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# BENCHMARKS

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

FRIDAY, MARCH 12, 2010

## ANNOUNCEMENTS

**University Web site is redesigned.** Communications and Public Affairs and Information Technology have launched phase one of the university's new Web site design, including the new home page as well as the Scientists & Research, Newswire and About sections. The design overhaul will continue through the spring, with rollouts of the Graduate School, Hospital, Featured Events, Departments and Resource Centers sections. The new site design is specifically geared toward external audiences, including the general public, the media, fellow scientific institutions, donors and prospective donors/students/faculty/staff. Inside Rockefeller, the university's intranet originally launched in fall 2008, will soon take over as the primary site for all internal department news, announcements and applications within the Rockefeller network. For more information or to provide feedback on the new site or Inside Rockefeller, please contact Alyssa Gelbard at x7080 or [gelbara@rockefeller.edu](mailto:gelbara@rockefeller.edu).

**To the dogs.** As a result of recent neglect, administration officials wish to remind all Rockefeller dog owners to clean up after their pets while on campus, to help keep the grounds clean and walkable.

**Bring your child to work.** In celebration of national "Take Your Child to Work Day," Human Resources is hosting activities from 9 a.m. to 3 p.m. on Thursday, April 22. Children between the ages of 8 and 12 who are accompanied by an adult are welcome. The registration deadline is Friday, April 9. For information or to register, contact HR at x8300 or [hr@rockefeller.edu](mailto:hr@rockefeller.edu).

**Take a number.** Scientists can find their PubMedCentral ID (PMCID) numbers quickly and easily on the university's Faculty Publications Web site. Markus Library personnel now update the list weekly with newly assigned numbers. Go to <https://appext.rockefeller.edu/fac-pub/do/search>, search for and find a particular paper and the PMCID number will appear in the title field.

Announcements for this page may be submitted to [thenning@rockefeller.edu](mailto:thenning@rockefeller.edu).

## BENCHMARKS

**Paul Nurse**, President  
**Jane Rendall**, Corporate Secretary  
**Joe Bonner**, Director of Communications  
**Zach Veilleux**, Executive Editor  
**Talley Henning Brown**, Associate Editor

*BenchMarks* is published monthly and is distributed on the campus of The Rockefeller University. It is produced by the Office of Communications and Public Affairs. The Rockefeller University is an affirmative action/equal employment opportunity employer. © 2010 The Rockefeller University.

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## FROM PAUL NURSE

### The Rockefeller University's finances

*This is a reproduction of a memo sent to campus from President Paul Nurse on Monday, March 8.*

A year ago, during a period of worldwide economic turmoil, I wrote to you about the university's finances. In July we held our last "town hall" meeting when I updated the community on developments. I am writing now to inform you of the decisions we have taken concerning our future expenditure, set against the background of a still fragile economic climate.

The last year has seen some stabilization in the global economic scene. Returns from the university's endowment have improved somewhat. However, the losses that occurred in 2008–09 at the peak of the economic crisis have seriously damaged our finances and, as I indicated last July, we will need to make significant budget cuts in the fiscal year beginning July 1, 2010.

As a reminder, the university has three main sources of revenue:

1. sponsored program income (external grants)
2. fundraising, or gifts from private individuals, trusts and foundations, and

3. endowment spending

At the end of 2009 sponsored program income, including "stimulus" funding, was \$62.5 million, which is stronger than during the same period a year ago. The increase is accounted for by new awards and by significant levels of "stimulus" funding. Private grant income is also ahead of budget, and stronger than that of last year because of new awards.

Fundraising for the year to July 2009 amounted to \$63 million in commitments, an increase of 10 percent over 2008. Since July, fundraising has remained steady despite donors' understandable caution about making commitments. Gifts to Rockefeller are above the amount we budgeted for, although less than the amount received during the same period a year ago.

However, the very significant drop in our endowment market value has had a serious impact on our day-to-day operations. In fiscal year 2010, endowment spending is expected to contribute over one-third of our total funding. In 2008 and 2009 we saw unprecedented declines in the global capital markets. While Rockefeller's endowment decline was smaller in percentage terms than

that of many other universities, we still experienced an investment return of -18.2 percent for the year ending June 30, 2009. Fiscal year 2009 endowment spending of approximately \$100 million on top of this investment decline resulted in a change in endowment market value equal to approximately -24 percent between June 30, 2008 and June 30, 2009. This should be compared with an actual annualized endowment return of +11.2 percent for the 15 years ending June 30, 2009.

