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University Announces \$118 Million Development Program

ESSENTIALS OF DEVELOPMENT PROGRAM

In announcing the development program, President Seitz emphasized that "it will strengthen all areas of the University." He said that he looks to "all members of the University community to take the initiative in proposing new programs and in suggesting ways to finance our current efforts. Everyone on campus will benefit from the new resources and expanded opportunities we seek. It is my hope that each of us—no matter what role he or she plays in the daily work of the University—will find personal meaning in these plans to insure its continued vigor." Dr. Seitz added: "No hard, permanent priorities have been set by the formulation of our development goals. We would have been forced to make very difficult choices in the near future unless we had taken this broad action to strengthen our institution."

TO SUPPORT LEARNING IN DEPTH THROUGH FUNDAMENTAL RESEARCH (\$28,000,000)

1. *Sustain Faculty Distinction in Fundamental Disciplines* Endowed chairs are needed for 10 University professors in basic fields such as neurophysiology, biochemistry, organic chemistry, psychology, genetics, and mathematical physics. About half the new professors will replace senior faculty retiring in the next few years.

2. *Strengthen Existing Laboratories* Rapidly increasing research opportunities and relentlessly rising costs make it imperative to provide additional general support for many of the University's most productive laboratories. Activities on the frontiers of the sciences include basic research relevant to cancer, heart disease, obesity, drug addiction, and the relation of childhood learning to human development.

3. *Create New Laboratories* The University plans to start three new laboratories within these areas:

MOLECULAR BIOLOGY: Studies of basic biochemical, genetic, and immunological phenomena related to the structure, function, and development of human cells.

EXPERIMENTAL PHYSICS: Studies in high energy physics (using equipment available off campus), complementing an already active theoretical physics program.

NEUROCHEMISTRY: Studies of the basic chemistry and biochemistry of the brain and of related neural functions to increase understanding of the molecular basis for learning and memory.

TO SUPPORT APPRENTICESHIP EDUCATION IN A UNIQUE INSTITUTIONAL PATTERN (\$25,000,000)

1. *University Fellows Program* The University intends to inaugurate a new program for about 20 gifted young investigators who have completed their basic training and merit unusual support in independent research. Each will have, in effect, a small laboratory independently supported for a period of three to five years.

2. *Graduate Fellows and Postdoctoral Investigators* Increased living costs and the rising requirements for research support bring a sharp demand for greater resources to provide larger stipends for the predoctoral students and postdoctoral investigators.

TO SUPPORT MULTIDISCIPLINARY RESEARCH (\$25,000,000)

1. *Start New Multidisciplinary Laboratories* In addition to the new laboratories described earlier, the University intends to establish labo-

The first development program in the history of the University has been launched. This program aims to increase the University's annual operating funds by about \$4 million to provide long-term support of research and educational programs. The financial base—about \$78 million—for this support is expected to be obtained partially in the form of new endowment and partially in long-range (e. g., 5–10 year) grants. In addition, the development program calls for raising \$40 million to finance additions and improvements to the University's facilities. Thus the overall financial goal is \$118 million.

David Rockefeller, chairman of the board of trustees, has already pledged a total of \$5 million. The Rockefeller Brothers Fund also made a grant recently of \$5 million, contingent on the University's fulfilling some of its other financing goals.

A position statement addressed to potential donors—individuals, foundations, and corporations—emphasizes that as the University enters a new decade there are many areas in which it has exceptional strength. "However, new resources must be provided for those areas of excellence to assure that opportunities will be fulfilled and that practical benefits will emerge as soon as is feasible. Beyond this, there are new areas that require a substantial infusion of talent and financial resources."

Under the heading "Future Directions," the statement notes that in the future as in the past, The Rockefeller University will be dedicated to three related streams of activities: fundamental research; education for a select group of predoctoral students and postdoctoral investigators; and pioneering multidisciplinary research.

In explaining the need for special support, the development statement points out that for many years University programs were entirely supported by income from the Rockefeller family's early endowments—practically all given before World War II. But today,

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BRIEFS

Three members of the Rockefeller faculty are charter members of the recently activated Institute of Medicine of the National Academy of Sciences. They are **Henry G. Kunkel**, professor and senior physician, **Maclyn McCarty**, vice president and physician in chief, and **James A. Shannon**, professor and special assistant to the president. The institute's purpose is "the protection and advancement of the health of the public," including the conducting of study programs relating to the delivery of health care, medical education, and biomedical research and development. Its charter membership was drawn from the academy's Board of Medicine, to which it is the successor, and from the Section on Medical Sciences.

The future of science in a period of social unrest was one of the topics touched on by **President Seitz** in a talk he gave in Munich, December 7. The occasion was the 10th anniversary celebration of Siemens Stiftung, a German philanthropic foundation active in the sciences. His talk was entitled: Science, the University and Society: A Personal Reflection.

