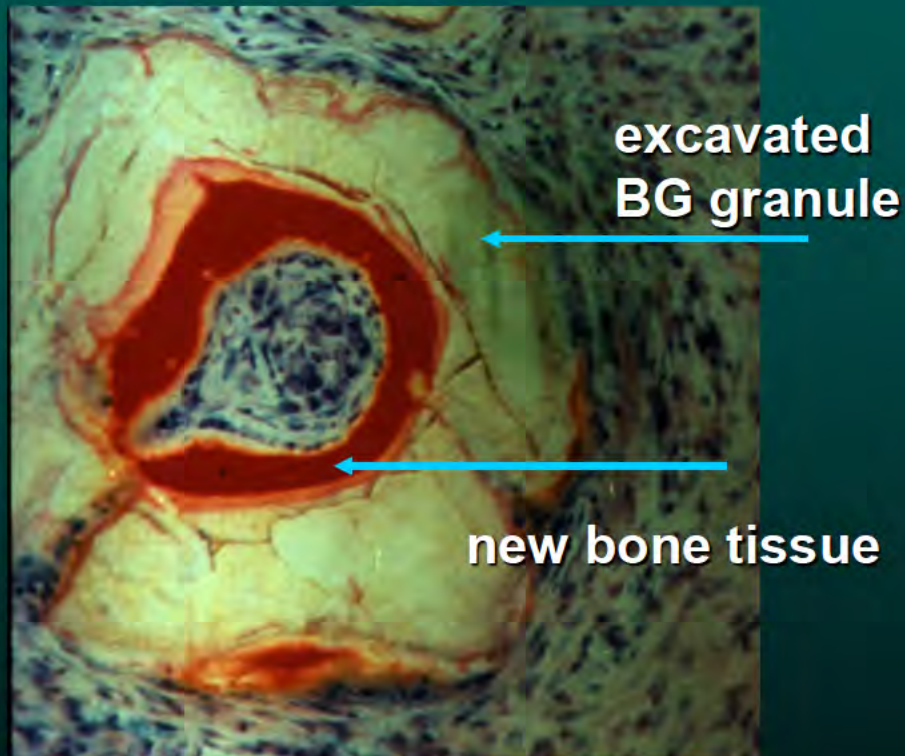
Mechanisms of bioactivity

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Differentiation of osteoprogenitor cells

3 months implantation in the dog mandible

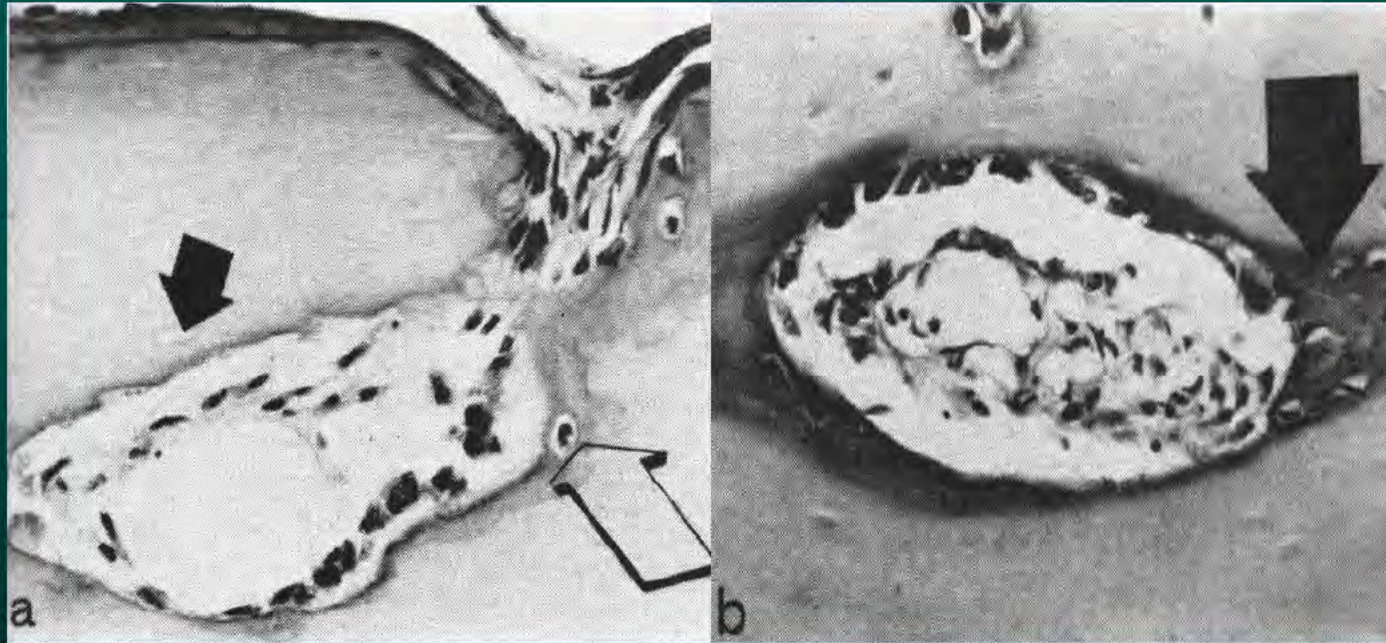


- bioactive glass granules of narrow size range **cause differentiation** of osteoprogenitor cells to bone forming cells (osteoblasts)
- **unique finding** for a synthetic bone graft material
- each granule acts as a **nucleus** for new bone formation



Urist, "Bone: Formation by Autoinduction"

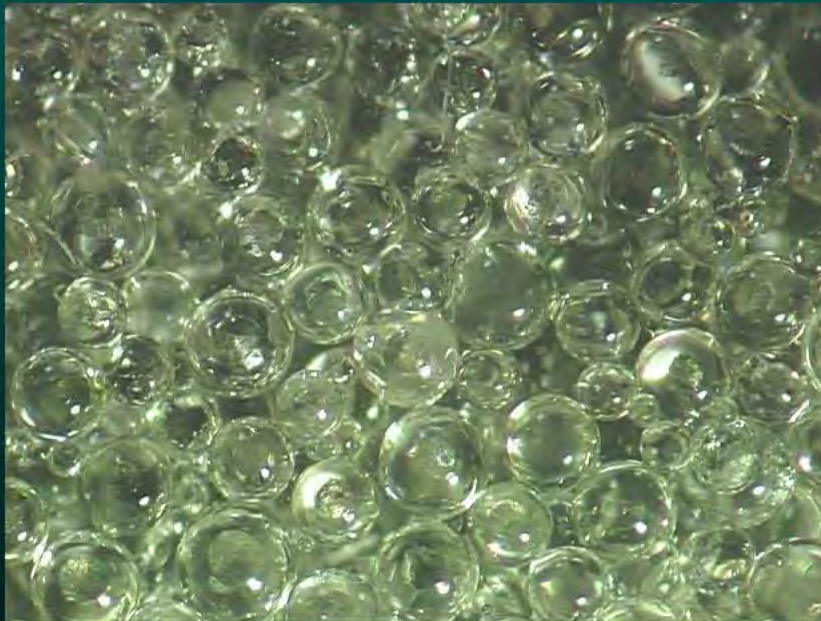
Science (1965)



"....New bone was deposited in pockets or excavation chambers filled with proliferating osteoprogenitor cells. The process began within a few weeks and was complete in a few months. How much new bone could be attributed to the osteoconduction of cells growing in from the walls of the host bone, and how much could be accounted for by osteogenic induction, was not apparent from experiment on normal, healthy bones...."

