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BENCHMARKS

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

FRIDAY, MAY 9, 2008

ANNOUNCEMENTS

Convocation is June 12. This year's 26 graduates commemorate 50 years of degree-granting excellence. Honorary degrees will go to Rockefeller alumni: Gerald M. Edelman, class of 1960, Nina V. Fedoroff, 1972, and Bertil Hille, 1967. The schedule of events:

June 12:

2:30 p.m. Academic Processional from Weiss Lobby to Caspary Auditorium. All are welcome to gather along the route.

3 p.m. Convocation, Caspary Auditorium. Tickets are required. For tickets, please call Erin Harkey, x8072.

5:30 p.m. Reception, Peggy Rockefeller Plaza. All are welcome.

June 13:

10 a.m. The 2008 honorary degree recipients will each speak at a symposium to culminate in the first annual Detlev Bronk Lecture. Venue to be determined. All are welcome.

Phillip Campbell returns. The editor in chief of *Nature* magazine begins his second, month-long term as visiting scholar on May 12. On Wednesday, May 21, at 4:45 p.m., he will chair a meeting with experts in various fields to discuss "A Manifesto for Healthy Cognitive Enhancement." During his stay, Dr. Campbell will be available to meet with those interested. He can be reached at p.campbell@nature.com.

Paul Nurse to host town hall meeting. Dr. Nurse will discuss topics including the strategic plan and university finances on Thursday, June 19, at 3 p.m. in Caspary Auditorium. All are invited.

World Science Festival begins May 28. Rockefeller University is one of five academic partners hosting the first annual World Science Festival, May 28 to June 1 in New York City. President Paul Nurse will speak at three festival lectures. For more information, go to www.worldsciencefestival.com.

Smith Hall goes under the knife. View photos and video of the demolition of Smith Hall at crc.rockefeller.edu.

Announcements for this page may be submitted to thenning@rockefeller.edu.

BENCHMARKS

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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. © 2008 The Rockefeller University.

Printed with vegetable-based inks on recycled paper made from 100 percent postconsumer waste.

FINANCE

Credit crisis forces Rockefeller to refinance \$114 million in bonds

Nearly one-third of the university's bond portfolio — \$114.75 million that the university borrowed from investors to pay for lab renovations and infrastructure improvements — has been refinanced after disruptions in the credit market beginning in mid-February caused interest rates on the bonds to increase unexpectedly.

The bonds, known as auction-rate bonds, were issued in 2002 and 2005 and made up approximately 29 percent of the university's bond portfolio.

Auction-rate bonds are typically sold to corporations and wealthy individuals as safe alternatives to cash; their interest rates are determined by bidding, which occurs at auctions generally held weekly or monthly. Historically, auction-rate bonds were considered an attractive financing option for Rockefeller, and for most other universities and nonprofits, because interest rates were at or below those of other variable-rate debt programs.

"Starting in mid-February, however, auction-rate bonds began to experience significant marketability issues with investors failing to show up for weekly auctions," says James Lapple, the university's vice president for finance. "Rockefeller's auction-rate bonds, as well as those of most other tax-exempt issuers, failed and the interest rates on these bonds rose significantly." The result was that the university was forced to pay around \$85,000 per week in additional interest.

"The trigger for the failure of the auction-rate bond market appears to have been tied to investor concern over the viability of monoline bond insurers,

companies that provided credit support to the vast majority of tax-exempt auction-rate bonds," says Mr. Lapple. Although Rockefeller's bonds were not insured (they are instead guaranteed by the university's endowment), as investors became more credit sensitive and concerned about bond insurance ratings, they departed the auction-rate bond market entirely. "This left even uninsured highly rated borrowers such as Rockefeller with fewer potential investors and higher interest rates," says Mr. Lapple.

After consulting with the Board of Trustees, as well as its investment bankers and financial advisers, the university's administration decided to convert all of the outstanding auction-rate bonds into variable-rate demand bonds, which have a larger and more institutional investor base and are considered safer for investors because they are often backed by letters of credit from banks and offer holders greater liquidity through a put feature. Rates for this type of bond are set weekly or monthly based on market conditions; because they are not dependent on auctions, they tend to be more stable than auction-rate bonds.

Although the university incurred one-time fees of \$350,000 for the conversion, the long-term impact will be to bring ongoing interest expenses back in line with the original budget assumptions.

"There's an inherent degree of risk associated with variable-rate financing," says Mr. Lapple. "We had several years of good rates, but this is a difficult time for the credit markets and we are not immune to what's going on out there."

FROM PAUL NURSE

An update on our finances

Even for those of us who don't closely follow Wall Street, it has been hard to miss the news of the past several months. What began as financial misfortune primarily afflicting homeowners with certain types of mortgages — and the companies that lend to them — has now spread and has come to affect nearly everyone who borrows and invests money.