Paul F. Cranefield, associate professor of physiology, has been elected to the rank of full effective member in the International Academy of the History of Medicine. Effective membership is limited to 50 historians of medicine throughout the world. Dr. Cranefield spent the period of January 6-23 in Europe lecturing on recent experiments on cardiac arrhythmias done in

conjunction with Adjunct Professor Brian F. Hoffman. He spoke at the universities of Amsterdam, Zurich, and Bern, University College in London, and Cambridge University.

Dr. Leo V. Di Cara, Physiological Psychology, was a panelist in a symposium on the Role of Autonomic Processes in Learning, Cognition, and Perception held during the Winter Conference on Brain Research at Snowmass-at-Aspen, Colorado, January 16-22. The purpose of these annual conferences is to provide informal workshops and avenues of communication among the sub-disciplines engaged in research on the nervous system.

New Duties for Gold

Dr. Albert Gold, special assistant to the president, has been named director of postdoctoral affairs. Dr. Gold, in addition to his other duties, will have responsibilities relating to the junior faculty, which comprises the largest professional group at the University.

Graphic Arts Sale

A sale of original graphic art by Picasso, Chagall, Baskin, and others is being sponsored by the New York Hospital League on February 2 from noon to 9 P.M. and February 3 from noon to 5 P.M. in the auditorium of the nurses' residence, 1320 York Avenue. A 10 per cent discount is offered to faculties, students, and staffs of neighboring institutions, including Rockefeller. There will be more than one thousand original prints from Ferdinand Roten Galleries. Prices will range from five dollars up.

Stewart Appointed New Superintendent

If anyone can fill the shoes of Tony Campo who retired November 30, it's James J. Stewart, newly appointed superintendent of purchases and chief pharmacist. He has spent 18 years as a pharmacist at the University. For the past 4 years, he has served as assistant and then associate superintendent of purchases. As for balancing the three million dollar annual purchasing budget, who has better training than the father of nine children?

Mr. Stewart heads a staff of 24. Rockefeller's unique system of combining pharmacy with purchasing resulted logically from need. The greatest part of the budget goes for scientific equipment and supplies. Pharmacy has proved to be "the best background for beginning to train," as Mr. Stewart puts it, for the job of fulfilling research requirements that may never have been tackled before. When methadone treatment was begun here, for example, the pharmacists worked with Drs. Vincent Dole and Marie Nyswander to find suppliers, work out formulas, and solve storage problems. Now drug centers all over the country send to Mr. Stewart for methadone data.

Mr. Stewart is planning some physical changes in his area. Within the coming year the receiving department will be moved down one floor from its present location on A level in Flexner. The dispensing counter will be walled off from the purchasing offices in order to reduce noise and confusion.

What does a father of nine do in his spare time? Paint serene, unpeopled seascapes, of course.

Professors Zanvil A. Cohn (left) and James G. Hirsch exchange ideas with high school students from among the more than 500 who registered for the two-day Christmas lecture series on White Cells held December 28 and 29 in the auditorium, Caspary Hall.



Alumni on the Move

The new directory of graduates, published recently, lists 18 alumni who have received new appointments and 10 who have been promoted by the institutions where they are serving.

The new appointments are:

Thomas P. Bennett, formerly at Harvard University, to professor, Thomas Hunt Morgan School of Biology, University of Kentucky, Lexington.

Mary A. Bonneville, formerly at Harvard, to assistant professor, Department of Molecular, Cellular, and Developmental Biology, University of Colorado, Boulder.

Paul R. Burgess, formerly at the University of Utah School of Medicine, to associate professor, Department of Biological Sciences, Purdue University, Lafayette, Indiana.

Stephen Cooper, formerly at the State University of New York at Buffalo, to associate professor, Department of Microbiology, University of Michigan Medical School, Ann Arbor.

Caleb E. Finch, formerly at The Rockefeller University, to assistant professor, Department of Anatomy, Cornell University Medical College, New York.

John W. B. Hershey, formerly at Harvard, to assistant professor, Department of Biological Chemistry, University of California School of Medicine, Davis.

Kathryn V. Holmes, formerly at Harvard, to assistant professor, Department of Microbiology, Georgetown University School of Medicine, Washington, D.C.

John J. Marchalonis, formerly at Brown University, to senior lecturer and head of the Laboratory of Comparative and Developmental Immunology, Walter and Eliza Hall Institute of Medical Research, Royal Melbourne Hospital, Australia.

Ronald J. Millechia, formerly at Reed College, to assistant professor, Department of Physiology and Biophysics, West Virginia University Medical Center, Morgantown.