Non-bioactive and bioactive materials with constant pore structure

Microsphere-based discs



PLGA



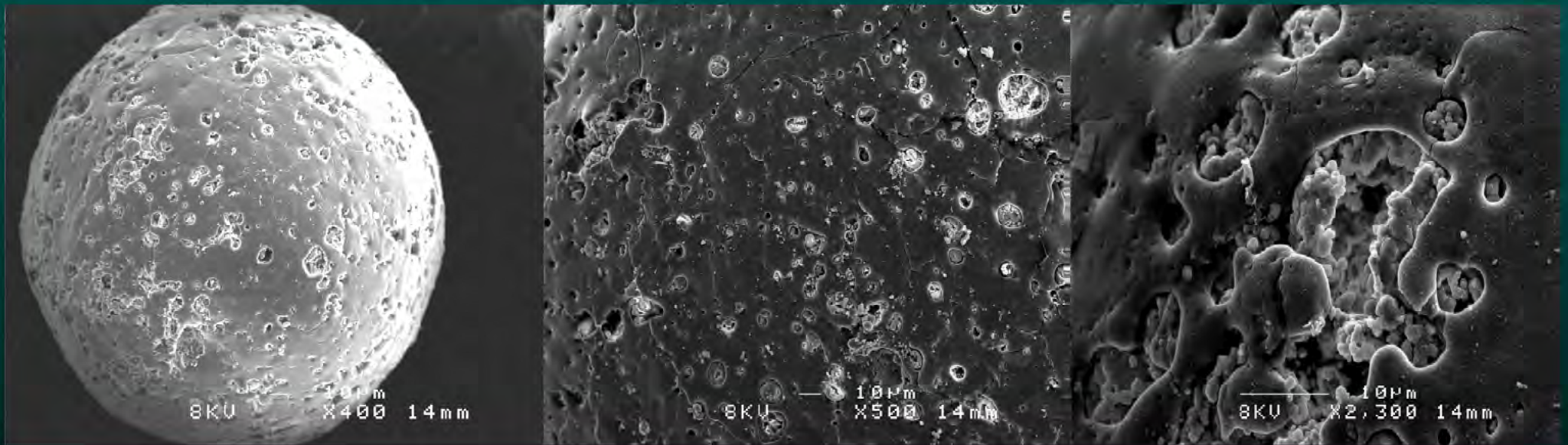
*Fine BG powder
in the polymer*

PLGA-30%BG

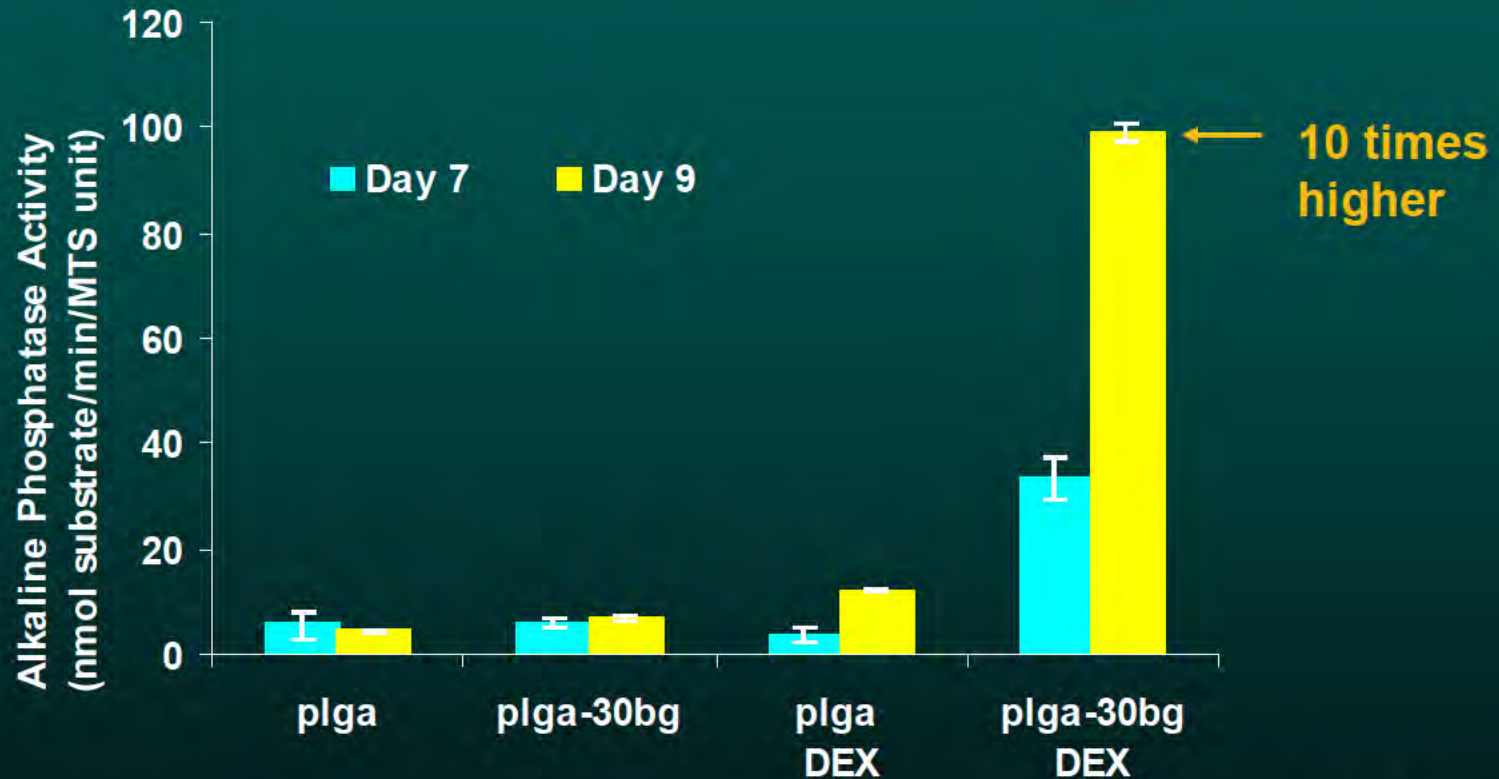


Formation of Ca-P layer - SEM

PLGA-30%BG composite: 14 days of immersion in TE



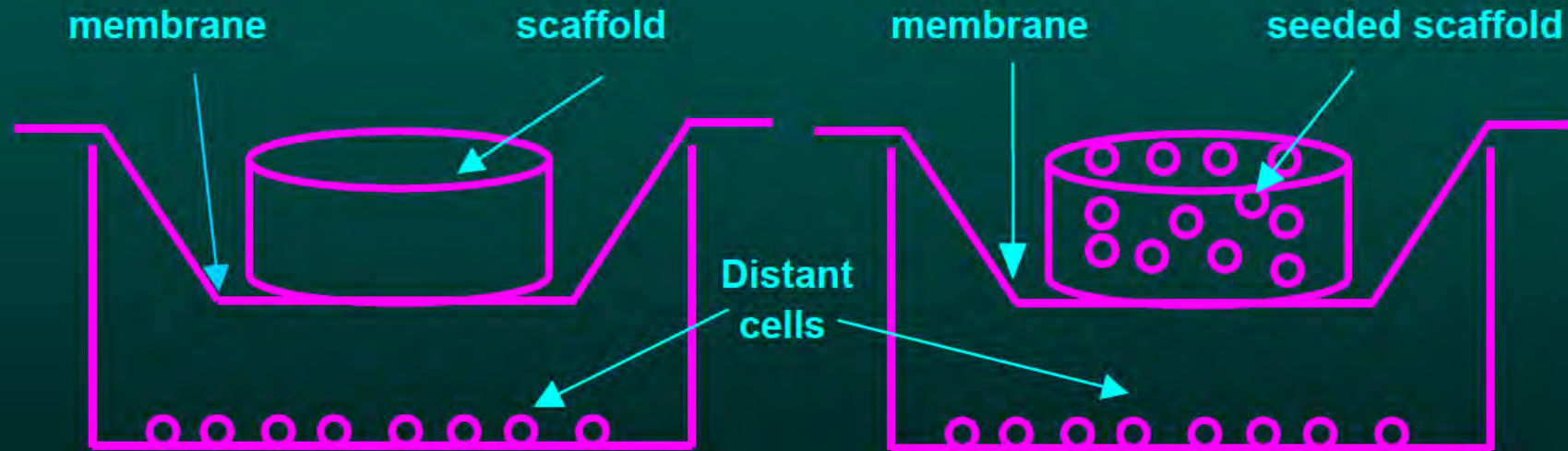
Osteogenesis of rat marrow stromal cells *In vitro* evaluation - AP activity



Osteogenesis of rat marrow stromal cells cultured on porous PLGA scaffold or PLGA-30%BG scaffold for 7 and 9 days. Dex = 10 nM

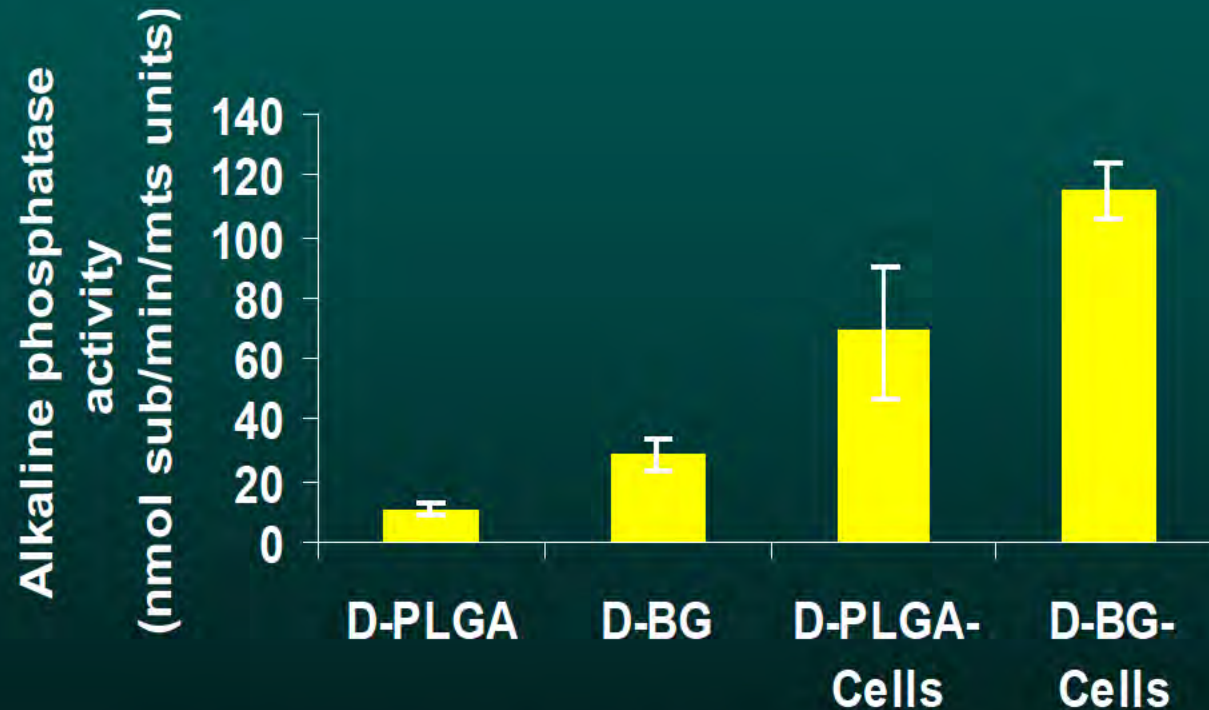
Solution mediated effect

Cell culture system



Cells were physically separated from scaffolds, which were either not seeded or seeded with cells
(exclude the effect of direct contact with scaffold)

Osteogenesis of rat marrow stromal cells *In vitro* evaluation - AP activity



Osteogenesis of rat marrow stromal cells on plastic wells for 9 days. Cells were separated from scaffolds by membranes. D: distant cells

Biomaterials are hybrid materials

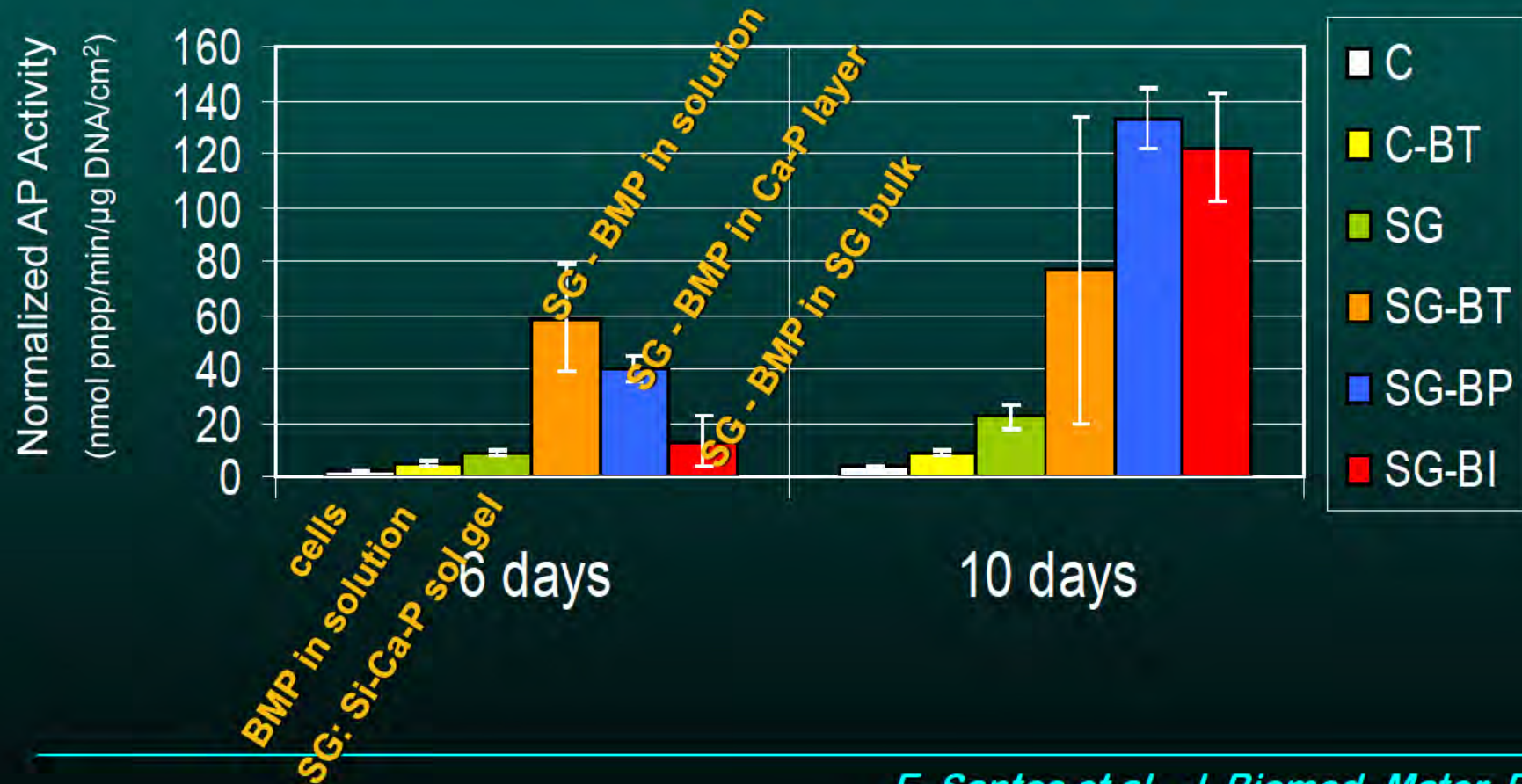
The illustration of bioceramics

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Biologically reactive ceramics and glasses that **enhance** bone formation and **stimulate** tissue regeneration
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Bioassay with Stromal Marrow Cells

Alkaline Phosphatase Activity



Tissue Repair and Regeneration

with delivery from

Silica xerogels (Silica sol-gels)

Room-temperature process

- Highly porous materials – porosity at the nanoscale
- Release properties controlled by the nanostructure

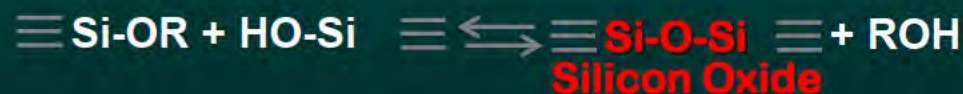


Sol-gel processing steps

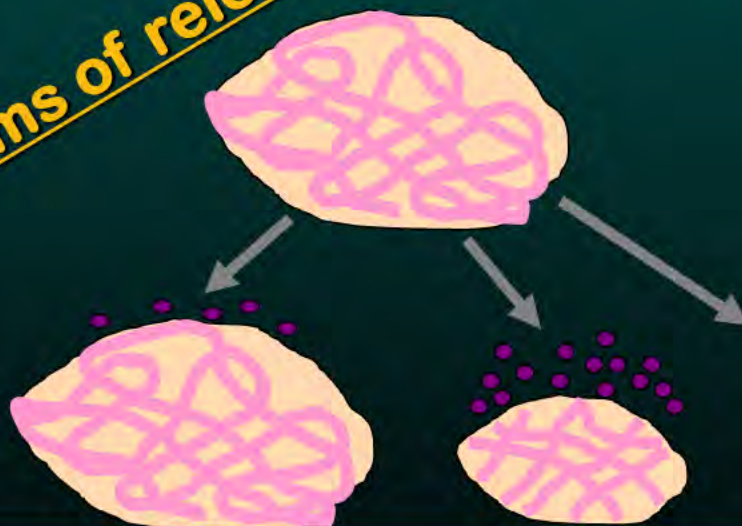
Hydrolysis



Condensation



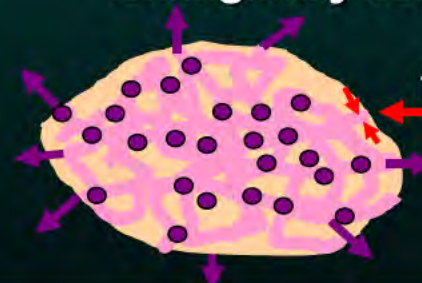
Mechanisms of release



Desorption

Resorption

Biologically active molecules diffuse out



fluid penetrates
2 nm size pores

Diffusion

First references

- Nicoll et al., *Biomaterials*, 1997
- Bottcher et al., *J. Sol Gel Science & Technology*, 1997
- Sieminska et al., *J. Sol Gel Science & Technology*, 1997
- Santos et al., *J. Biomed. Mater. Res.*, 1998
- Falaize et al., *J. Am. Ceramic Soc.*, 1999
- Kortesuso et al., *J. Biomed. Mater. Res.*, 1999



Infection treatment and control (I)

- Thin films on fracture fixation material for the controlled release of antibiotics
- Bactericidal thin films on percutaneous external fixator pins
- Thin films on joint prostheses for the treatment of joint arthroplasty revisions
- MRSA treatments

Pain treatment and control (P)

- Post-surgical pain
- Abuse resistant controlled delivery of opioids
- Wound dressings for the delivery of analgesics

Controlled release of biological molecules (BM)

- Controlled release of BMP-2
- Controlled release of TGF- β
- Controlled release of monoclonal antibodies
- Treatment of compartment syndrome