This winter, Rockefeller University was a victim of the crisis. After some bad press about certain types of debt popular among nonprofit institutions, investors unexpectedly pulled out of the market for auction-rate bonds, a specific type of debt instrument popular among universities and other nonprofits. This caused the interest rates to increase, raising the university's payments by about \$85,000 per week. (See "Credit crisis forces Rockefeller to refinance \$114 million in bonds," left.)

Our finance office responded rapidly to this new situation, and we were able to convert our debt to a type that offers more favorable rates. The total cost to Rockefeller, including unanticipated interest and fees required for the conversion, was approximately half a million dollars, which obviously was not a planned expenditure for the present budget year.

Despite the worrying news in the

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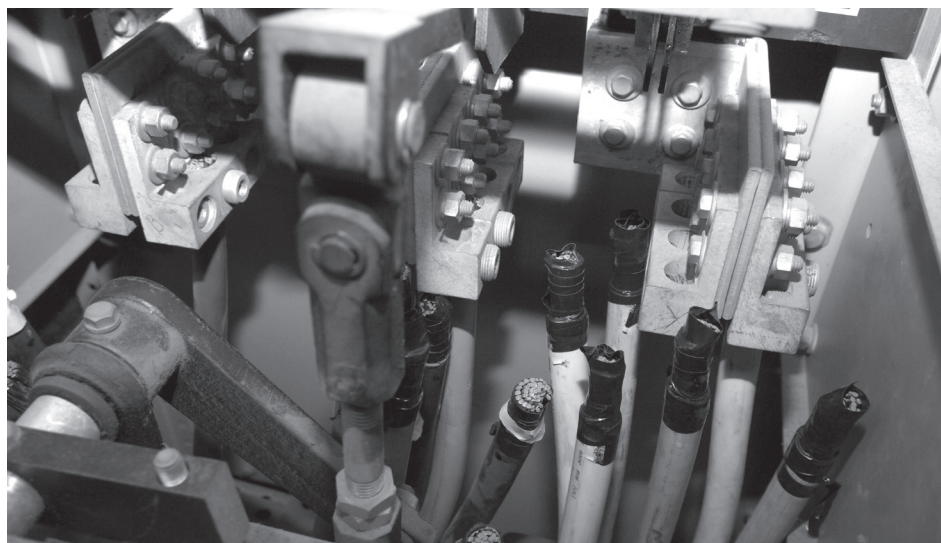
CAMPUS NEWS

Campus power failure likely caused by crane activity

by ZACH VEILLEUX

An electrical failure that caused power outages in seven labs and dozens of offices in parts of Flexner Hall, Nurses Residence and The Rockefeller University Hospital on March 29 was likely prompted by the weight of a construction crane on 50-year-old conduit that had recently been excavated. The university's electricians believe the conduit, which contains lines carrying high-voltage current from an electrical vault near the university's 66th Street gate to the basement of Founder's Hall, cracked when the crane's weight caused new topsoil surrounding it to compress.

"Although the exact sequence of events that followed is unknown, it is likely that a combination of shearing force and moisture damaged the lines over a period of two weeks, eventually causing a short that tripped two 4,000-amp circuit breakers, knocking out power," says Alex Kogan, associate vice president for plant operations. The damaged lines fed the first and second floors of Flexner Hall, all of Nurses Residence and the first, second and third floors and the A and B levels of the



Dead lines. In Founder's Hall, cables feeding current from the damaged conduit are cut to effect temporary repairs.

hospital.

While many labs are wired for backup power, which is produced by diesel generators that come on automatically in the event of a power failure, labs in unrenovated areas of Flexner, Nurses Residence

and the hospital are not. When the power failed, critical equipment, including freezers that preserve biological samples, shut down in the Funabiki, Kapoor, Krueger, Leibowitz, Libchaber, Pavlides and

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A millennium of service

A dinner in Weiss honors 2007 retirements and anniversaries

2007 was a milestone year for many at Rockefeller University. Twenty employees celebrated anniversaries and 16 people retired. The honorees of this year’s banquet, held in the Weiss Café on April 17, represent nearly 1,200 years of service to The Rockefeller University.

Retired in 2007:

Verline Barrett (Hospital Bionutrition) will be remembered for her gorgeous smile and her matzo ball soup. Having begun at Rockefeller in 1973 as a cook in the President’s House, Ms. Barrett prepared dinners for dignitaries including President Jimmy Carter before moving to the bionutrition department of the hospital.

Delia DeLa Rama (Hospital) was a per diem nurse at the hospital during the 1960s and 1980s before becoming full-time in 1989. She will be remembered for her cool demeanor, her encyclopedic knowledge of clinical study protocols and the energy she had for reunions with her family and friends in the Philippines.