The months since July have seen some improvement. Between July and December Rockefeller's endowment benefited from strengthening in the markets, reporting a preliminary return for these six months of +9.6 percent. Of course, we hope that this trend will continue.

The formula we use for calculating the spending from the endowment incorporates a time lag of three years. Because of this, the decline in endowment market value that we suffered in 2008–09 will be felt in the financial years from July 2011 to June 2015. For this period we are currently forecasting several years of budget deficit, with inadequate income overall to meet our expenses.

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## CAMPUS NEWS

### Physics-biology symposium kicks off joint Rockefeller/IAS initiative

by **THANIA BENIOS**

An inaugural symposium named for Joshua Lederberg and John von Neumann, held in December at the Institute for Advanced Study in Princeton, New Jersey, was the first of a series of collaborative events between Rockefeller University and the IAS to be held regularly as part of a joint initiative to bring biologists, physicists, computer scientists and mathematicians together to study biological phenomena through the lens of theory and mathematics. The event, "Toward Quantitative Biology," featured a diverse group of speakers from around the world and attracted more than 80 participants.

The symposium was designed to evoke the spirit of "undisciplined" conversation — bringing together fields that have grown further apart in their methodology and training. The talks ranged from how chromosomes are packed in the nucleus to how rates of mutation scale to the size of the genome to the neurobiology of the cricket's auditory system, but the speakers all approached their work from a quantitative perspective. About 30 young scientists from Rockefeller, including fellows from the Center for Studies in Physics and Biology and members of experimental biology labs, made the trip to Princeton. In all, 12 Rockefeller labs were represented.

In addition to the Joshua Lederberg-John von Neumann Symposium, which will

be held annually, a new monthly series of evening "chalk talks" is under way, and several scientists have also received appointments to conduct work under the auspices of the initiative. Announced last spring, the joint initiative is funded by the Simons Foundation, the philanthropy founded by Rockefeller University trustee James Simons and his wife, Marilyn Hawrys Simons, who is the foundation's president. A distinguished mathematician, James Simons is founder and chairman of Renaissance Technologies. He is also a trustee of IAS.

The initiative is designed to build on the complementary strengths of the two institutions. "Our aim is to bring together different insights and perspectives and stimulate discussion about compelling scientific problems," says Stanislas Leibler, head of the Laboratory of Living Matter, who now holds a joint faculty appointment with the Institute for Advanced Study. "It's important to keep contact with different disciplines because that's where you draw your inspiration."

Research on biology at the IAS involves a small, highly interactive community of scientists: faculty, members and visiting scholars, all of whom do theoretical work. It is part of the School of Natural Sciences, which includes theoretical particle physi-

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## FACULTY RECRUITMENT

### Faculty search benefits from down economy

by **ZACH VEILLEUX**

As the fifth year of the university's open faculty search enters its final round, applicants are up by 60 percent compared to fall 2008, and members of the search committee say the pool is stronger and more diverse than it has been in the past.

A total of 582 people submitted applications through the university's online application system this fall, more than any previous fall search. Although the process is designed as an open search, with candidates from all fields competing for positions, applicants are typically evaluated by faculty members who conduct research in the same area before coming before the full committee. The best candidates from each area are then discussed among — and voted on by — the committee as a whole. "No special consideration is given to the candidate's field of study," says Tom W. Muir, chair of the search committee. "We're looking for the best scientists in any area."

Of the applicants, 105 identified their primary field of study as chemical and structural biology; 66 are in immunology, virology and microbiology; 36 in medical sciences and human genetics; 185 in molecular, cell and developmental biology; 88 in neurosciences and behavior; 36 in

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## Trustee Christopher Browne dies at 62

by JOSEPH BONNER

Christopher H. Browne, a member of The Rockefeller University Board of Trustees for the last 12 years, died of a heart attack on December 13, 2009. He was 62 years old.

Mr. Browne joined The Rockefeller University Council, an international advisory group whose members serve as ambassadors for the university, in 1995. He was elected to the Board of Trustees in 1997. He chaired the Board's nominating committee from 1999 to 2005 and the development committee from 2005 on. He also served as a member of the executive committee and the finance and operations committee.