Delivery of anti-proliferative drugs

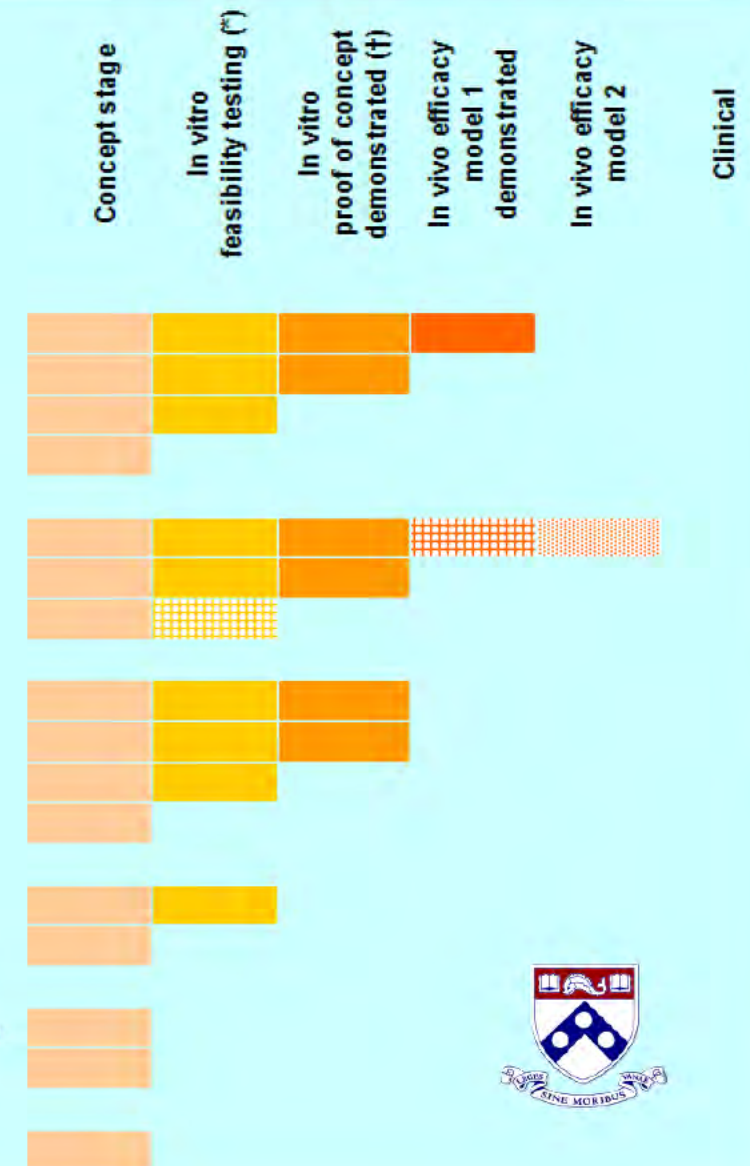
- Controlled release of antiproliferative agents (Rapamycin)
- Thin films for drug eluting stents

Combination treatments

- Combined delivery of antibiotics and growth factors for the treatment of oral pathologies (I, BM)
- Wound dressings for pain and infection control (I, P)

Scaffolds for tissue engineering

- Large volume bone tissue engineering



Benefits of silica xerogels (sol-gels)

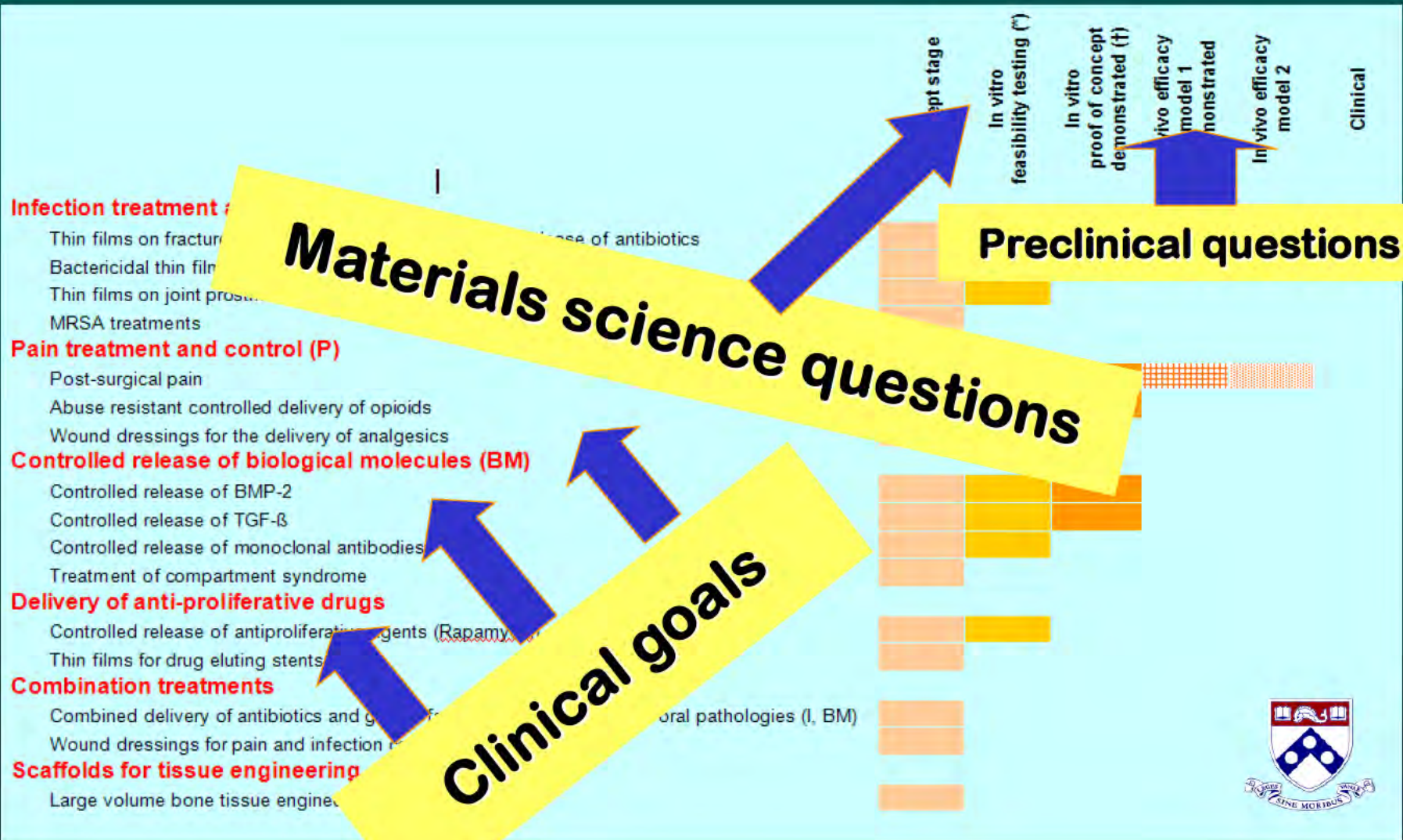
- excellent film to substrate adherence (for fundamental reasons)
- upon release, therapeutic efficacy maintained
- control of release of molecules varying in size from small (<1 kDa) to large (>70 kDa)
- burst release avoided by virtue of processing flexibility
- release can be controlled for a duration ranging from hours up to one year
- Poorly soluble molecules can be delivered



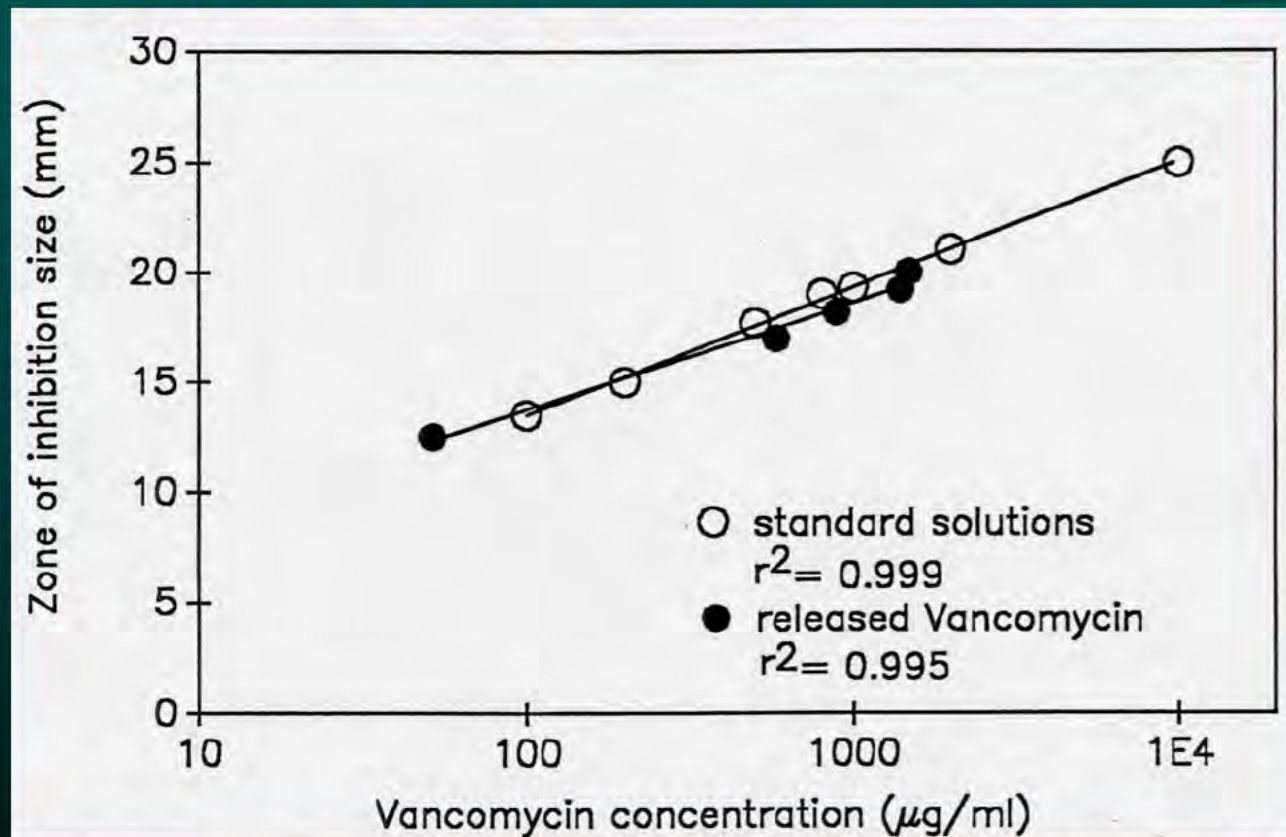
Benefits of silica xerogels (sol-gels), cont...

- molecules are protected while in the sol gel (compare to the *in vivo* half life – e.g PDGF: 2 minutes)
- various molecules can be delivered simultaneously
- substantially full release of therapeutic agents
- resorbable
- biocompatible
- room temperature processing





Dose response curve Vancomycin release



Materials science questions

MRSA treatments

Pain treat

Post-su

Abuse

Wound

Controlle

Control

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Delivery c

Control

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Wound

Scaffolds

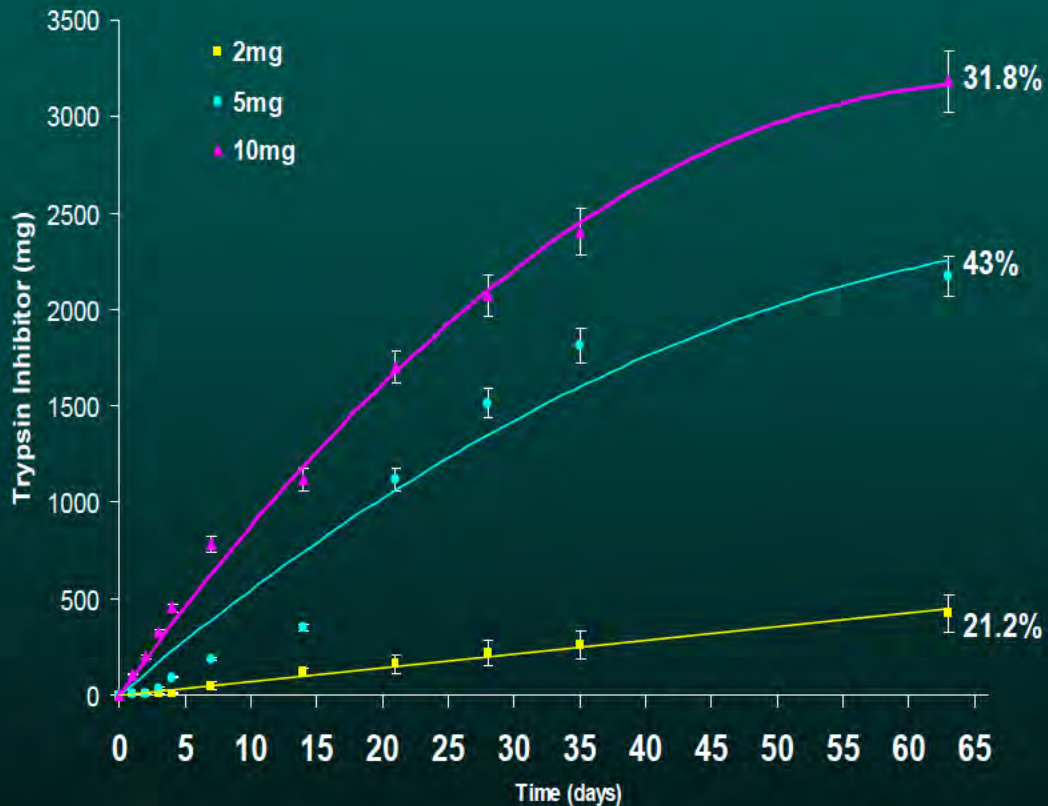
Large volume bone tissue engineering

- **Growth factor delivery (20 kDa and up)**
- **Zero order release kinetics (or about)**
 - **Nanoparticles (120 nm)**
 - **Composite wound dressings**
 - **Thin films (1~2 μm)**
- **Thin films – long duration of release (3 mths)**
- **Thin film to metal substrate adhesion**

Concept stage
In vitro feasibility testing (*)
In vitro proof of concept demonstrated (†)
In vivo efficacy model 1 demonstrated
In vivo efficacy model 2
Clinical