Eileen M. Harkins (Finance) came to the university as a payroll clerk in 1977, but she will be most fondly remembered as the Martha Stewart of the Finance Office, renowned for her party planning and culinary skills. Ms. Harkins is now channeling the same care and attention to her church activities.

After joining the laboratory of Edward Reich as administrative assistant in 1975, **Jeanne Holcomb** (CBC) moved to Paul Greengard’s lab in 1983, to the Office of Sponsored Programs in 1999 and to the Comparative Bioscience Center in 2002. She took special care in her work with grant applications, and was known for kissing each one before filing it.

Eugene Keveny (Carpenter Shop) has cared for the campus grounds and buildings since 1977. He was known for his ability to mix cement faster than a portable mixer and his tendency to leave surprise treats for his coworkers.

Pearlina Marshall (Custodial) worked night shifts keeping Smith Hall and Weiss Research Building clean for nearly 43 years while simultaneously raising her three grandchildren. She now spends her time at Bally’s Silver Sneakers exercise class, at birthday parties for her grandchildren and enjoying western movies.

Known for the pride she took in her work, **Elizabeth Phillips** (Custodial) doublechecked every office on the third through sixth floors of Founder’s Hall. Having worked at Rockefeller nearly 26 years, Ms. Phillips now enjoys swimming lessons at the YMCA, volunteering with her church and spending time with her daughters, grandchildren and great-grandchildren.

Angela G. Piperno (Steinman Lab) made many contributions in her 35 years as a research associate, most notably her work in helping define the relationship between dendritic cells and HIV infection. Since retiring she spends time with her three grandchildren in Houston and at her cabin in the Catskills.

After 39 years of service at the hospital, **Veronica Whiteman** (Hospital Bionutrition) likes to tell stories from the days when she served meals to the doctors in a little black dress with a frilly white apron. She always arrived at work smiling, even after taking two buses and a subway from Brooklyn.

Celebrating 25 years:

With unparalleled enthusiasm and ambition, **Portia Adams** (Telecommunications) has been responsible for bringing the Rockefeller telephone system from an old-fashioned switchboard console system to a state-of-the-art network-based system.

Arleen Auerbach (Auerbach Lab) has made significant advances in the understanding of the inherited disorder known as Fanconi anemia, and her work led to the use of umbilical cord blood transplantation as an alternative to bone marrow transplantation in the treatment of hematologic disorders.

Yvena Bouillon (Purchasing) combines a contagious spirit with an indefatigable drive for efficiency. She has a reputation as a problem solver, and people often come away from encounters with her having learned something new.

George A.M. Cross (George Cross Lab) studies the trypanosomes — parasites transmitted to the blood through insect bites — that cause the fatal diseases African Sleeping Sickness and Chagas disease. Dr. Cross is just as driven outside the laboratory

and is passionate about travel, art, gardening, photography, reading, windsurfing, tennis and culinary endeavors.

Wilfredo Garcia (Security) has a welcoming smile at the campus gate, and giving directions around the city and restaurant recommendations is all in a day’s work. A passionate traveler, Mr. Garcia, aka Freddie, coordinates campus clothing drives for people around the globe who have been affected by catastrophes.

Marva Mannette-Grannum (Steinman Lab) has worked in many laboratories and has proven indispensable in all of them. Known as the lab “mother,” she is also a devoted member of her church choir and a steel drum band.

Robert G. Roeder (Roeder Lab) investigates how cells control or regulate essential cellular activity and how this process breaks down in diseases such as cancer, AIDS and Alzheimer’s.

Celebrating 40 years:

Anna Danner (Custodial) knows every nook and cranny of the Rockefeller campus, and of the MacInnes and Hostage Cottages as well. A devoted caretaker of four daughters and five grandchildren, Ms. Danner is also an accomplished Southern cook and baker.

Celebrating 45 years:

In addition to his significant contributions to the field of statistical physics and his dedication to administrative duties at the university, **E.G.D. Cohen** (E.G.D. Cohen Lab) is an ardent traveler, a connoisseur of music, a great dancer and an inspired conversationalist.

Vincent Fischetti (Fischetti Lab) studies group A *streptococci* bacteria and has pioneered research into the use of bacteriophages, viruses that infect bacteria, as a way to treat bacterial infections. A talented photographer, Dr. Fischetti’s photos have often graced the walls of Weiss Lobby.

Erika Mueller (Plant Operations) emigrated from her native Germany in 1962 and has since advanced from stenographer all the way to administrative manager in Plant Operations. She is known among her friends and associates for her compassion, discretion and trustworthiness.

Celebrating 50 years:

For half a century, **Paul Rosen** (Emeritus) has provided solutions for complex problems. Whether designing customized equipment for fellow scientists or answering computer-related questions or sharing his love of music to lift the spirits of friends and colleagues, Dr. Rosen has always acted as a concerned citizen of the university.