"Chris Browne was a much loved member of the university community," says Paul Nurse, president. "Chris also worked very hard on the university's behalf. We benefited greatly from his leadership of the Board's nominating and development committees."

Mr. Browne was a major benefactor

of the university's HIV/AIDS research programs, and in 1997 he contributed the funds that established the Christopher H. Browne Center for Immunology and Immune Diseases at Rockefeller. More recently, Mr. Browne made an extremely generous commitment to help the university's current Campaign for Collaborative Science.

Beyond Rockefeller, Mr. Browne's philanthropy and advocacy reflected a wide range of interests. Among the numerous institutions that were strengthened by his involvement are the National Trust for Historic Preservation, the Paley Center for Media, Guild Hall of East Hampton, the Long Island Chapter of The Nature Conservancy, the Institute of Classical Architecture and Classical America, and the University of Pennsylvania, his alma mater.

After graduating with a history degree from Penn in 1969, Mr. Browne joined the investment firm Tweedy, Browne Company. Over a 40-year career, he played a cen-



trical role in raising the profile of Tweedy, Browne from a small brokerage house to

one of the most highly regarded investment companies in the country. Known in the financial world for his meticulous attention to detail and often unflagging support of companies overlooked by other Wall Street firms, Mr. Browne became full partner at Tweedy, Browne in 1974 and went on to become its managing director. The company now manages more than \$10 billion.

Mr. Browne frequently lectured on behavioral psychology and financial decision-making, and he served on the faculty of the John F. Kennedy School of Government at Harvard University. He was the author of *The Little Book of Value Investing*, published in 2006.

"Chris Browne had a keen aesthetic sense, extraordinary financial acumen and a philanthropic spirit that inspired those around him," says Marnie Imhoff, vice president for development. "His contributions to Rockefeller are enduring, and he is greatly missed."

### CAMPUS NEWS

## The CFC hits the books

by TALLEY HENNING BROWN



By the book. Teacher Lindsay Ronning reads aloud from the CFC's new collection.

Story time has been reimagined. With money raised from a raffle held last winter, the Child and Family Center has revitalized and reorganized its collection of children's books and established a dedicated reading area for the center's 100-plus children. CFC staff welcomed children and parents to the new library at an open house celebration January 29.

Upgrading the library was begun by former CFC director Marjorie Goldsmith, who left Rockefeller University last year and was succeeded by Karen Booth. The old library's few hundred books were largely unorganized and many were worn out and dated. Teachers had a hard time locating specific books they could use to support their curriculum and the lack of organization kept parents from using it as the lending library it was intended to be. During her last several months at Rockefeller, Dr. Goldsmith culled the collection, deciding what to keep and mapping out a new organizational scheme.

Last winter, the CFC Parents' Association, whose past fundraising efforts have netted new indoor playground equipment, musical instruments and other purchases to enrich the educational experience, canvassed neighborhood businesses for donations of goods and services for the raffle they held in February, including a top prize of a trip to Miami Beach provided by a local travel agent. The raffle, together with a Valentine's Day bake sale, raised nearly \$8,000. "Many people gave who

might not have known much about the CFC before," says Karina Del Punta, research assistant professor with Rockefeller's Gensat Project, former vice chair of the CFC Parents' Association and mother of two. "We were surprised by the overwhelming response — everyone really got into the raffle."

To catalogue the CFC's growing stash of books — the library now has more than 1,400 titles — Dr. Goldsmith and Ms. Booth together chose LibraryThing, an online, open-access cataloguing system by which users can organize and cross-reference their books according to specific metadata as well as any number of thematic categories and subcategories. "Cataloguing was a huge collaborative project for the many parents who volunteered, from entering information into LibraryThing to tagging all the books for shelving," says Catharine Boothroyd, a postdoctoral fellow in F. Nina Papavasiliou's Laboratory of Lymphocyte Biology and mother of two boys in the CFC.

The new library, which shares a room with music and movement classes, is also outfitted with a child-sized couch and shelves and listening centers that the children can use to read along with audiobooks. A committee of parents is looking after the library's upkeep.

"As a parent, I'm thrilled that literacy is such a big focus at the CFC," says Dr. Boothroyd. "And with this new library, there is a diversity of books that I wouldn't be able to provide at home."

## Joint initiative (continued from page 1)

cists and astrophysicists. Connections with physics and mathematics develop naturally; among members and visiting scientists many have a background in string theory, topology or computer science. In an effort to encourage collaborations, blackboards line the halls and corridors, providing a backdrop for scientists to discuss their work. In the same vein, the topics and speakers of chalk talks are left unannounced until the talk begins.