Cumulative Trypsin Inhibitor (20 kDa) release TMOS-derived xerogel



- Time- and load-dependent release
- 20 % released by 9 weeks



Macromolecules – Release kinetics

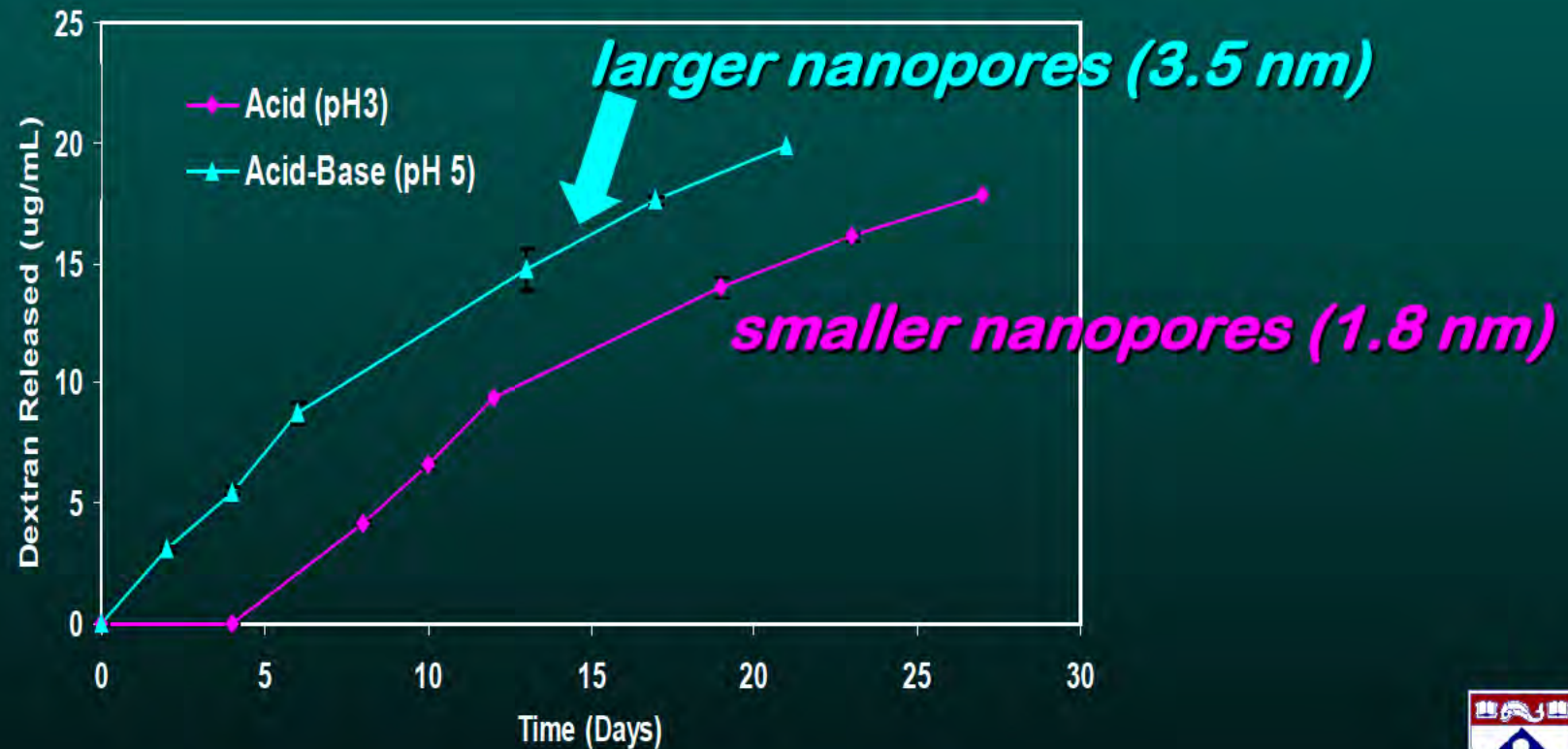
Nanostructural control

Modeling experiments

- dextran, a hydrophilic polysaccharide, is used as a model molecule having different sizes
- molecular weight can vary from 3 to 500 kDa
- this eliminates the effect of molecule chemistry on
 - » sol gel processing
 - » release properties
- molecular weight used: 10, 40 and 70 kDa



Effect of nanopore size - Variation of catalysis pH

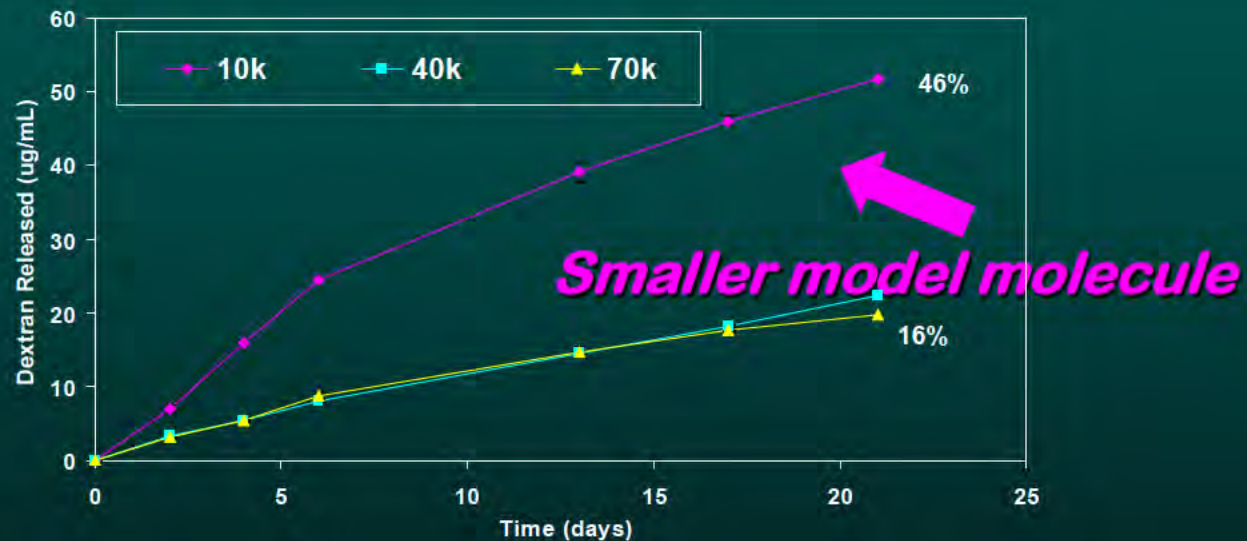


One dextran weight used: 70 kDa

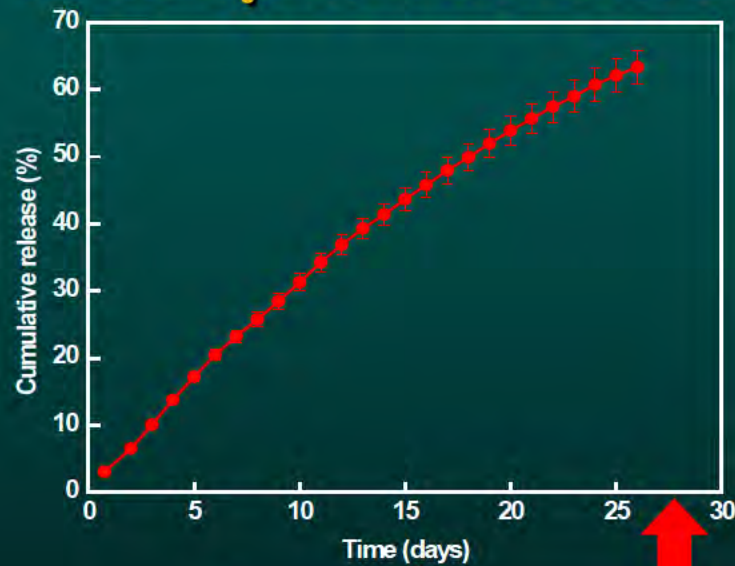


Effect of molecular weight

Larger nanopores used (acid-base catalysis at pH 5)



Cumulative Trypsin Inhibitor (TI) Release from PEG-coated Mesoporous Silica Nanoparticles (MSN)

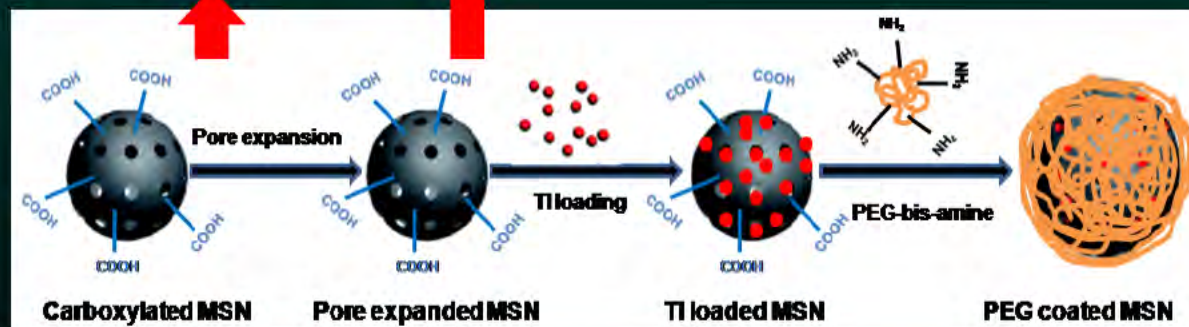


Properties

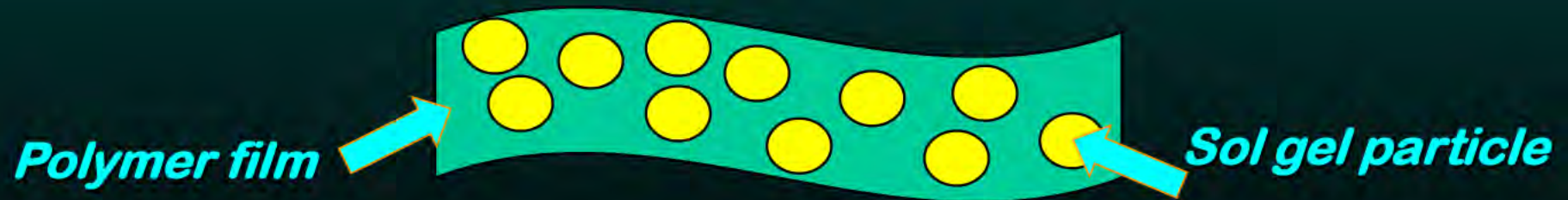
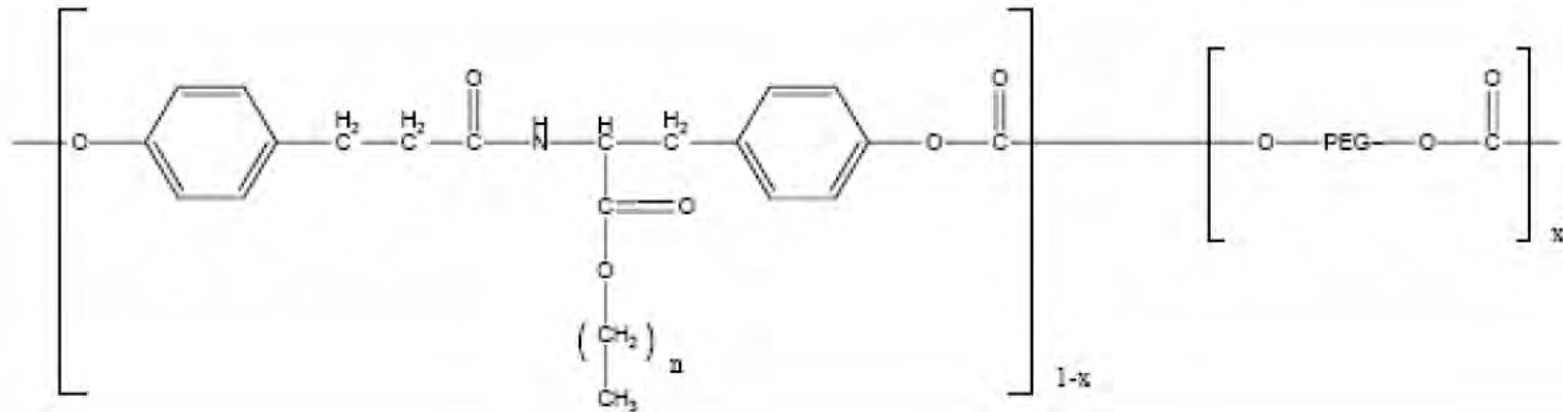
- 120 nm average diameter
- 3.5 nm average pore size