Mary Xikis (Finance) has been at Rockefeller since she was a teenager. In her current role as payroll supervisor, she has processed about 1.8 million paychecks. She has braved blackouts, system conversions and history-making snowstorms to ensure that everyone gets paid on time.

Celebrating 55 years:

T.P. King (Emeritus) has spent most of his career at Rockefeller studying the causes of seasonal allergies. The quintessential gentleman-scientist, he has established collaborations with many laboratories on and off campus, and he enjoys traveling with his wife to such places as Patagonia and the Great Barrier Reef.

Victor Wilson (Emeritus) studies the vestibular labyrinth, the complex of receptors in the inner ear that help establish our sense of space and control balance and posture. He is also a devoted husband, father and grandfather and enjoys a great love of music, fine wine and good company.

In absentia:

Retired: **Mario Castillo, Ismael Diaz, Michael John, Geraldine Lindner, Joseph Nikola, Helen Shio and Linda Worn;** celebrating 25 years: **Paul Greengard, Nathaniel Heintz and Jeffrey Friedman;** celebrating 40 years: **Peter Model.**



Service with a smile. From left, Terry Farmer; Yaneth Castellanos and Prisca Gell; Clifton Phillips Jr.; Lourdes Quirolgico and Manija Kazmi.

Another reception on April 3 honored 50 employees celebrating their 10th and 20th anniversaries.

Celebrating 10 years:

Joseph Alonzo, Juan Bermeo, Laurel Birch, Cynthia Campos, Yaneth Castellanos, Joseph Colosi, Yin Fang, Terry Farmer, Jeffrey Finkelstein, William Gale, Prisca Gell, Sonia Gonzalez-Burrows, Peggy Hempstead, Manija Kazmi, Artemis Khatcherian, Sergey Khomuk, Margo Lettsome-Henry, Ellen Martin, Julie Miwa, Marivel Morillo, Omaira Ortiz, Michael Rossner, Angela Santana, Maija Skangalis, Laura Smith, Andreas Walz, Svetlana Zarubina and Dan Zhang.

Celebrating 20 years:

Armando Alequin, Anna Beekhee, Christian Cid, Philip DiMauro, Anne Duffy, Janet Elias, Joseph Fernandez, Olga Ford, Lee Hiltzik, Verona Johnson, Eustace King, Erwin Levold, Leon Maleson, Huascar Matos, Constantine Pavlides, Rodney Peterson, Clifton Phillips Jr., Lourdes Quirolgico, Kenneth Rose, Cynthia Seidman, Katurah Shirley and Amy Wilkerson.

Scientists get down to business

New Science and Economics Program connects students with finance, law and politics

by TALLEY HENNING BROWN

Geoffrey Smith isn’t a scientist; he’s a businessman. But Rockefeller’s newest graduate instructor believes that successful scientists need basic training in economics and law just as much as they need advanced training in chemistry and genetics. With a new course called “Drug Development: From Discovery to Commercialization,” Mr. Smith, a seasoned health care venture capitalist, is spearheading Rockefeller University’s newly launched Science and Economics Program.

Initially conceived during his work with The Rockefeller University Council and the Bridges to Better Medicine Steering Committee, the program is being designed to provide Rockefeller scientists with a greater understanding of the relationships between science on the one hand and economics, law, politics, ethics and society on the other.

Mr. Smith, currently a cofounding managing partner of Ascent Biomedical Ventures, has been active with the university’s development program since 2006. Less than a year into his work with The Rockefeller University Council and the Bridges to Better Medicine Forum, Mr. Smith saw how his skills could be applied to an entirely different Rockefeller constituency — its students.

With his background in law, finance and management pertaining to emerging health care companies, Mr. Smith has a unique perspective on the scientific endeavor as it exists outside the laboratory. He received a law degree from the University of Pennsylvania in 1992 and then worked with firms specializing in international business. In 1996, he accepted an offer from a client in the health care industry to direct corporate development. “One reason that was a comfortable move for me is that I grew up around medicine,” says Mr. Smith, whose father was chief of cardiology at Brigham and Women’s Hospital. “I spent time in the labs during the summers.”

Since helping that first start-up client — AHT Corporation, a provider of e-commerce applications for health care companies — become a successful public company with \$70 million in annual revenue, he has cofounded and/or managed four other companies that provide crucial technology, financial and advisory services to early-stage biotechnology, biopharmaceutical and medical device companies. “An academic may think of a scientific problem in a very different way than a commercially oriented scientist, which is also very different from how a marketing person may think of it,” Mr. Smith says. “There is an incredibly wide range of disciplines involved in getting science to the marketplace, where it’s actually going to impact somebody’s life.”

