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Rising Costs Put Pressure on University Budget

Because of inflationary pressures, especially the unexpectedly rapid rise in fuel costs this winter, the University is facing a severe budgetary problem.

The University is now using 2.5 million gallons of fuel annually in its own plant, plus purchasing steam and power from Consolidated Edison. Even with a University-wide effort to conserve energy, the monthly on-campus bill for energy is at an all-time high of \$130,000. The greatest part of the increased costs is the result of the jump in fuel oil prices. Since July 1973, the price paid by the University for fuel oil has more than tripled—from 11 cents a gallon to 37 cents. Most of the rise occurred in December and January.

Another major factor in the University's budgetary picture is the rapid rise in the amount it must pay into the social security system as a result of recent legislation mandating increased benefits. In the fiscal year beginning July 1, 1975, social security payments will be \$179,000 more than in the current fiscal year. In addition, other costs are rising as various industries feel the impact of inflation and

the energy crisis. The University's telephone bill, for example, will be \$48,000 more after July 1 for the same services.

The University's situation is not unique. All over the country research and educational institutions are facing a comparable economic squeeze.

The President, the administrative staff, and the board of trustees have been working intensively on the problems since early December. In statements to the Academic Council, the University Senate, and representatives of major segments of the campus community, President Seitz has reviewed the situation and steps to be taken to cope with rising costs in a way that will have minimal effect on University programs. In citing the unexpected seriousness of the problem, President Seitz stressed that there was no occasion for panic. He emphasized that with the help of an informed campus community he is confident about the University's ability to weather its financial difficulties and to maintain its standing as one of the world's finest research and educational institutions.

IMPACT ON PRESENT AND FUTURE

What follows is a summary of the President's appraisal of the economic situation and its impact on present and future budgeting.

In order to appreciate fully the critical nature of the University's financial position, it is necessary to review the budgetary trends from fiscal year 1969, bearing in mind that the University has three major sources of support—endowment income, public grants and contracts (e.g., NIH, NSF), and private support (e.g., foundations, individual donors, corporations, private groups such as the American Cancer Society). In 1968–69 the University was already experiencing a host of budgetary strains. They included:

1. A large cut in some federal grants (as much as 30 percent in a few cases).

HOW CAN YOU HELP?

There are two areas where your contribution to cost reduction together with the individual contributions of everyone else on campus can help significantly to ease the budget crisis.

CONSERVE ENERGY: Are your windows and doors closed? Is the thermostat at or below 68°F? Are all unnecessary lights turned off? Are you using the stairs, instead of the elevator, on those short trips of one or two flights up or down? Are you holding to a minimum the use of equipment requiring steam, hot water, or electricity?

SAVE ON SUPPLIES: With inflation and the energy crisis escalating prices on everything from paper clips to laboratory equipment, any economies you can make in the supplies you use are important. No saving is too small.

Money had to be drawn from the endowment to support programs to which the University was committed.

2. The 1968–69 recession, which caused an additional drop in income from the endowment.

3. The major invasion of endowment to cover the large and expanding costs for constructing the Tower Building.

4. The purchase of Sutton Terrace to help solve a critical faculty housing shortage.

5. The need to increase nonacademic pay scales to meet rising city standards. Highly significant in any budget consideration is the fact that better than two-thirds of the University's expenses are for wages and salaries and associated fringe benefits. The other third covers such basic items as energy, insurance, and consumable supplies.

6. The purchase of the City Block with a loan tied to the prime lending rate, which has since increased.

As a result, the University was faced for the first time with a mounting defi-

AAAS Meeting

Professor James A. Shannon, special assistant to the president, delivered a talk on Biomedical Research at the 140th Annual Meeting of the American Association for the Advancement of Science, held February 24 to March 1 in San Francisco. Dr. Shannon's talk was part of a program devoted to Science and Public Policy. At another session of that section, Visiting Professor Gerald Feinberg, Theoretical Physics, spoke on How to Know Where We Are Going and Why.

Professor Christian de Duve, Biochemical Cytology, also attended the meetings and delivered a paper on the Role of Lysosomes in Cellular Degradative Events, as part of a section on the Biomedical Aspects of Aging.