Results

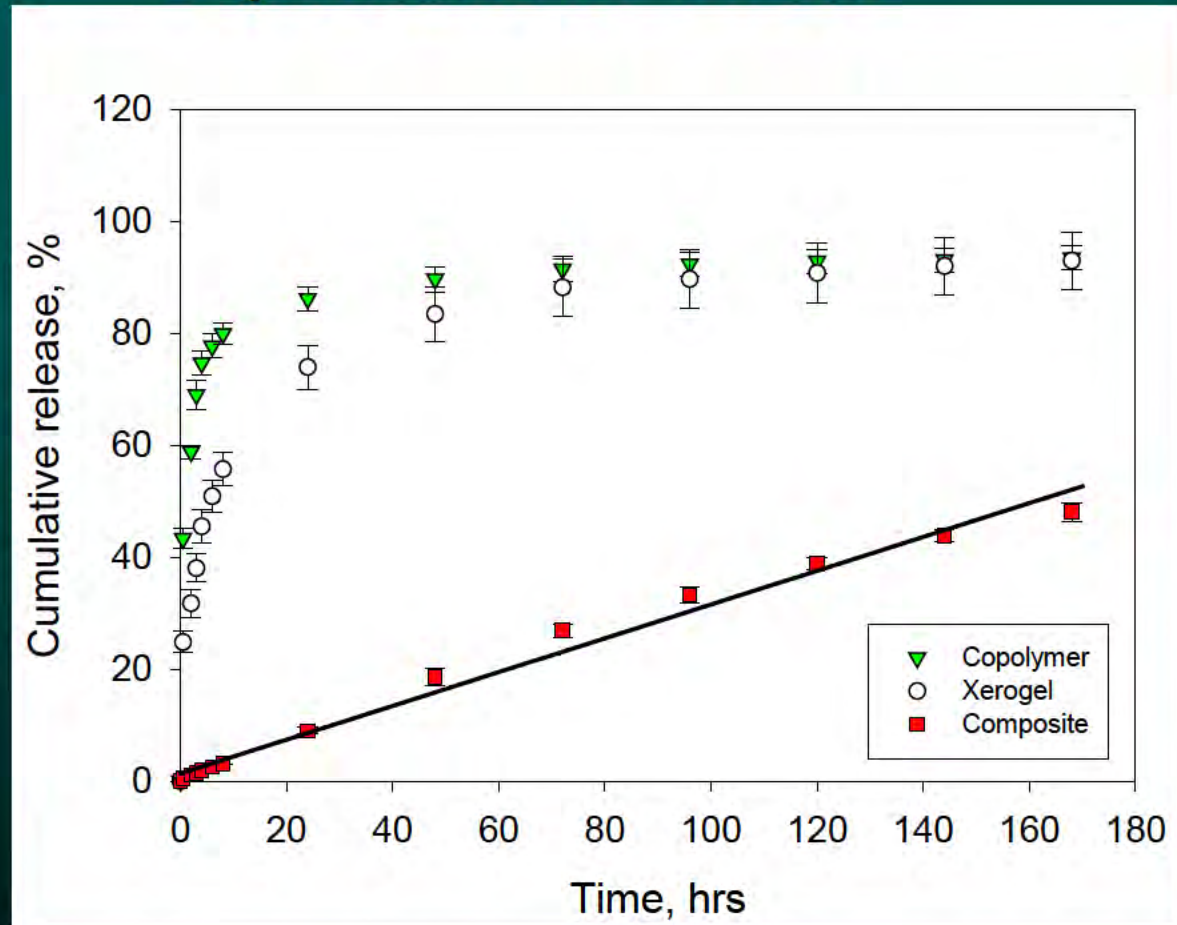
- the absence of an initial burst
- sustained near zero order release over 4 weeks



Composite Xerogel-Copolymer Wound Dressings



Composites enable controlled, zero-order release of Bupivacaine for 1 week



Release rates controlled by:

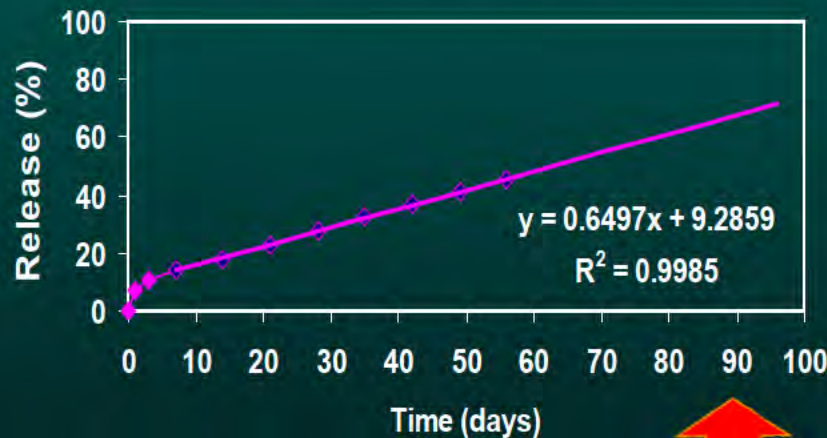
- Tyrosine-based monomer hydrophilicity and PEG content
- Xerogel porosity, particle size and drug loading



In vitro release

Coatings on fixation pins


Cumulative Irgasan release from coatings on grit blasted 4-mm 316L fixator pins (%)



Release from coatings composed of 5 layers with 10% triclosan (<300 Da)

- long-term release, up to 60 days
- Initially: first order release (up to 7 days)
- followed by sustained, near zero-order release
- Extrapolation:
 - » release continues beyond 90 days (3 months)

Mechanical properties of thin sol-gel films



	Crack onset strain (%)	Crack saturation strain (%)	Critical cracking stress (GPa)	Interfacial shear strength (MPa)	Fracture energy (J/m ²)	Interfacial fracture energy (J/m ²)
Polished Metallic surface	10	10	6.10	519.72	688.59	61.02
Sandblasted (0.28 MPa) Metallic surface	5	16	3.05	153.37	112.43	156.21

Preclinical and clinical questions

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Delivery of anti-proliferative agents

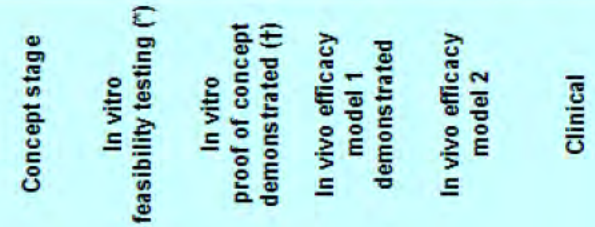
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- Thin films for drug eluting stents

Combination treatments

- Combined delivery of antibiotics and analgesics
- Wound dressings for pain and infection control

Scaffolds for tissue engineering

- Large volume bone tissue engineering



- **Infection treatment and control**
 - **Internal fracture fixation**
 - **Percutaneous pins**

Bone infections

The clinical issue

- Risk of infection is considerable in open fractures
- Prevention is challenging when fracture fixation material is used
- *Bacteria adhere to internal fixation nails and form a biofilm*
- High resistance of the biofilm to systemic antibiotic treatment may require further surgical procedures



***In vitro* bactericidal activity**

- **Samples**

 - Controls

 - » IM nails (metallic surface)
 - » Sol-gel coated IM nails without vancomycin

 - Treatment

 - » Sol-gel coated IM nails with vancomycin

- **Staphylococcus aureus cultures**

 - » 1×10^3 cfu, 37°C, 24h

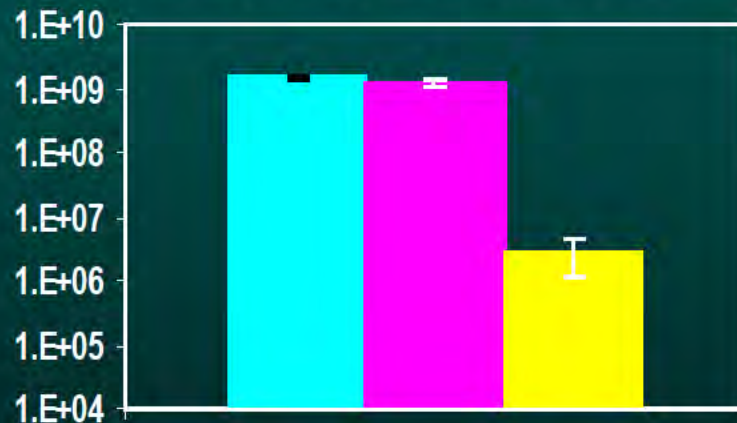
- **Evaluation**

 - » bacterial counts
 - » live/dead staining - confocal laser microscopy



In vitro bactericidal effect

Sol Gel Vancomycin Microbicidal Effect



■ Control ■ SolGel Control ■ SolGel Vancomycin

In comparison to controls, number of *S. aureus* colonies were reduced by three orders of magnitude on sol-gel / vancomycin films



In vitro bacterial inhibition

Confocal microscopy



- **Uncoated samples (left)**
 - » viable bacteria adhere and proliferate
- **Sol-gel/vancomycin coated (right)**
 - » bacterial adhesion is prevented

***In vivo* bactericidal activity**

- **Wistar rats**
- **Implants: sol gel coated with and without vancomycin**
- **Surgery**
 - » **intramedullary femoral canal**
 - » **insertion via the intercondylar groove of the knee**
 - » **one side: sol gel / vancomycin coated (12 implants)**
 - » **other side: sol gel coated controls (12 implants)**

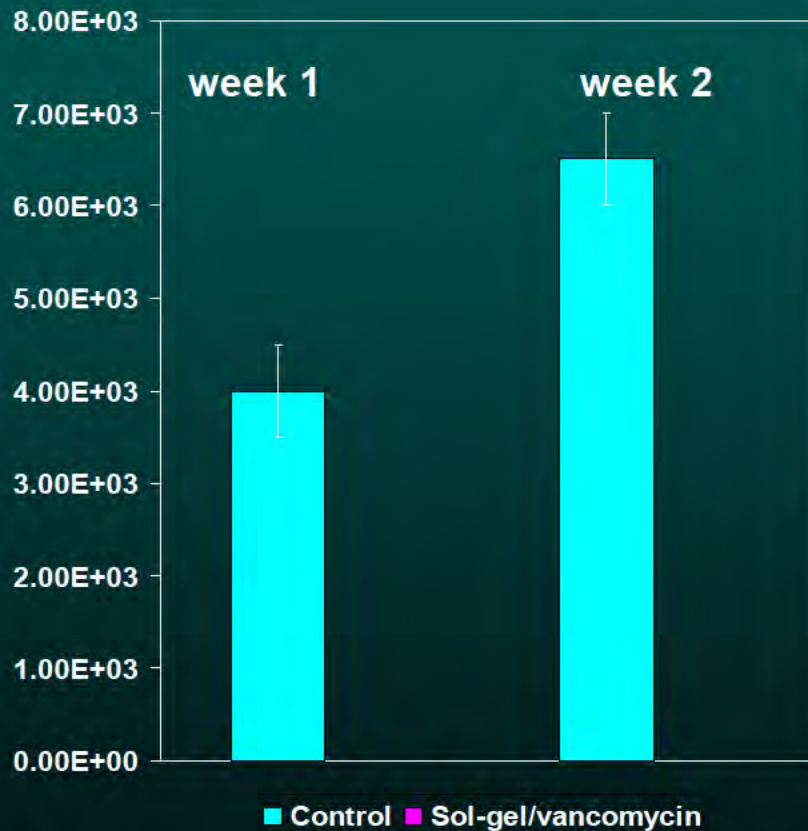


In vivo bactericidal activity

- **At time of surgery**
inoculation with a suspension of *S. aureus*
(150 μ l of 10^4 cfu/ml)
- **Sacrifice**
 - » 1, 2, 3 and 4 weeks
- **Evaluation**
 - » cultures on retrieved IM nails
 - » radiographic



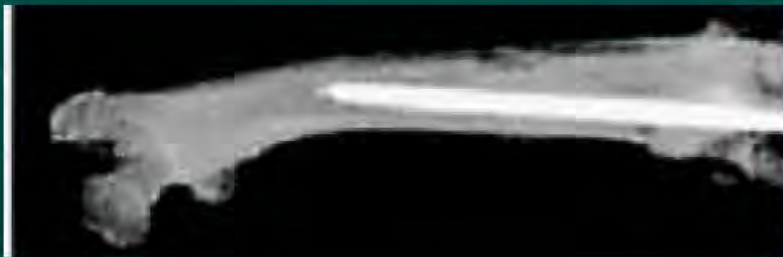
In vivo bacterial inhibition – *ex vivo* cultures



- **Number of *S. aureus* colonies**
 - » cultured from bacteria, if any,
 - » present on IM nails *in vivo*
 - » harvested after 1 week and 2 weeks
- **In comparison to control:**
sol gel / vancomycin film is bactericidal
and inhibits bacterial adhesion



In vivo infection inhibition 4 weeks of implantation



- Sol-gel/vancomycin film (top)
 - » inhibits infection
- Infection on control side (bottom)
evidenced by
 - » change in size
 - » periosteal reaction (arrow)
 - » lytic lesions & bone abscesses (*)
 - » extensive bone remodeling

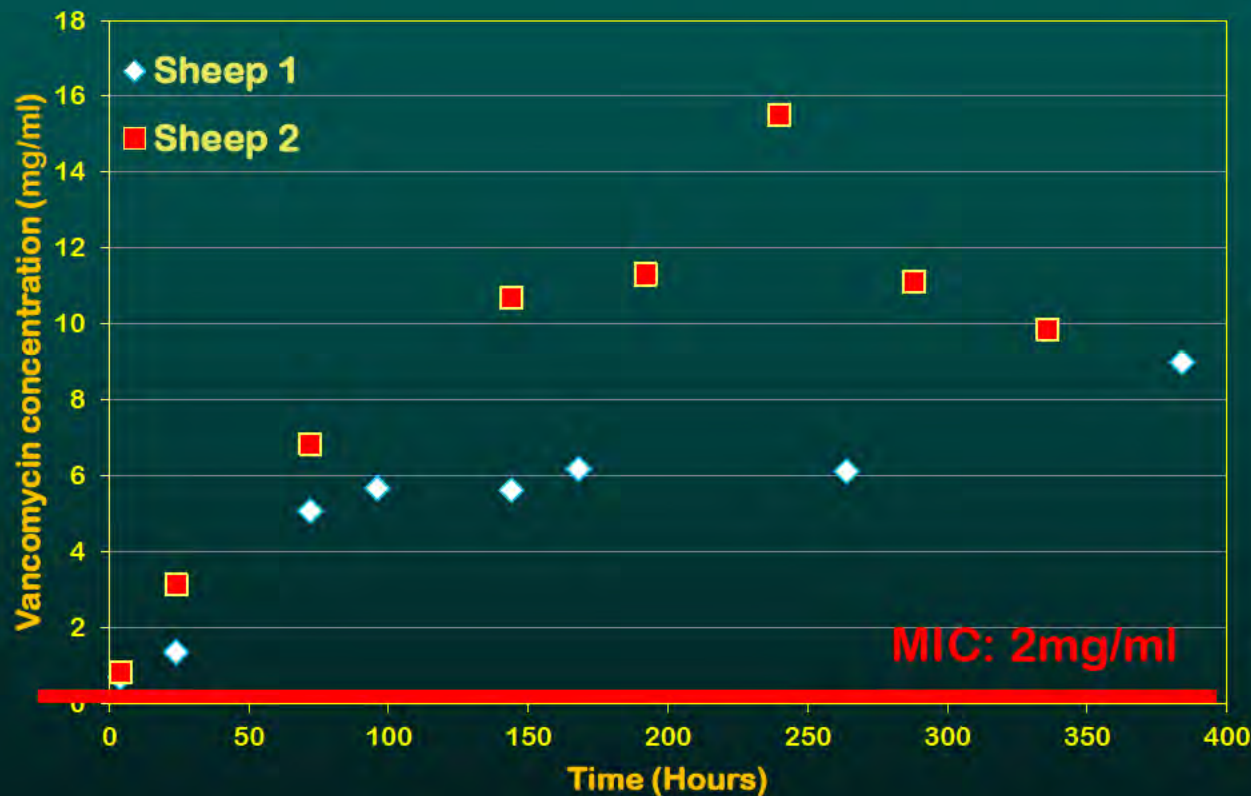


Large animal study - radiographic analysis



For animals (sheep) inoculated with 10^6 or 10^8 CFU *S. aureus*, the X-ray (top) and micro-CT (bottom) results show that SGV coating (left) but not SG coating (right) inhibits osteomyelitis (arrows) one month post-implantation.