"I think the idea is to prevent scientists from prescreening their talks and to foster conversations that might be harder to find at Rockefeller," says Natalie Arkus, a fellow at the Center for Studies in Physics and Biology who also has a visitor's appointment at IAS. "With a wider community of scientists, the conversations are not as skewed toward one discipline or another."

The events are not just for the benefit of members of the university's physics center but also for the wider scientific community. "For biologists, participating in the joint initiative provides a new lens through which we can view scientific problems, think about and understand our work," says A. James Hudspeth, who gave a chalk talk at the IAS in the fall on the auditory system and is head of the Laboratory of Sensory Neuroscience. "It gives us the opportunity to integrate different insights and perspectives into a complex problem."

As a result of Dr. Hudspeth's talk, Tobias Reichenbach, a postdoc in the lab, teamed up with experimentalists to mimic the ear's amplifier with an electronic circuit

that might constitute a new type of high-sensitivity microphone.

Dr. Arkus, meanwhile, has been discussing strategies with the IAS's Arnie Levine for the development of microrobotic imaging and surgical devices that could one day replace more invasive medical procedures. "Even if most of your research is on biology or physics, it can be helpful to have conversations and interests that reach outside of it," says Dr. Arkus.

"There is a range of biological problems that can benefit from a new look, from a fresh perspective," says Michael W. Young, vice president for academic affairs, who was in attendance. "Our hope is that it will lead to informal conversations and visits and will ultimately help people develop new solutions and new ways of thinking about their work."

The process is already under way in a few Rockefeller labs. Dr. Leibler and two visiting members of the IAS, Simona Cocco and Remi Monasson, have recently looked at the activity of retinal ganglion cells and used statistics derived from physics methods to infer how the cells work and influence one another. These types of projects have the potential to yield innovations in unrelated research, as well, says Dr. Leibler, who studies the interactions between organisms in particular ecological environments. "It is fascinating to think that the behavior of seemingly different systems may be elucidated by similar mathematical methods," says Dr. Leibler. "I find it inspiring."

## Faculty search (continued from page 1)

organismal biology, evolution and ecology; and 66 in physical and mathematical biology. Twenty-four percent are women, slightly above the national average.

"Though applications are up, there doesn't seem to be any dilution in the quality of the candidates," says Dr. Muir. "As a result we've had a similar increase in the number of finalists and in the number of second interviews."

The university is likely benefiting from reduced hiring at other institutions, Dr. Muir says, where economic difficulties have curtailed the ability to bring on new faculty members. In some cases, searches at other universities are conducted, but no new hires are ever made. Though that can be frustrating for applicants, the result is a larger and stronger pool under consideration at Rockefeller.

Fifteen candidates were invited to give lectures, scheduled from December

through March. After soliciting feedback from faculty members, the committee has invited several back for second interviews. From the first group, of eight, four have been selected for second interviews; more may be selected after the committee meets to discuss the second group on March 18. From there, the final decision is made by the president in conjunction with the Board of Trustees' committee on scientific affairs.

"My job is to make Paul's job as hard as possible by presenting him with really exceptional scientists that he will have a hard time deciding among," says Dr. Muir.

While there is no set number of positions to fill, the university hopes to successfully recruit a handful of new faculty members each year in order to replace those who leave or retire — and maintain a relatively stable number of labs.

The next search begins accepting applications on April 1.

# Rockefeller University Hospital celebrates 100 years

Later this year, on October 26, the Rockefeller University Hospital will celebrate its 100<sup>th</sup> birthday. In the century since its founding, more than 100 notable discoveries have been associated with the hospital, research that has bridged the work of physicians and scientists and addressed some of the world's most pressing public health issues, including infectious and autoimmune diseases, heroin addiction, and AIDS. In recognition of a century of such groundbreaking research, the university is celebrating 2010 as The Rockefeller University Hospital Centennial.

A centennial committee formed last year, chaired by Barry Collier, the hospi-

tal's physician in chief and the university's vice president for medical affairs, and consisting of personnel from the hospital, Communications and Public Affairs, Development and the Rockefeller Archive Center, has arranged several events to commemorate the anniversary. The first event, a celebration of the 1944 discovery of DNA as the molecule of heredity, took place last February.