It was that perspective that last year led Marnie Imhoff, vice president for development, to bring Rockefeller President Paul Nurse into the conversation with Mr. Smith. Together, they agreed to launch a 10-week course called “Ways and Means: The Economic Edge of Science,” taught last fall by Mr. Smith. With 35 students and postdocs (and a wait list of nearly as many more), the class covered issues like the impact of funding sources, intellectual property, technology transfer, government regulation, media and politics.

The end evaluation was overwhelmingly positive. “Geoff’s course raised a lot of interesting philosophical questions regarding the ultimate goal of science and its interaction with the world at large, especially big business,” says Duncan Smith, student in the Laboratory of Molecular Biology and Biochemistry. “Even academics are no longer insulated from the economic impact — real and potential — of science. This class was invaluable both on a factual level and as a collaborative learning experience.”

Enrollment for the five-week Drug Development course, begun May 1, was capped at 50, but also had a sizeable wait list. “There is an incredible amount of enthusiasm for this subject matter. Our graduates have many options open to them, and Geoff’s initiatives are providing students and postdocs with invaluable information about interfaces between science and society,” says Sidney Strickland, dean of graduate and postgraduate studies.

Mr. Smith, who is teaching pro bono, has added several guest lecturers, including financial and industry executives, to the Drug Development syllabus, in an effort to offer the most specialized information possible. “Speaking as a venture capitalist, the people I work with — scientists — tend to be incredibly smart within their

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Andreas Dracopoulos elected to Board of Trustees

by TALLEY HENNING BROWN

Andreas Dracopoulos, a director of the Stavros Niarchos Foundation, is the newest addition to The Rockefeller University Board of Trustees. A longtime supporter of the university’s *Women & Science* program and other initiatives, Mr. Dracopoulos was elected to the Board on March 12.

Born and raised in Athens, Greece, Mr. Dracopoulos came to the United States in 1982 to attend The Wharton School of the University of Pennsylvania. After graduating in 1986 with a B.S. in economics, he worked briefly with Salomon Brothers, a Wall Street investment bank, until he left to join the family business.

He is now a director of the Niarchos Family Trust and the Stavros S. Niarchos Foundation, both established by his great-uncle, the late Stavros Spyros Niarchos, a Greek shipping magnate considered one of the 20th century’s most successful international businessmen. The Niarchos Foundation has a particular interest in promoting Greek cultural heritage, but a large part of its business is international, providing grants to organizations around

the world to help provide equal access to opportunity in education, social welfare, health and arts and culture.

The Dracopoulos/Niarchos family has known David Rockefeller for many years and Mr. Dracopoulos is also a good friend of Board Vice Chair Richard Salomon. In 2001 and again in 2006, the Niarchos Foundation made grants to the *Women & Science* initiative. Last year, Mr. Dracopoulos facilitated a \$3 million collaborative gift from the foundation to Rockefeller University and Memorial Sloan-Kettering Cancer Center, for the purchase of core equipment. His invitation to join the



Andreas Dracopoulos in his office.

Board came last fall, after Mr. Salomon arranged a lunch meeting between Mr. Dracopoulos, President Paul Nurse and Board Chair Russell Carson.

“Andreas is an exceptionally bright and able young man,” says Mr. Salomon. “He is a superb investor, with a keen strategic eye. He has a wide range of personal interests and associa-

tions, ranging from contemporary art to education to international relations and, of course, to science, where he is especially concerned with issues of bioethics and biotechnology. I believe Andreas will become an engaged and generous member

of the Rockefeller community, and I am absolutely delighted he has agreed to join our board.”

Along with his work at the Niarchos Foundation, Mr. Dracopoulos is a trustee of the New York Public Library, a member of the advisory board of the Johns Hopkins Berman Institute of Bioethics, the international advisory council of the Hospital for Special Surgery, the international council of the Museum of Modern Art and the international council of the Center for Strategic and International Studies. In 2002 he was the recipient of the Hellenic Community of Astoria’s Odyssey Award, in recognition of his contribution toward the promotion of Greek learning.

Mr. Dracopoulos resides in New York City. “I am fortunate to have benefited from my acquaintances at The Rockefeller University over many years, and I look forward to being a part of the effort to provide a conducive environment for research for the benefit of humanity,” says Mr. Dracopoulos.

HONORS & AWARDS

Pearl Meister Greengard Prize honors pioneers of embryonic stem cell research

by TALLEY HENNING BROWN

Three pioneers of embryonic stem cell research — an embryologist, a molecular geneticist and a developmental biologist — are the recipients of the 2007 Pearl Meister Greengard Prize, the university’s award for notable women in science. The award, presented in a ceremony in Caspary Auditorium on March 25, recognized Gail Martin of the University of California, San Francisco, Beatrice Mintz of Fox Chase Cancer Center and Elizabeth Robertson, from the University of Oxford.