Kenneth D. Nadler, formerly at the University of California at San Diego, to assistant professor, Department of Botany and Plant Pathology, Michigan State University, East Lansing.

Elena I. R. Ottolenghi, formerly at Cornell University Medical College, to assistant professor, Department of Microbiology, The Johns Hopkins University School of Medicine, Baltimore.

Norman Robbins, formerly at the National Institutes of Health, to assistant professor, Department of Anatomy, School of Medicine, Case Western Reserve University, Cleveland.

Stanley W. Sajdera, formerly at Rockefeller, to assistant professor, State University of New York, Downstate Medical Center, Brooklyn.

E. Martin Spencer, formerly at Rockefeller, to assistant professor in residence, Department of Medicine, University of California, San Francisco.

Lawrence S. Sturman, formerly at the National Institute of Allergy and Infectious Diseases, to research physician, Division of Laboratories and Research, New York State Department of Health, Albany.

Robert R. Traut, formerly at the University of Geneva, to associate professor, Department of Biological Chemistry, University

of California School of Medicine, Davis.
E. Frederick Wheelock, formerly at Case Western Reserve University School of Medicine, to professor of microbiology, Jefferson Medical College, Philadelphia.

Richard Wolfenden, formerly at Princeton University, to associate professor of biochemistry, University of North Carolina, Chapel Hill.

Those promoted are:

Richard D. Campbell, to associate professor, Department of Developmental and Cell Biology, University of California, Irvine.

Ronald I. Carr, to member, Department of Allergy and Clinical Immunology, National Jewish Hospital and assistant professor of Medicine, University of Colorado School of Medicine, Denver.

Bernard F. Mach, to chargé de recherche, Department of Pathology, University of Geneva, Switzerland.

Leonard E. Mindich, to associate member, Public Health Research Institute of the City of New York.

Patrick E. O'Neil, to assistant professor of Computer Science, Department of Electrical Engineering, Massachusetts Institute of Technology, Cambridge.

Richard L. Purple, to associate professor, Department of Physiology, University of Minnesota Medical School, Minneapolis.

Philip Seeman, to professor, Department of Pharmacology, University of Toronto, Canada.

Carolyn W. Slayman, to associate professor, Department of Physiology and Microbiology, Yale University School of Medicine.

Clifford L. Slayman, Jr., to associate professor, Department of Physiology, Yale University School of Medicine.

C. Peter Wolk, to associate professor of Botany and Plant Pathology, MSU/AEC Plant Research Laboratory, Michigan State University.

Food Prices Up

Effective January 1, food prices for all meals in all University dining halls and the cafeteria were raised. The increase of 25-30 per cent reflects a comparable rise in food and labor costs. It is the first increase in two years. Graduate fellows on the board plan will not be affected.

PERSONAL MENTION

Born, September 9, to **Robert J. O'Connell**, an assistant professor of behavioral science, and his wife, Patricia, a registered nurse at White Plains Hospital, a son, Robert James III, their second child.

Born, November 2, to **Dr. Ryushi Nozawa**, a research assistant in the laboratory of Dr. Rollin D. Hotchkiss, and his wife, Satoko, a son, Wataru, their first child.

Miss **Mila Linda Magdamit**, an assistant for research in the laboratory of

Dana Appointed

Richard H. Dana has been appointed special assistant to Dr. C. E. Sunderlin, University vice president and secretary. As such, he is working on a series of special assignments related to the activities of the board of trustees and to the current subway construction and the Welfare Island plan as they affect



Rockefeller University. Mr. Dana is also secretary of the newly formed Property Management Committee.

He is no newcomer to the University. From 1954 to 1969, he served as assistant to David Rockefeller in his interests as chairman of the board here, as well as at Harvard University, the Museum of Modern Art, and the Center for Inter-American Relations. In 1968 he was secretary to the Presidential Search Committee at Rockefeller.

Mr. Dana is an ardent amateur singer, flutist, and pianist. For 10 years he pursued his interest in music as founder and president of Music Press, Inc. Currently he is president of the Diller Quail School of Music and a member of the board of the Contemporary Music Society. Mr. Dana is a graduate of Harvard.

Dr. Martin A. Rizack, was married December 19 to Victor Malantic, a laboratory technician at St. John's Episcopal Hospital in Brooklyn.

Born, December 22, to **Dr. Mary Jeanne Kreek**, assistant professor and associate physician in the physiology and metabolism laboratory, and her husband, Dr. Robert A. Schaefer of The New York Hospital, a son, Robert Anthony, Jr. He is their first child.

Helene Jordan, editor with the Rockefeller University Press since June, 1966, has resigned to become science editor of the National Multiple Sclerosis Society.

although the endowment income is about \$8.5 million, it meets less than half of the annual expenditures. The statement cites three reasons for substantial additional support.