This year, there are several symposia, lectures and celebratory events scheduled. The first, to take place in April, will be a research nursing symposium called "Celebrating 100 Years of Research Nursing at The Rockefeller University Hospital,"

with a roster of speakers and an exhibit. The hospital has long been a pioneer in the specialty practice of research nursing, in which staff members not only provide care and keep records, but process samples and record data under tightly specified research protocols.

In October, the university will hold a reception for hospital faculty and staff. There will also be a lecture by Sylvia Yount, a curator at The Virginia Museum of Fine Arts, on the hospital's portrait collection. Finally, on October 29, Eric Lander, founder of the Whitehead/MIT Center for Genome Research, will be the keynote speaker at an all-day Rockefeller

University Hospital Centennial Symposium.

To highlight the hospital's contributions to science — as well as the schedule of events — a special centennial Web site was launched last month. The site contains vignettes describing discoveries associated with the hospital over the years, which can be browsed by research area, investigator or decade. The vignettes were written primarily by Elizabeth Hanson, author of a 2001 book on the university's history. The site also features a rendering of a commemorative medal designed by Dana Krinsky, a noted medal artist. Visit it at [centennial.rucare.org](http://centennial.rucare.org).

## Behind the scenes, a process for protecting patients

by TALLEY HENNING BROWN

While 100 years of discoveries get all the attention, a largely below-the-radar committee performs one of the university's most critical functions and has been doing so for over 35 years. The Institutional Review Board, established at Rockefeller University in accordance with the National Research Act of 1974, is charged with ensuring the safety of the hospital's most important asset — its patients.

Formal rules regarding the rights of clinical research subjects is a fairly new phenomenon, although many institutions, including Rockefeller, had informal procedures to assure the protection of human subjects all along. In 1972, a spotlight was thrown onto researchers in Tuskegee, Alabama, when a report surfaced that the subjects in a 40-year study on syphilis were not informed about important aspects of their disease and the availability of treatment. The law that took shape over the next two years to protect future subjects of medical research included provisions for Institutional Review Boards (IRBs), committees associated with individual research institutions that are empowered by the government to oversee all clinical studies involving humans.

By law, an IRB must include at least five members, one of whom must be a scientist and another who must be a nonscientist from the institution's community. Rockefeller's IRB includes seven scientists, five nonscientists and three alternates who vote when regular members are absent. Those associated with Rockefeller include Emil C. Gotschlich, professor emeritus and chair of the IRB, hospital Pharmacist Johanne Andersen, Clinical Research Officer Rhonda Kost, Professor of Medicine James G. Krueger, hospital Administrative Director Maija Williams, Director of Nursing and Patient Care Services Melissa Offenhartz, hospital Medical Director Barbara O'Sullivan, Associate Professor of Clinical Investigation Sarah Schlesinger and Assistant General Counsel Teresa L. Solomon. Non-Rockefeller members of the IRB include a psychologist, a psychiatrist, an attorney, an Episcopal reverend and Marjorie McCarty, a retired social worker and the widow of former hospital researcher Maclyn McCarty. Rockefeller's Vernetta Owens and Dale Miller run the administrative side of things.

Rockefeller's IRB reviews dozens of protocols a year and the group is tasked with ensuring more than just participant safety. "We want to make sure our studies meet Rockefeller's high standards all around," says Mr. Miller. "We like to see that researchers have been educated in the regulations dealing with human subjects and know how to apply them, but the committee is also involved in helping investigators sharpen their research questions and clarify how they plan to answer those questions in a way that provides accurate data and that is reproducible."

Of the approximately 140 protocols currently active at the hospital, the majority were reviewed by the IRB as a whole, which requires the presence of at least 50 percent of eligible members plus one to achieve a quorum. About one-third of protocols undergo expedited review, which covers those studies that involve minimal and non-invasive procedures — analyzing existing medical data, for instance. All protocols are approved for no more than one year, after which time a renewal request must be submitted by the principal investigator, a measure enacted to ensure the continued safety of long-term studies.

"Ethical standards have always been of the utmost importance in our work at the Rockefeller hospital," says IRB chair Dr. Gotschlich. "Making patient care a top priority is what has allowed clinical research to flourish so tremendously at Rockefeller."

## Portraits of Hirsch and Kappas to hang in hospital

by TALLEY HENNING BROWN



In the picture. From left, Paul Nurse, Jules Hirsch, Attallah Kappas and Barry S. Collier at the unveiling November 11.