The Pearl Meister Greengard Prize, now in its fourth year, was founded by Vincent Astor Professor Paul Greengard and his wife, sculptor Ursula von Rydingsvard, in memory of Dr. Greengard’s mother, who died giving birth to him. It was established with proceeds from Dr. Greengard’s 2000 Nobel Prize in Physiology or Medicine, along with funds from university donors, in the hope that the prize might help redress the widespread lack of recognition for the accomplishments of women scientists. Previous recipients include embryologist Nicole Le Douarin, immunologist Philippa Marrack and geneticist Mary Frances Lyon.

The work of this year’s recipients helped form the foundation of all embryonic stem cell research and the cornerstone of all research that utilizes genetically altered mice, research that has significantly increased our understanding of human disease.

Beatrice Mintz, who was unable to attend the prize ceremony, is Jack Schultz Endowed Chair and senior member of the

Institute for Cancer Research at the Fox Chase Cancer Center. In the early 1960s, she broke the law of Mendelian inheritance by creating the first chimera — an animal with two or more distinct genotypes arising from different zygotes. She showed how several mouse embryos, when pushed together, fuse into a single blastocyst and become a mouse with many genetic parents. She later discovered that embryonic carcinoma cells from one mouse placed into another, healthy mouse are recruited to differentiate into healthy cells.

Gail Martin, professor of anatomy and director of the department of developmental biology at the University of California, San Francisco, took the next step in the process by discovering how to maintain totipotent cells so that they can be taken from a normal embryo and remain undifferentiated until combined with another embryo. In 1977, she and Dr. Mintz created the first mouse engineered with a mutation analogous to a human disease. In 1981, Dr. Martin coined the term “embryonic stem cell.”

Elizabeth Robertson, Wellcome Trust Principal Research Fellow and professor of developmental biology at the University of Oxford, took the next, critical step in making embryonic stem cells viable for research use by demonstrating how they could be used to create not just one mouse but whole genetic strains of mice.

The award ceremony, which was presided over by President Paul Nurse, also featured a panel discussion that included the awardees, Dr. Nurse and presenter



Prize panel. From left, Cori Bargmann, Gail Martin, Elizabeth Robertson and Paul Nurse discuss stem cell research following the award presentation.

Cori Bargmann, head of the Laboratory of Neural Circuits and Behavior.

Guest speaker Martha Sharp Joukowsky, professor emerita of old world archaeology and art at Brown University, is an archaeologist who has spent the last 15 years supervising the excavation and partial restoration of the great temple at Petra, in Jordan. “Archaeology and science are not glamorous, but they are adventurous and filled with the unexpected,” said Dr. Joukowsky, in her remarks following President Nurse’s introduction. “Such a life makes more demands on the female sex and it takes a certain type of woman to persist and succeed.... By celebrating the

careers of these intelligent and dedicated women, we not only honor Drs. Martin, Mintz and Robertson, but we also hope to encourage other women to be drawn to scientific research or archaeology as a career so that the human record may continue to be pieced together in the years ahead.”

“The scientific conversation among these three women ... has revolutionized biology,” said Dr. Bargmann, speaking at the ceremony. “When we talk now about using stem cell research to make cells that will rescue a human with a disease, we are building from the work of these three extraordinary women.”

Science and economics (continued from page 2)

own domain and they pick up things very quickly, but there’s still a steep learning curve when it comes down to the business end of things, and traditional training models for scientists don’t provide the tools necessary to think beyond the bench,” says Mr. Smith.

Both courses will be taught again next academic year and others are in the works on subjects like bioethics and the politics of biotechnology. Moving forward, the Science and Economics Program will also comprise an annual lecture series and symposia, as well as partnerships with private- and public-sector organizations committed

to similar or complementary goals within academia, industry, media and politics. Mr. Smith and the Development Office have begun efforts to find funding for these and other future directions of the program; so far they have secured \$50,000. “This is a wonderful example of the way in which a benefactor and volunteer can make an enormously important contribution to the well-being of the university,” says Ms. Imhoff. “Geoff’s involvement with Rockefeller, coupled with his exceptionally keen vision, led him to create a whole new program for the benefit of the Rockefeller community.”

An update on our finances (continued from page 1)

press, our endowment remains secure. Our investments, though not bringing in the returns we have seen in the past few years, are holding steady. The rate of return on Rockefeller’s endowment since January is positive 0.3 percent: not what one might hope for in a strong market, of course, but actually quite good considering that the markets as a whole are down. Our financial model assumes that our average growth over any three-year period will be 9.3 percent. We are still meeting that goal, so there is no need for concern.

We are also continuing to do well with our fundraising. Gifts to the Campaign for Collaborative Science, our current fundraising campaign, are still ahead of target. In addition, changes we have instituted in the past several years, in terms of how we receive income from the endowment and how we allocate funds to labs and departments, have put us in a stable position. We are committed to continue funding our research, to recruit new faculty and to move forward in our building projects that are already well under way.