Local tissue vancomycin concentration



- The local vancomycin concentrations exceed MIC 24 hours after implantation;
- The **local** vancomycin concentrations exceed MIC for **16 days**, the longest time point measured;
- The **plasma** vancomycin concentrations are **below the detection limit** (50ng/ml).

External fracture fixation

A major health care issue

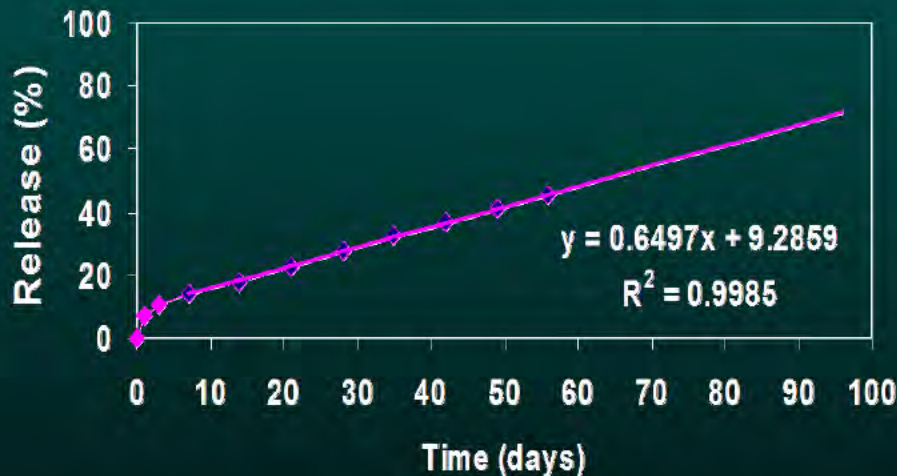
- 2,000,000 fracture fixation devices implanted annually in the USA
 - » Overall postoperative infection rate 5%
- External fixation
 - » Overall incidence of deep infection 16.2%
 - » Overall chronic osteomyelitis rate 4.2%
 - » Infection of femoral fractures, up to 32.2%



External fracture fixation

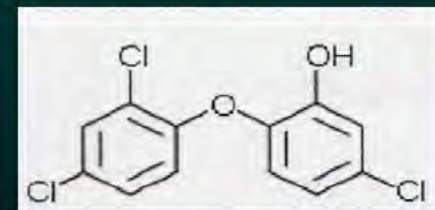
Constant release (zero order) over 3 months
In vitro - triclosan

Cumulative Irgasan release from coatings
on grit blasted 4-mm 316L fixator pins (%)



Triclosan (size: 289.55 Da)

- Powerful antibacterial agent extensively used in hospitals
- Disables the activity of the enzyme ENR vital in building cell membranes of many bacteria
- **Insoluble in water but soluble in ethanol**



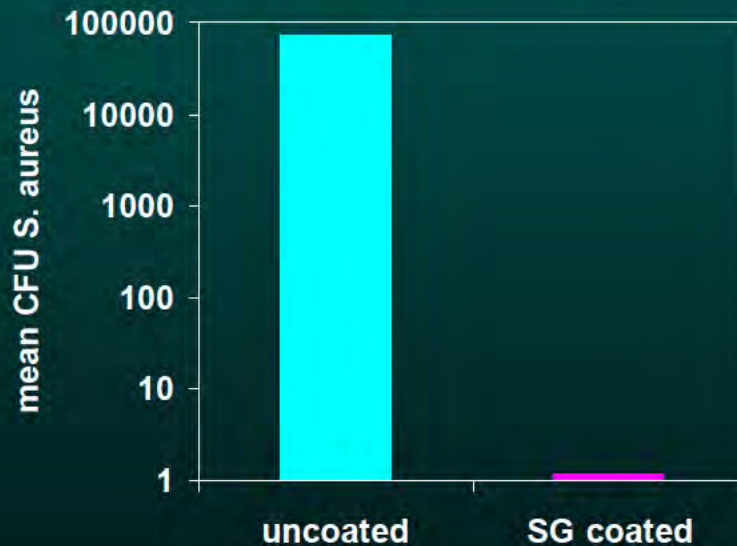
***In vitro* bactericidal efficacy**

- Pins inoculated with *Staphylococcus aureus*
 - » 1×10^5 cfu (first), 1×10^8 cfu (next)
 - » cultured at 37° C, 24h
 - » bacteria count
- Samples:
 - » Controls: uncoated pins
 - » Sol gel/triclosan coated 4-mm fixator pins



In vitro bactericidal efficacy

Number of *S. aureus* colonies
compared to uncoated controls
(initial time point)



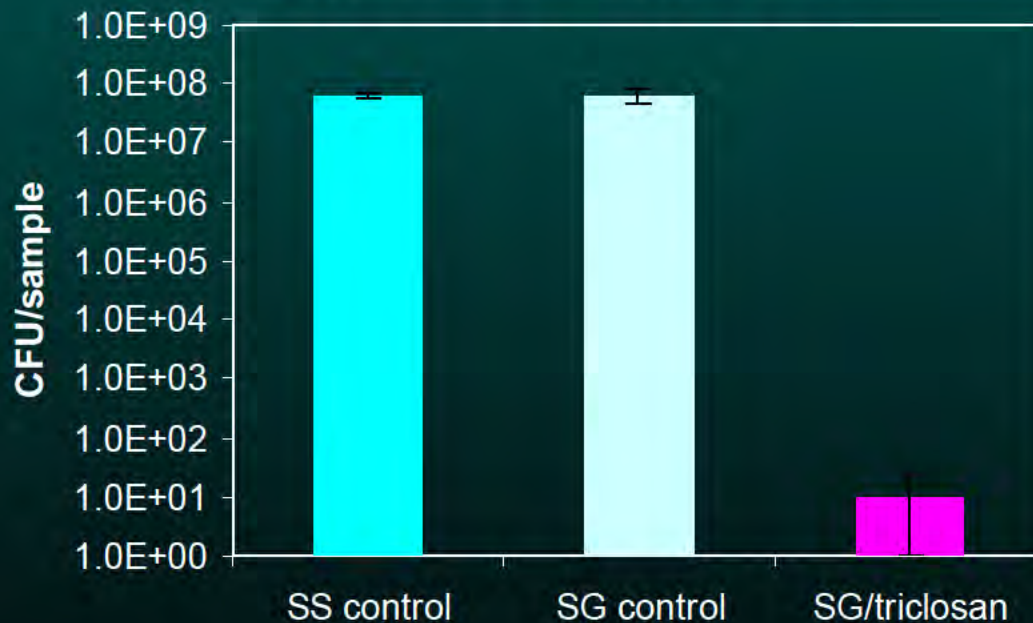
sol-gel/ **10 %** triclosan coated pins
prevented bacterial colonization -
reduction by the maximum -
5 orders of magnitude



In vitro bactericidal efficacy

Number of *S. aureus* colonies compared to uncoated controls (initial time point)

SG-20% Triclosan microbial effect

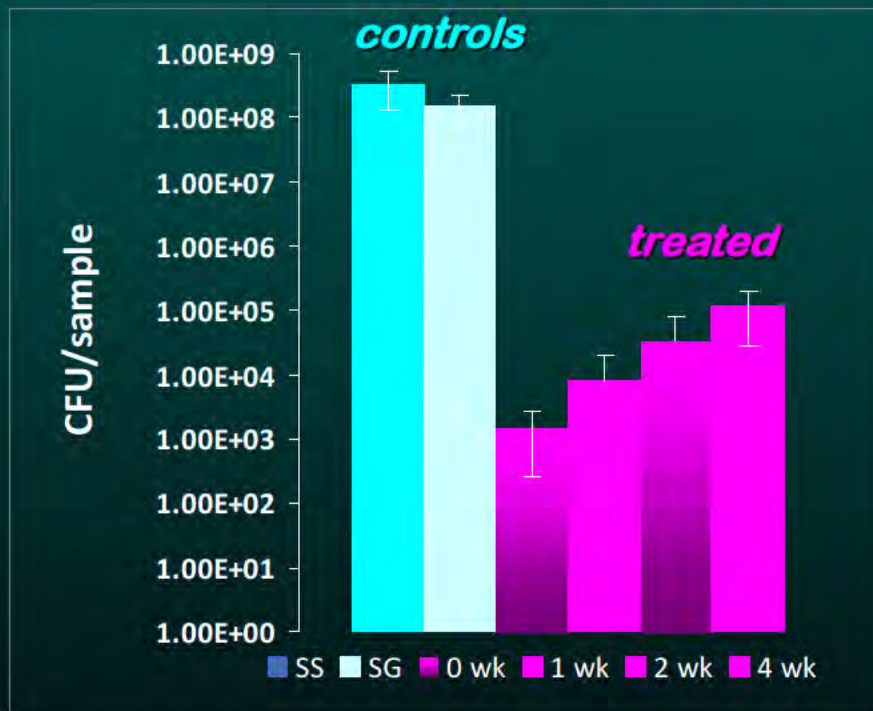


sol-gel/ **20 %** triclosan coated pins reduced bacterial colonization - reduction by **7** orders of magnitude



In vitro bactericidal efficacy

Number of *S. aureus* colonies compared to uncoated controls (up to 4 weeks of elution)



sol-gel/ triclosan coated pins retained bactericidal effect over 4 weeks - reduction by

5 orders of magnitude after 1 week

3 orders of magnitude after 4 weeks



Percutaneous pins – *in vivo* peroperative photograph



rabbits

distal tibia

inoculation with S. Aureus

Infection rates

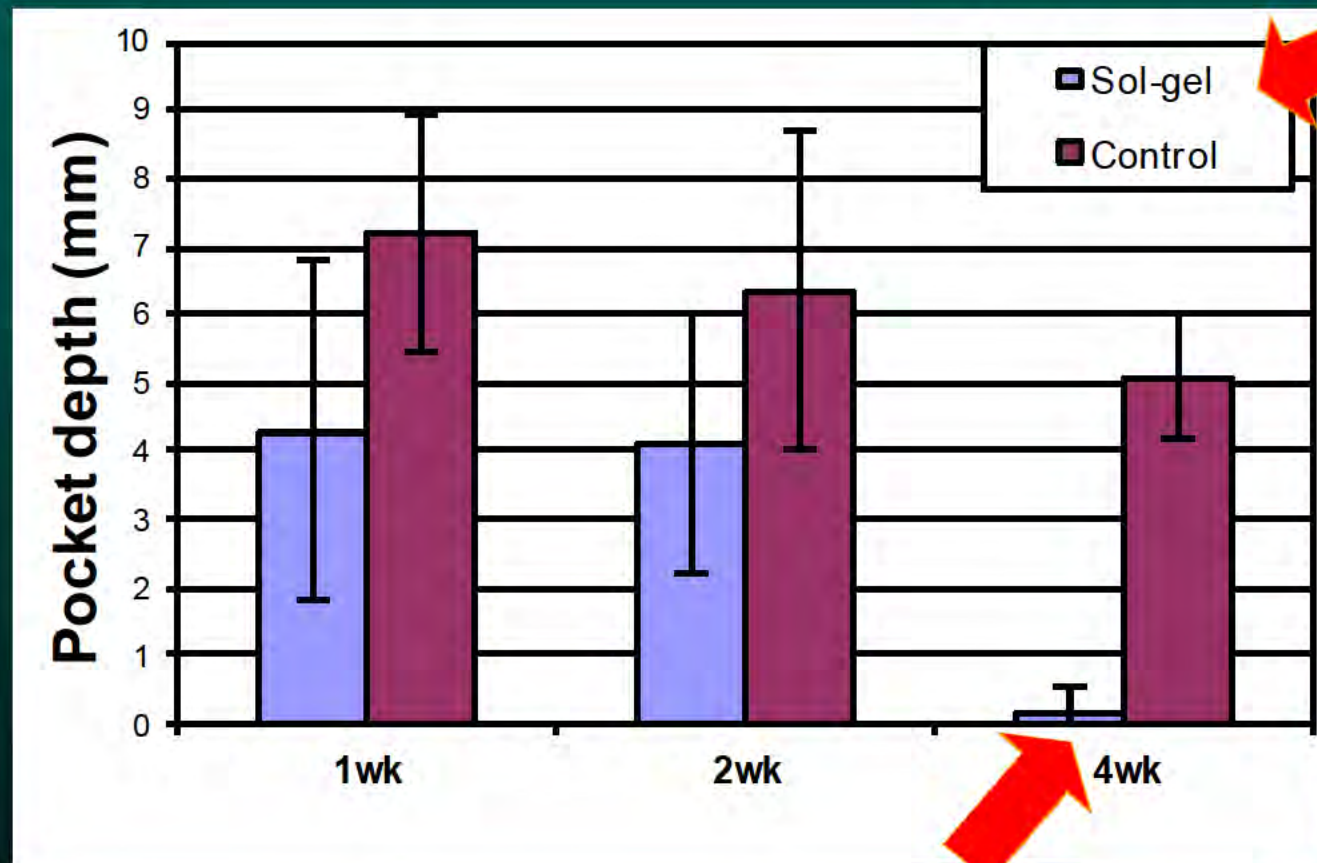
percutaneous pins – *in vivo*

Groups	Animals for evaluation	Animals with clinical signs of infection*	Animals with radiographic signs of infection†
Control (1wk)	4	4	2
Sol-gel (1wk)	3	0	0
Control (2wk)	4	3	2
Sol-gel (2wk)	5	0	0
Control (4wk)	5	4	4
Sol-gel (4wk)	6	0	0

* animal showing either of these signs at the time of sacrifice was checked as infected: serious discharge, superficial cellulitis and deep infection.