Jules Hirsch and Attallah Kappas, who combined spent 21 years as physicians in chief of the university's hospital, will now grace it permanently. At an event in November, portraits of the two men painted by Canadian artist Istvan Nyikos were unveiled to a crowd of colleagues, friends and family members. The paintings, commissioned for The Rockefeller University Hospital for its series of physician in chief portraits, now hang in the hospital's north entrance.

In Abby Aldrich Rockefeller Hall on November 11, 2009, colleagues, friends and family members joined Rockefeller president Paul Nurse and the hospital's current physician in chief Barry S. Collier at the unveiling celebration. "Kap and Jules played significant roles in sustaining the research programs of the hospital in the 1970s, '80s and '90s," said Dr. Nurse in his opening address to the crowd. "[They] believed that clinical research was essential to progress in biomedicine and that one day it would have a renaissance. And they were right."

Dr. Kappas came to Rockefeller University on a sabbatical from his post at The University of Chicago on a Guggenheim Fellowship in 1966. An endocrinologist, he wanted to learn more about the interactions of hormones and the liver, and by the end of his research project, he was recruited to stay at the university. He made important contributions to our understanding of heme, the part of the hemoglobin molecule that transports oxygen in the blood and that plays a key role in metabolizing drugs, hormones and environmental chemicals. Dr. Kappas's work led to advances in the diagnosis and treatment of heme-related diseases, especially inherited acute hepatic porphyria. Recently, he developed a medication currently in late-stage clinical trials to curb neonatal jaundice, a common medical condition of newborns that threatens the central nervous system. Dr. Kappas was physician in chief of the hospital from 1974 to 1991 and vice president from 1983 to

1991, serving under Presidents Frederick Seitz and Joshua Lederberg. Among his numerous contributions was the conception of the Clinical Scholars Program, through which young Ph.D.s and M.D.-Ph.D.s come to the hospital for training in clinical and translational research.

Before a crowd that included his son and daughter-in-law and two grandchildren, Dr. Kappas expressed "how privileged I have been to be here and to have been afforded the opportunities I have had to work both in science and medicine at our hospital." The portrait of Dr. Kappas was underwritten by a gift from Eugene Lang in honor of his late wife, former Rockefeller trustee Theresa Lang, who died in 2008.

Trained as a cardiologist, Dr. Hirsch came to Rockefeller University in 1954 to conduct research on the metabolism of lipids in the laboratory of Peter Ahrens. He went on to pioneer the field of obesity research, establishing, among other discoveries, that human metabolism will adjust itself to maintain a set weight, one reason why weight loss can be so difficult for so many. Dr. Hirsch was physician in chief of the hospital from 1992 to 1996. In addition to winning renewal of the General Clinical Research Center grant — the precursor of the National Institutes of Health's Clinical and Translational Science Award — he ensured the continued success of the Clinical Scholars Program by spearheading fundraising efforts to endow it.

"I always expected that if I were ever to do something of note, my face would end up in the Post Office on a 'Wanted' poster," said Dr. Hirsch, who went on to describe the experience of his father, an Eastern European immigrant who watched The Rockefeller University Hospital being built and opened in 1910. "Rockefeller is my family, this has been my intellectual home. So whatever comes in the next century, I'll be 'hanging around.'"

The two portraits now hang in the entrance to the hospital, along the north wall.

## University finances (continued from page 1)

In July 2009 we were forecasting deficits of between \$20 million and \$25 million each year from 2012 to 2014 and around \$15 million for 2011 and 2015, bringing the total deficit close to \$100 million. Clearly, this situation was not sustainable.

### THE CURRENT YEAR

To begin addressing these deficits we put in place cost containment measures for the current year that included a 2 percent salary increase instead of the usual 4 percent, a freeze in departmental budgets and a number of other cost reductions throughout the non-science departments of the university. We made other savings in expenditure in various areas of the campus, for example, eliminating this year events such as the holiday party and cutting back on refreshments at seminars and other meetings.