MILESTONES

PROMOTIONS, AWARDS AND PERSONNEL NEWS

Awarded:

Donald Pfaff, an honorary degree from Pace University. The degree will be presented to Dr. Pfaff, head of the Laboratory of Neurobiology and Behavior, on May 18.

Named:

Seth A. Darst, a member of the National Academy of Sciences, a society of scientists and engineers that is dedicated to the use of science and technology for the general welfare. Dr. Darst, head of the Laboratory of Molecular Biophysics, is one of 72 members and 18 foreign associates elected on April 29.

Vincent A. Fischetti, a speaker at the Royal Society, London. Dr. Fischetti, head of the Laboratory of Bacterial Pathogenesis and Immunology, spoke at a workshop in London on May 8. His lecture was titled “The Use of Phage Lytic Enzymes for the Control of Pathogenic Bacteria.”

Jeffrey V. Ravetch, a fellow of the American Academy of Arts and Sciences, an independent policy research center that undertakes studies of complex and emerging problems. Dr. Ravetch, head of the Leonard Wagner Laboratory of Molecular Genetics and Immunology, is one of 212 new members, who will be honored at a ceremony at the academy’s headquarters in Cambridge, Massachusetts on October 11.

Promoted (academic appointments):

- Emili Cid**, from postdoctoral associate to research associate, Hatten Lab.
- Myriam Heiman**, from postdoctoral fellow to research associate, Greengard Lab.
- Valerie Horsley**, from postdoctoral associate to research associate, Fuchs Lab.
- Fei Ji**, from research associate to senior research associate, Ott Lab.
- Sohail Malik**, from research assistant professor to research associate professor, Roeder Lab.
- Roberto Picetti**, from research associate to senior research associate, Kreek Lab.
- Ayako Takeuchi**, from postdoctoral associate to research associate, Gadsby Lab.

Hired:

- Karima Bettayeb**, postdoctoral associate, Greengard Lab.
- Leroy Blake**, painter, Plant Operations Carpenter Shop.
- Leonia Bozzacco**, postdoctoral associate, Steinman Lab.
- Wadek Bryslawskyj**, watch engineer, Plant Operations Power House.
- Angela Campbell**, clinical research auditor and monitor, Hospital Clinical Research Office.
- Marta Cortes-Canteli**, postdoctoral fellow, Strickland Lab.

- Hector Cruz**, custodian, Plant Operations Custodial Services.
- Claude Douglas**, security guard, Security.
- Herman Dublin**, security guard, Security.
- Gerald Fischbach**, visiting professor, Office of Academic Affairs.
- Theresa Gaimaro**, administrative assistant, O’Donnell Lab.
- Jeanne Garbarino**, postdoctoral associate, Breslow Lab.
- Teresa Grant**, clinical research nurse, Hospital Nursing Inpatient.
- Yi Chun Hsiung**, research assistant, MacKinnon Lab.
- Satoshi Iida**, postdoctoral associate, Roeder Lab.
- Balakanagaram Jayaraman**, systems administrator, Information Technology.
- Toshihiko Kobayashi**, postdoctoral associate, Ravetch Lab.
- Nicole Lamanna**, communications and public affairs assistant, Communications and Public Affairs.
- Yusuke Maeda**, postdoctoral fellow, Libchaber Lab.
- Manuel Marmolejos**, security guard, Security.
- Ramnath Nayak**, postdoctoral associate, Rice Lab.
- Matthew Newhall**, systems administrator, Information Technology.
- Arinhua Perez**, postdoctoral associate, Steller Lab.
- Goran Pjerotic**, senior analyst HR information systems, Human Resources.

- Nidhi Sabharwal**, technology transfer coordinator, Technology Transfer.
- Yuta Shimamoto**, postdoctoral fellow, Kapoor Lab.
- Jose Sibrian**, carpenter, Plant Operations Carpenter Shop.
- Angela Slattery**, specialist, clinical and translational science, Hospital Medical Science.
- Joshua Stern**, director of investments, Investments.
- Nao Suda**, research assistant, Steinman Lab.
- Anne Tam**, clinical research specialist, Hospital Clinical Research Office.
- Jessica Timsit**, development assistant I, Development.
- Deniz Top**, postdoctoral associate, Young Lab.
- Andreas Walz**, member of the adjunct faculty, Heintz Lab.
- Weimin Wang**, research assistant, Steinman Lab.
- Yingpeng Wang**, postdoctoral associate, Pfaff Lab.
- ChunZhu Xie**, accounts payable analyst, Finance Accounting Services.
- Frances Yee**, coordinator of research programs, Sponsored Programs Administration.
- Vyacheslav Yurchenko**, research associate, Tarakhovsky Lab.

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

Power failure (continued from page 1)

Tomasz labs.