— Income from present endowment is not enough to maintain the University's high standards of research and education in the face of rising costs.

— The increased complexity of research and the recent broadening of the University's program have necessitated a considerable expansion of faculty and staff. "These increases, coupled with the relentless impact of inflation in recent years, have placed severe new burdens on the institution's resources and caused the first deficit in the University's history."

— The independence derived from having adequate, long-range, and relatively unrestricted support from private sources is a critical, precious asset. Independence "means freedom from unpredictable cycles in governmental research support, freedom to seize new research opportunities quickly, whether they are fashionable or not, and freedom to innovate in educational programs. In short, the freedom born of independence has resulted in the greatness that the University has earned and aspires to maintain."

In the past 10 years, a steadily increasing share of the research and education budget and essentially all of the cost of the University's growth have been borne by private foundations and, primarily, by governmental agencies. "Just since 1965 the external support for research and training has almost

doubled—from \$3.8 million to \$6.8 million—and now accounts for more than 40 percent of the operating budget."

The prospectus affirms the University's intention to continue to increase its external support, but points up again "an urgent need for other major funds to fulfill new opportunities." The University, it concludes, "cannot and should not count on governmental support alone. It must turn, for the first time in its history, to private supporters whose concern for excellence matches that of the Rockefeller founders."

To carry out the fund-raising program, a group of trustees has been appointed to the development committee, chaired by C. W. Cook, chief executive officer of the General Foods Corporation. During the last few months this committee has been working with David Rockefeller and with President Seitz and his staff to formulate plans for requesting financial support from foundations, individuals, and corporations. A professional fund-raising firm, Marts & Lundy, Inc., has been engaged to advise and assist the entire activity.

ESSENTIALS OF PROGRAM continued from page 1

ratories, extending research activities already established on campus, in the following fields:

ENVIRONMENTAL SCIENCES: Fundamental laboratory and field studies spanning environmental biology, ecology, environmental biomedicine, animal behavior, and population genetics. A new field research station is planned.

CLINICAL AND BIOMEDICAL SCIENCES: Arteriosclerosis will be the focal point for studies in lipid metabolism and lipid transport, in diabetes, in obesity, and in the consequences of these diseases to target organs such as the heart and kidney. Fundamental biological research will be undertaken in conjunction with clinical and behavioral studies.

REPRODUCTIVE BIOLOGY: Basic research on the reproductive process, including studies in biochemical genetics, cellular biology and immunology, macromolecular metabolism, and human and animal physiology. Research in this area would be coordinated with the work of the Population Council.

2. Strengthen Faculty Distinction in Multidisciplinary Research Fields In addition to the professorships outlined earlier, endowed chairs are needed for 10 University professors in areas such as ecology, clinical sciences, physiological psychology, cell biology, and developmental biology.

TO PROVIDE
NEW FACILITIES
(\$40,000,000)

The plans for the expansion of phys-

ical facilities and the replacement of obsolescent structures include:

1. Housing for Faculty and Students The University must improve its capacity to provide adequate housing for faculty and students (especially junior faculty and students with children) in Manhattan.

2. Animal Facilities The University has urgent requirements for the construction and operation of facilities meeting the most exacting scientific standards and providing a controlled environment.

3. Computing Center Growing research and educational needs and the demands for improved administrative practices have created a pressing need for a new computing center.

4. Research and Educational Center A center is required for research and educational functions that do not require complex laboratories. This will relieve overcrowding and permit more efficient allocation of space.

5. Library Center A larger, more modern library is urgently needed.

6. Multipurpose Conference Center The University, along with its five neighboring institutions, needs conference facilities and a larger auditorium designed for flexible use.

7. Tower Building Laboratories Some floors in the Tower Building are already being outfitted. Additional funds are required to finish this building and to outfit the remaining laboratories.

New ID Cards

No more shock of recognition weeks after the fact (and after you've changed hairdo or added a moustache). Graphic Services has a new, space-age identification card system. A camera using Polaroid color film takes your photograph in 1 minute. A die cutter trims your card. A laminator covers it with a protective shield. In 10 minutes or less you're on your way, card in hand.

The new cards will be issued to all faculty, students, staff, and authorized guests of the University as well as personnel of the Population Council and the Whitney Foundation. Cards for permanent personnel will be valid for three calendar years, expiring December 31, 1973. Students will be issued cards annually, and temporary personnel will have cards imprinted with an expiration date. Each ID will also include name, social security number, and identification or payroll number. Current cards expire March 1. Authorization forms will go out from the registrar's office for faculty and guests, the dean's office for students and wives, the personnel office for University employees, and from the Population Council and Whitney Foundation offices for their staff members. A duplicate of every identification card is kept on file in the security office. Schedules for taking photographs have gone out from Graphic Services to all offices and shops.