### BUDGET FOR THE YEAR JULY 1, 2010 TO JUNE 30, 2011

Over the past year the Executive Officers Group has given considerable attention to next year's budget to reduce deficits in the coming years. We have also engaged various other groups to explore ways of containing costs and to decide how best to reduce spending on science with the least impediment to research activity. During the summer we established a faculty budget advisory committee chaired by Mary Jeanne Kreek, tasked with identifying major savings in research spending. We have also benefited from the advice of trustees, in response to our regular reports to the Board on progress. The Board's investment committee and finance and operations committee have worked closely with the administration in monitoring the situation and developing plans for addressing our financial difficulties.

In January the Board's finance and operations committee approved the administration's budget for the fiscal year starting on July 1, 2010. This budget relies on reductions across the board, in both non-scientific expenses and the research program, totaling \$14 million. These reductions will stabilize the budget and mitigate future deficits. The reductions include the following:

1. A reduction to the non-science expense budget (i.e., all expenses except those directly attributable to laboratory research) of \$10.3 million.
2. A reduction to the research expense budget of \$3.7 million.

### NONSCIENCE SAVINGS

Non-science departmental savings, amounting to \$10.3 million, include:

1. Zero percent salary increase for all staff.
2. A reduction of expenditure in many departments, generally in the region of 10 to 25 percent.
3. A reduction in the non-scientific staff of the university by approximately 50 positions.

Over half of the position reductions have already been achieved through a combination of early retirements, turnover (positions not then filled when staff left the university), and transferring people from the jobs being cut to fill vacancies elsewhere. Human Resources are working hard to reduce to a minimum the number of involuntary separations, or layoffs. Approximately 20 positions, which represent

two percent of the non-scientific staff, still have to be reduced. Separation payments will take effect from July 1 and salaries will be paid up to this date, no matter when individuals are informed of the termination of their position. Payments to employees losing their jobs are generally based on years of service, and Human Resources conducts interviews with those affected to discuss their individual circumstances. Rockefeller has a long-standing tradition of treating employees fairly in these circumstances.

### SCIENCE SAVINGS

The reductions to the research program, which will generate \$3.7 million in savings, include these four elements:

1. Zero percent salary increase for all faculty and research personnel.
2. Reductions in the graduate student program totaling six percent of the current year's budget.
3. Reductions in the resource center subsidy amounting to 11.8 percent of the current year's budget, and a decrease in the hospital budget of seven percent.
4. A modification to the laboratory funding formula that will generate savings of about 8.5 percent of the current year's budget.

Taking all these reductions into account, our latest forecast is of significantly lower deficits than previously forecast. We are anticipating deficits totaling approximately \$26 million over the years 2012 to 2015. We still, of course, need to address these deficits. We have a plan for this, outlined in the next section.

### FUTURE YEARS

The construction budgets for the north campus renovation included contingency funds that were designed to be accessed in the event of unanticipated expenses. We have now completed the Comparative Bioscience Center Annex building project and are within sight of the completion of the Collaborative Research Center, with the new building that joins Smith and Flexner due to be handed over by the construction company in June of this year. We have made significant savings in the course of these two projects and hope that by the time of completion of the CRC there will be a surplus of unspent funds that we can then apply to our future operating deficits, reducing these to some extent. If we are able to make this reallocation of funds — a decision that requires the approval of the Board of Trustees — we hope that this action, together with the cost reductions we have planned for the fiscal year beginning July 1, will be sufficient to address our future financial problems over the period 2012 to 2015. Our hope is that we will not need to make any further cuts in operations or positions after 2011.

Despite our present financial difficulties we should remember that this is a strong institution and that its outstanding record in scientific achievement will stand it in good stead for fundraising and success with grant applications. Many people are working hard to contain expenditure in ways that will limit the damage inflicted by the financial downturn; I am grateful to them, and I am optimistic that we will come through this difficult period.

I encourage you to check this newsletter regularly for further updates.

# MILESTONES

## PROMOTIONS, AWARDS AND PERSONNEL NEWS

### Awarded:

**Paul Bieniasz**, the 2010 Eli Lilly and Company Research Award from the American Society for Microbiology, the society's oldest and most prestigious prize. Dr. Bieniasz, head of Rockefeller's Laboratory of Retrovirology and an investigator at the Aaron Diamond AIDS Research Center and the Howard Hughes Medical Institute, is recognized for his work elucidating the mechanisms of virus-host interaction in HIV infection.

**Charles D. Gilbert**, a 21st Century Science Initiative Grant from the James S. McDonnell Foundation. The five-year grant, for approximately \$360,000, is for a project to develop computational approaches to simulate the dynamic functionality of neural networks. Dr. Gilbert is head of the Laboratory of Neurobiology.