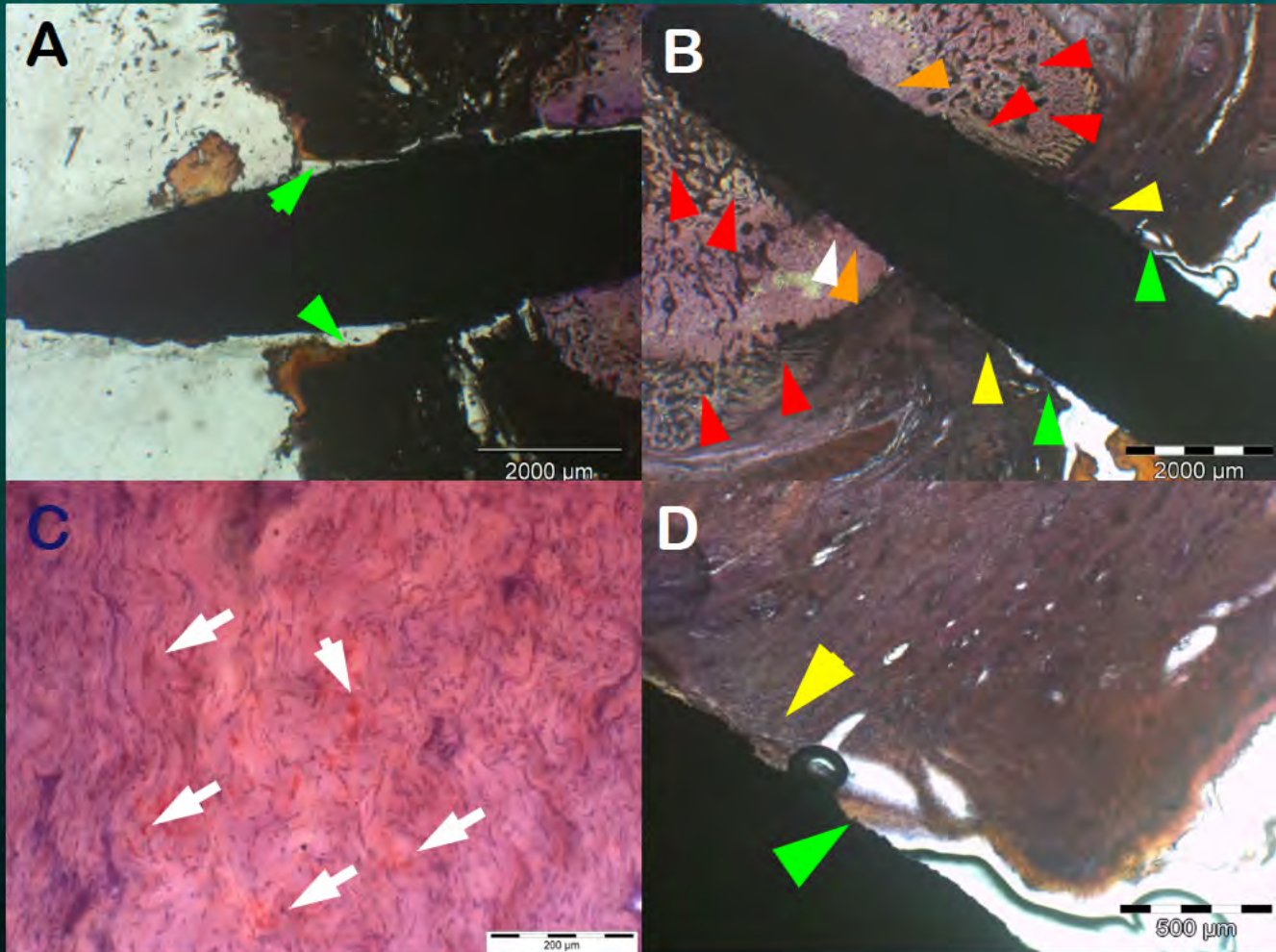
† a radiograph revealing osteomyelitis at the time of sacrifice is graded as infected.

Percutaneous pins – *in vivo* pocket depth



Infection

percutaneous pins – *in vivo*, 4 weeks



Control (A and C) and sol-gel coated (B and D) implants. Control implant (A) shows extensive **epithelial downgrowth** (green arrows) and bacterial colonization and infiltration of *S. aureus* in the subcutaneous tissue (C, white arrows). Coated implant (B & D) shows **excellent bone integration of the pin** (orange arrows) and positive osteocalcin expression (white arrow), extensive **new woven bone formation** (red arrows), excellent attachment of the subcutaneous tissue to the implant surface (yellow arrows) as well as **epithelial attachment** (green arrows).

Benefits of silica xerogels (sol-gels), cont..

- molecules are protected while in the sol gel (compare to the *in vivo* half life – e.g PDGF: 2 minutes)
- various molecules can be delivered simultaneously
- substantially full release of therapeutic agents
- resorbable
- **biocompatible**
- room temperature processing



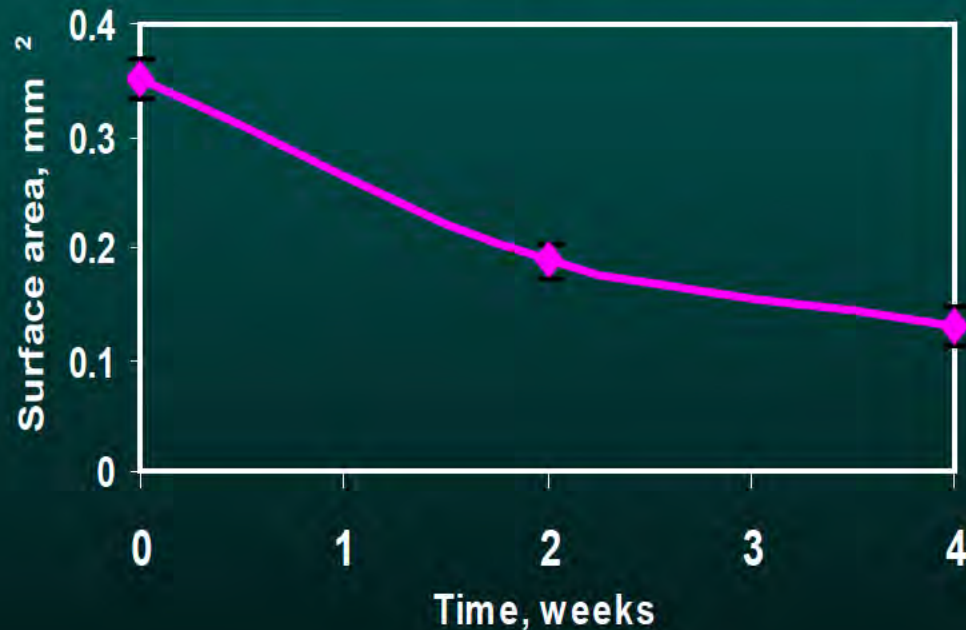
In vivo biocompatibility study

- New Zealand white rabbits
- Experimental groups:
 - » sol gel discs (8 mm in diameter, 2 mm thick) subcutaneously in the back
 - » sol gel granules (710 - 1000 μm) defects in the iliac crest (5 mm in diameter, 2 mm deep)
 - » controls: sham surgery (defects without material)
- Implantation time: 2 & 4 weeks



Resorption – Mean granule size v implantation time

Mean granule size vs. implantation time



Gradual reduction in granule size reflects time-dependent granule resorption

Minimal inflammatory response

Methods – animal model (*)

- 1500 mg of resorbable glass granules (300-355 μm) were implanted into the paraspinal muscle of 4 kg NZW rabbits for 24 weeks
- Clinically relevant dose of 30 cc for a 70 kg human (e.g. large compression fracture in the proximal tibia)
- Muscle implantation site heals faster than bone and possibly leads to an enhanced resorption rate in comparison to bone

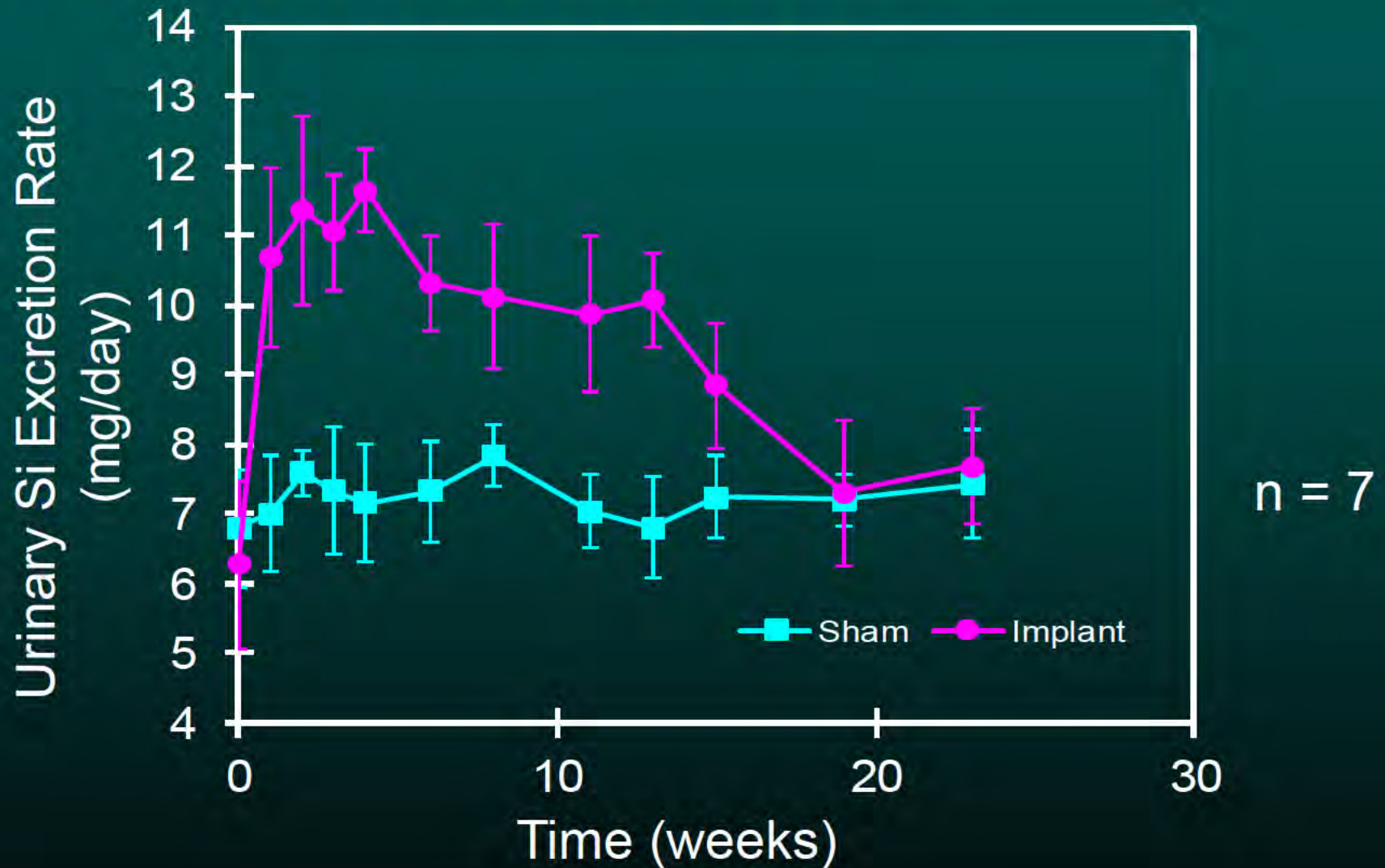
(*) One of two models

Other model: bone implantation site

Lai et al., *Biomaterials* (2002), *J. Biomed. Mater. Res.* (2005)



Silicon Excretion in Urine



Results - creatinine

- **Creatinine:** natural metabolite found in urine. Its production is proportional to total muscle mass. Excretion rate reflects kidney function.
- Excretion rates remained normal and stable for both implanted and sham groups. Kidney function was normal throughout experiment.

sham	38.3 ± 5.1 mg/day/kg
implant	36.8 ± 6.5 mg/day/kg



Discussion

- Increased urinary Si supports the hypothesis that the silica gel from the granules is dissolved into the bloodstream and removed by the kidney.
 - The Si release product in the blood must be small enough to pass through kidney filtration (18 Å).
(Berne and Levy, Physiology, 1988)
 - The concentrations of silicon in the urine were well **below saturation**.
 - **Elevated Si was not found in any of the major organs**. This corroborates findings of previous histological analyses in other glass granule implant studies revealing no pathological changes in kidney, liver or spleen.
 - Creatinine excretion rates were similar between implanted and sham rabbits. **Therefore, kidney function was not adversely affected** by the surgical procedure and the dose of granules.
-

Infection treatment and control (I)

- Thin films on fracture fixation material for the controlled release of antibiotics
- Bactericidal thin films on percutaneous external fixator pins
- Thin films on joint prostheses for the treatment of joint arthroplasty revisions
- MRSA treatments

Pain treatment and control (P)

- Post-surgical pain
- Abuse resistant controlled delivery of opioids
- Wound dressings for the delivery of analgesics

Controlled release of biological molecules (BM)

- Controlled release of BMP-2
- Controlled release of TGF- β
- Controlled release of monoclonal antibodies
- Treatment of compartment syndrome