The power outage was first reported by a security guard on routine patrol at 1:18 a.m. March 29. Security quickly notified the power house, and the engineer on duty, unable to determine why the power had failed, then notified Con Edison. While Security began the process of alerting occupants of the affected areas, using both Send Word Now — the university’s emergency notification system — and manual telephone calls, electricians and engineers from Plant Operations as well as outside contractors and Con Ed emergency service technicians began trying to locate the cause of the failure. Jim Schaefer, manager of the maintenance shop and the university’s chief electrician, arrived on campus at 3:45 a.m. and consulted with Mr. Kogan via telephone. The first Send Word Now alert was transmitted at 4:03 a.m.

By 7 a.m., 15 Plant Operations personnel and six outside electrical contractors were working on the problem, and Con Ed had determined that the fault was not in their lines. Coordinating with representatives from the affected labs, Plant Operations staff supervised by Assistant Director of Plant Operations Andy Gallina worked to provide temporary power to the affected areas, running extension cords to freezers and in some cases relocating freezers to areas with power. Meanwhile, Mr. Schaefer isolated the problem to the circuit breakers in the electrical vault. When replacing the breakers with spares didn’t work, Mr. Schaefer determined that there was a short in the lines and that they would need to be circumvented in order for power to be restored.

“At approximately 1 p.m., I authorized Andy to purchase a 600-amp switch, which we do not stock, and cabling that would be needed to create a new feed using excess current supplied to an unaffected portion of the hospital,” says Mr. Kogan. The new wiring, which runs beneath the hospital, was in place and power was restored to all areas by 7:45 p.m. Occupants of the buildings were notified that power was back on via Send Word Now.

The three buildings affected will continue to draw power from the new wiring until the exact location of the failure is pinpointed and permanent repairs are made. Preliminary investigations — from

line-monitoring equipment and exploratory excavations begun April 24 — indicate that the conduit that failed was located directly above new conduit laid several months ago as part of the project to construct a new electrical vault beneath the 66th Street parking lot.

“Though we won’t know all the details until the excavation work is complete, the theory is that work in this area left the conduit vulnerable,” Mr. Kogan says. Repairs to the conduit, which was to be taken out of service once work on the new vault is complete, will take place in the coming weeks in order to provide redundancy for the temporary feed from the hospital. In addition, work is under way to provide limited backup power to certain areas of Flexner Hall, Nurses Residence and the hospital where capacity is available.

Meanwhile, Plant Operations and Security have begun a review of their procedures to determine whether responses to emergencies could be improved. Among the changes to be implemented in response to this incident are:

- Earlier communication of power emergencies to key administrative personnel and earlier and more detailed notification of building occupants via Send Word Now, including contact information so that lab personnel know whom to contact for questions and updates
- The creation of a master blueprint with the location of all critical equipment as well as a prioritized list of freezers that Plant Operations personnel can refer to in order to best direct their resources
- Additional procedures for Security staff to follow during power emergencies, including commencing an immediate and thorough search of the entire campus, a visual inspection of all freezers to be documented in the security log and updates to the Send Word Now templates

“The Security personnel on duty responded well to this event, but there’s always room for improvement, particularly in terms of how people are notified,” says Jim Rogers, director of security. “We’re going to make sure that there are clear guidelines for them to follow so that they know when they need to wake someone up in the middle of the night.”

Written on the wall

Graffiti artist Coco 144 reveals his newest work in Bronk

by TALLEY HENNING BROWN



PHOTO: ZACH VELLEUX

Electrician Robert Gualtieri’s most important contribution to the recently completed renovation of Bronk’s first floor isn’t in the walls, it’s on them. On Friday, April 4, Mr. Gualtieri, a 20-year employee in Plant Operations, revealed his brightly painted, 8-by-21-foot mural on the south wall of the first-floor hallway. Commissioned by A. James Hudspeth, head of the Laboratory of Sensory Neuroscience, the painting is a colorful, interpretive rendering of Dr. Hudspeth’s research into the science of hearing.

Having painted since he was a teenager, Mr. Gualtieri — known in the art world as Coco 144 — was among the generation of graffiti writers illicitly decorating New York City subway cars in the 1970s. He was a founding member of United Graffiti Artists, an organization formed in 1972 to bring graffiti in from the streets and exhibit it in formal gallery settings. Coco 144 continues his work today, though on admittedly less controversial surfaces. “I spend a lot of time looking at walls,” he says.

Mr. Gualtieri worked on the mural for two months, spending nights and weekends in a two-foot-wide workspace as passersby walked through the hall unaware of the man behind the curtain. The multicolored project required nearly 30 cans of spray paint. “There are so many people to thank, it will soon be like it is when I’m painting — I won’t be able to stop,” Mr. Gualtieri said to a packed hall of viewers at the mural’s unveiling.