**Yifan Xu**, a 2010 Paul and Daisy Soros Fellowship for New Americans. An M.D.-Ph.D. student in Cori Bargmann's Laboratory of Neural Circuits and Behavior, Ms. Xu is researching ways to modulate pain circuits so that their signals can temper the perception of unnecessary pain, with the eventual goal of finding novel treatments for chronic pain. Ms. Xu is one of 30 new Soros Fellows chosen from a pool of 890 applicants. Established in 1997, the fellowship program provides two-year grants to immigrants and children of immigrants for graduate study.

### Named:

**Titia de Lange**, an American Cancer Society Research Professor by the American Cancer Society. The honor comes with a five-year \$400,000 grant to fund Dr. de Lange's work on telomeres, the strings of extra DNA that cap and protect the ends of chromosome through numerous cycles of cell division. Dr. de Lange is head of the Laboratory of Cell Biology and Genetics.

### Hired:

**Avinash Abhyankar**, postdoctoral associate, Casanova Lab.

**Jacob Bendor**, postdoctoral associate, Greengard Lab.

**Jon Blumenfeld**, member of the adjunct faculty, Collier Lab.

**Dusan Bogunovic**, postdoctoral associate, Casanova Lab.

**Nazario Bosco**, visiting student, de Lange Lab.

**Samuel Bouvet**, foreign research intern, Rice Lab.

**Marisa Cerio**, laboratory administrator, Allis Lab.

**Ariane Chappier**, postdoctoral fellow, Allis Lab.

**Sung-Wook Chi**, postdoctoral associate, Robert Darnell Lab.

**Kelly Daggett**, postdoctoral associate, Sakmar Lab.

**Sarah Filipowski**, research assistant, McEwen Lab.

**Natalia Frias-Staheli**, postdoctoral associate, Rice Lab.

**Khatuna Gagnidze**, postdoctoral associate, Pfaff Lab.

**Juana Gonzalez**, research associate, Münz Lab.

**Katharina Haeussermann**, foreign research intern, Darst Lab.

**Ai Kawashima**, postdoctoral fellow, Nurse Lab.

**Philip Kidd**, visiting student, Siggia Lab.

**Yonghwan Kim**, postdoctoral associate, Smogorzewska Lab.

**Xiao Li**, research support specialist, Flow Cytometry Resource Center.

**Hye Kyung Lim**, research assistant, Casanova Lab.

**Xiaofei Liu**, postdoctoral associate, Brady Lab.

**Sarah Malik**, postdoctoral associate, Goulianos Lab.

**Silas Mann**, research assistant, Greengard Lab.

**Julie Oppermann**, research assistant, Nurse Lab.

**Michael Orloff**, research assistant, Rice Lab.

**Anthony Rodriguez**, research assistant, Steinman Lab.

**Andrea Ronning**, director of bionutrition, Hospital Bionutrition.

**Bernice Rumala**, community engagement specialist, Hospital Clinical Research Office.

**Margarit Santiago**, teacher, Child and Family Center.

**Edward Scovell**, director of science outreach, Dean's Office.

**Margaret Scull**, postdoctoral associate, Rice Lab.

**Karin Sono**, research assistant, Muir Lab.

**Alexandre Stipanovich**, postdoctoral associate, Greengard Lab.

**Michael Vinogradov**, computational scientist, Hospital Biostatistics.

**Spandana Vootukuri**, research assistant, Collier Lab.

This publication lists new hires, awards and promotions. Staff promotions are listed yearly; academic promotions and appointments are listed monthly.

## CAMPUS NEWS

### Bright lights, safe city

Last December — just in time for the late-winter onslaught of driving snow and slippery ice — Plant Operations replaced the 50-year-old streetlamps lining the university's main drive up to Founder's Hall with new ones outfitted with brighter, LED bulbs. The new fixtures, which use about 90 percent less energy than the old, incandescent ones, also are about 70 percent brighter and provide wider areas of coverage.

The eight new lamps — purchased through Plant Ops' deferred maintenance project budget to replace the six old ones — were installed by an electrical staff team led by Maintenance Shop Manager Jim Schaefer. Alex Kogan, associate vice president of physical facilities and housing, is currently surveying the lighting situation in other areas of campus for possible future upgrades.



PHOTO: ZACH VELLEUX