Delivery of anti-proliferative drugs

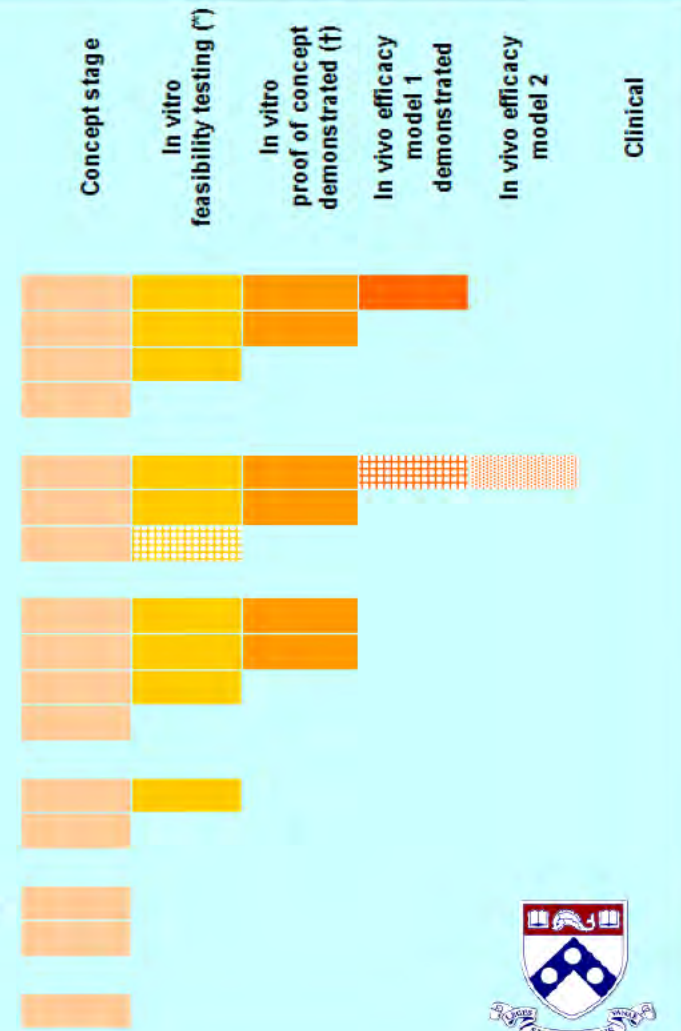
- Controlled release of antiproliferative agents (Rapamycin)
- Thin films for drug eluting stents

Combination treatments

- Combined delivery of antibiotics and growth factors for the treatment of oral pathologies (I, BM)
- Wound dressings for pain and infection control (I, P)

Scaffolds for tissue engineering

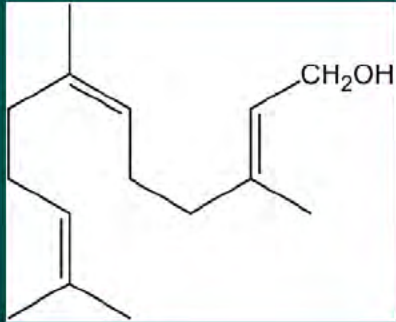
- Large volume bone tissue engineering



Background

- **Methicillin resistant staphylococcus aureus infection has significantly increased**
(Matar et al. (2010), Rivera et al. (2011))
 - » From 1999 through 2005, infections outside the lungs or blood tripled
 - » MRSA strains account for >50% of all *S. aureus* strains causing clinical disease
- **Surgical site infection (SSI)**
 - » Treating SSI is complicated by how bacteria colonize implants
 - » Bacteria adhere to implant surface and form a biofilm
 - » High resistance of the biofilm to systemic antibiotic treatment

Farnesol as an adjuvant to vancomycin



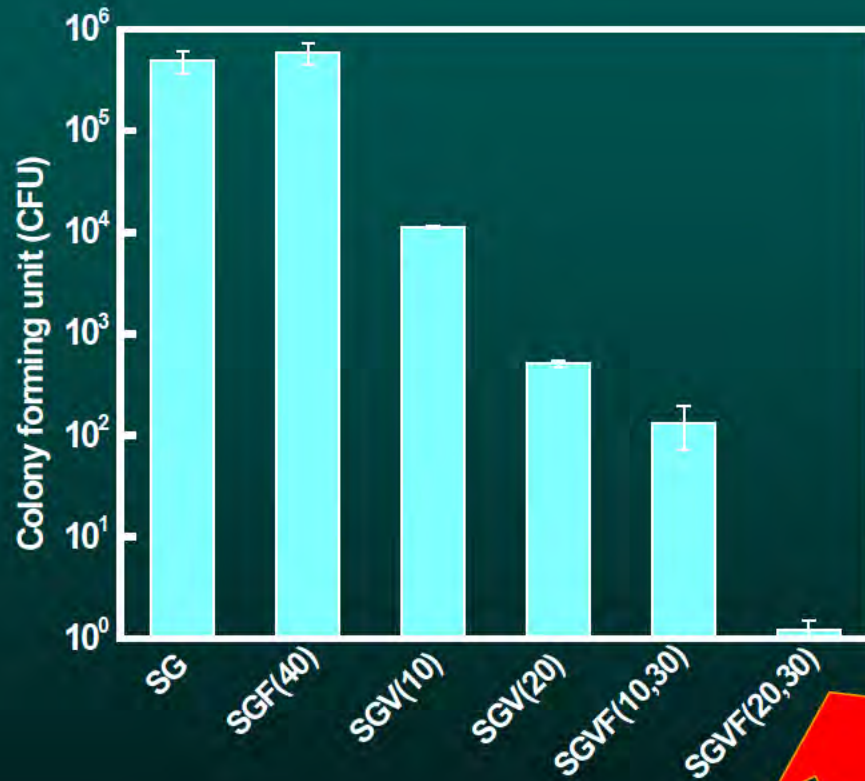
- Natural quorum-sensing alcohol molecule
- Antimicrobial activity against *S. aureus* biofilms and synergistic with vancomycin (Gomes et al. (2011))
- It probably damages the cell membrane and impairs ergosterol synthesis
- **Insoluble in water**

Water insolubility compromises the bio-availability of farnesol along with vancomycin at the site of infection *in vivo*

Objective:

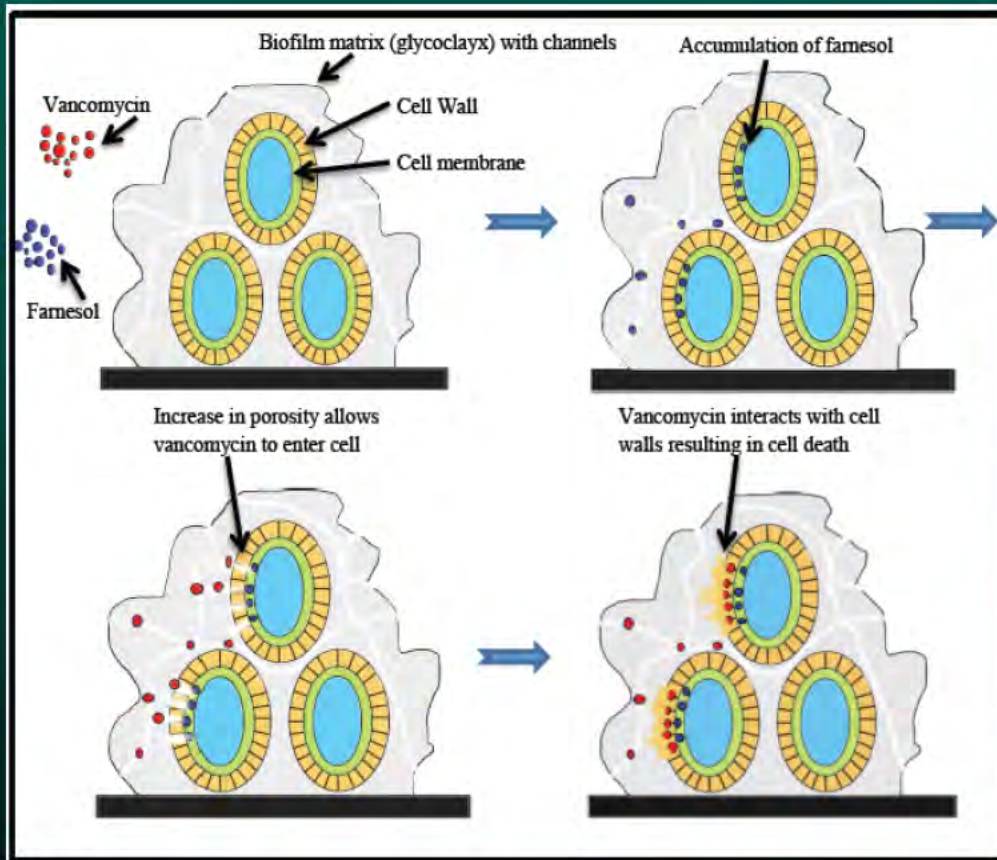
To design an efficient therapeutic strategy which can deliver both antibiotic and an adjuvant simultaneously at the infection site in controlled fashion

In vitro bactericidal effect (MRSA)



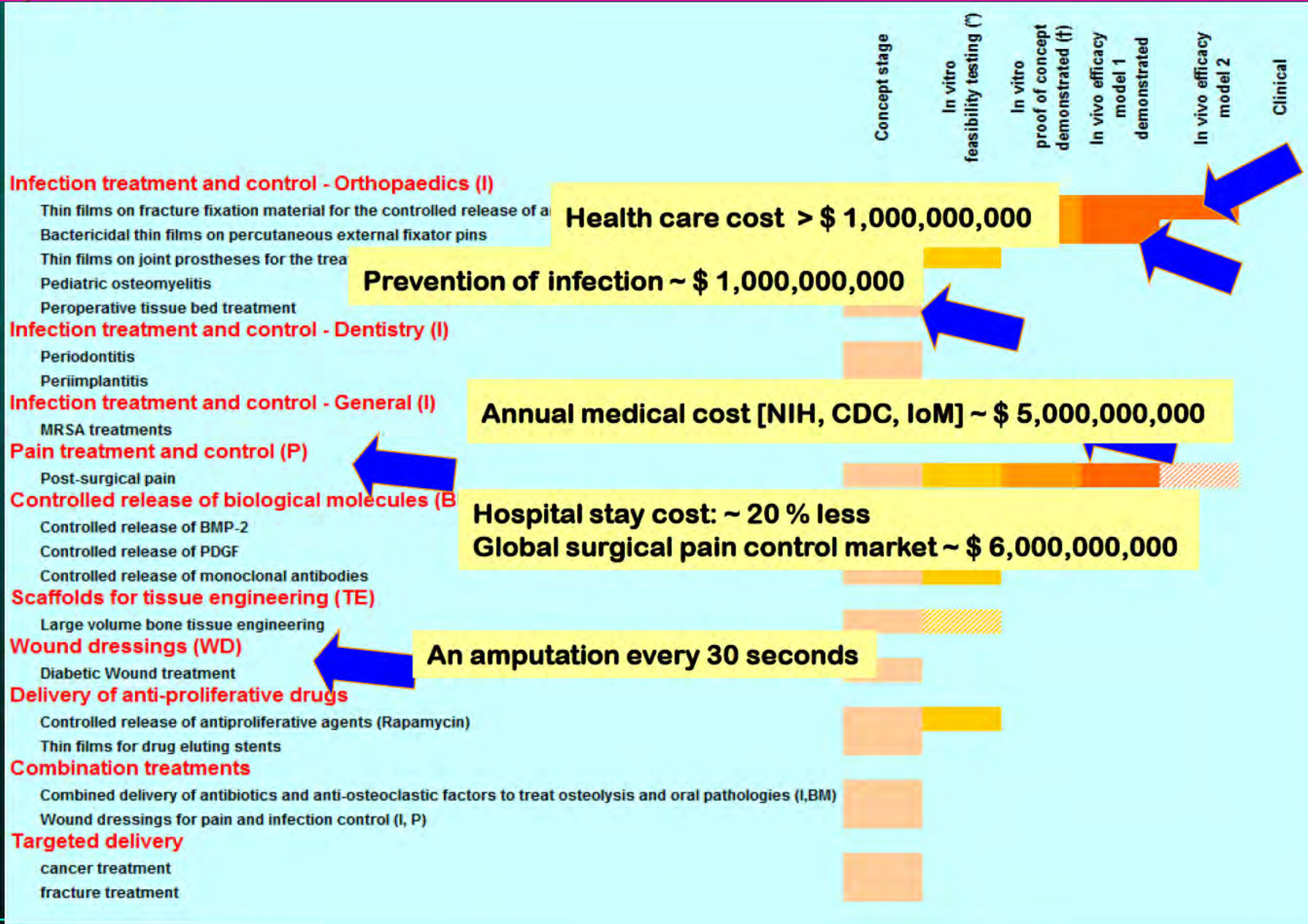
- Film with 10 wt% and 20 wt% vancomycin can reduce the MRSA growth by 10 and 10^2 fold
- When 10 wt% vancomycin combined with 30 wt% farnesol MRSA growth reduced by 10^3 fold
- When 20 wt% vancomycin is combined with 30 wt% farnesol, MRSA growth is completely suppressed ($\sim 10^6$ -fold reduction compared to control)

Working mechanism



- Farnesol **penetrates the biofilm** and gains access to the bacterial cell
- Farnesol **accumulates in the cell membrane**, increases the permeability and porosity of the biofilm and of the bacterial cell membrane
- Allows more vancomycin to enter the bacterial cell with greater ease. Vancomycin binds to the cell wall where its normal mode of action results in cell death

pipeline



Mergers - a business term

Business models

➤ **VW**



➤ **Mercedes**



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Kevin Healy, UC Berkeley
Tim Topoleski, U Maryland
Elsie Effah, U Ghana, Accra, Ghana
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NJ Institute of Technology**
Helen Lu, Columbia U
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& Management, UK**
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Haibo Qu
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thoroughbred Ferrari

Thank you