George A. Miller Reports on China Visit

"It was the most intense learning experience I've had since I was a graduate student. My advice to anyone going to China would be, learn all you can before you go and be in good physical condition." Thus reports Professor George A. Miller, who recently returned from a three-week visit to the People's Republic of China where he was one of a 13-member delegation of American educators and psychologists with a common interest in early childhood development. Their itinerary covered Canton, Peking, Sian, and Shanghai. They visited 28 different nursery, primary, and middle schools, through the equivalent of 12th grade.

Dr. Miller is a psychologist whose own special field is language. (His latest University project is the Child Research Facility, in which a model nursery school has been set up to study the language development of small children. It was described in detail in *news and notes*, November 1973.) Dr. Miller went to China with the twofold purpose of observing methods of teaching language and of discussing research in this area. He was able to accomplish the first, but not the second. "It is not clear whether such research is conducted in China, or whether the officials with whom the delegation had contact were simply unaware of it. They were very polite and interested in good relations with the United States, but not at all interested in our project." This situation, which may seem strange to Americans, must be understood in the light of recent Chinese history, Dr. Miller explains. "The first priorities in China are feeding 800 million people and teaching the philosophy of the Cultural Revolution. Psychology is so low on the list, it is essentially a frill. Its study was abolished in 1966 as a reaction against Russian and 'bourgeois' psychology. In the period since, the Chinese have been trying to develop one of their own, based on the class struggle and the sayings of Chairman Mao. Psychology is only now being studied again primarily in relation to educational methodology. I met about six Chinese psychologists. They were familiar with the names Skinner and Piaget but neither their theories nor anything comparable are taught. Also, the percentage of students who go on to universities is very small and, since the universities were closed between 1966 and 1969, many young people who might have gone lost the opportunity."

The teaching of language and read-

ing and writing in China is a far more complicated process than it is here. Although Mandarin, the dialect of the province of Peking, has been the official language for decades, most Chinese children come to school speaking only their local dialect. Since Chinese characters do not indicate Mandarin pronunciation, the Chinese have adopted the Roman alphabet to teach it. Chinese children first must learn this alphabet and also must learn to blend syllables, as American children learn to do. Then they must learn Chinese characters. It has been estimated that knowledge of 2,000 characters is required for functional literacy—to read a newspaper. Most characters have two parts, a "radical," used in arranging characters in dictionary order, and a second part that sometimes suggests pronunciation. Chinese children are expected to learn about 120 radicals in the first two grades. Finally, they must learn the proper order for drawing the

various strokes in a character.

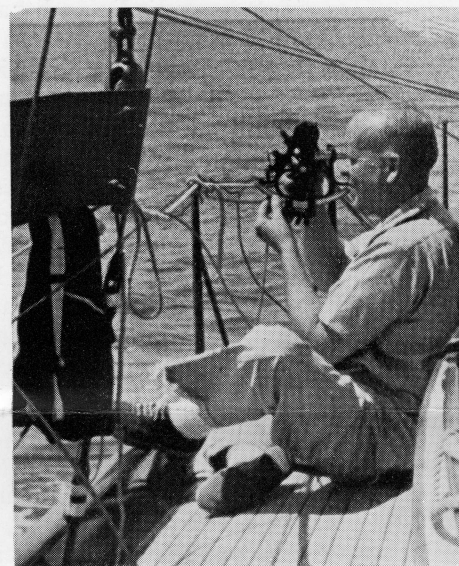
Calling out in unison, old fashioned but apparently effective, is the basic learning method. "Everywhere we went we'd hear 50 kids shouting at the tops of their voices." The texts the children learn from are almost always ideological. Ideology, in Dr. Miller's observations, appears to affect every aspect of Chinese life, from the identical blue or gray padded suits one wears from age seven, to the number of children a family has, to the age one marries, to the content of art and theater. "I saw two operas when I was there. One was about capturing a mountain, the other about coal mines. The one television program I saw was about the resistance during the Japanese occupation of Korea."

"I got the impression," Dr. Miller continues, "that the Chinese people are happy. They remember the bitter past, and they believe in their Revolution. Their lives are Spartan. The climate is cold, but they really do sing as they run to work."

Library Exhibit Honors Philip McMaster

The new exhibition in the University Library honors the life and work of Philip Duryee McMaster who died a year ago this month. The items on display are from his collected papers, which have been presented to the University by the scientist's widow, Elizabeth McMaster.

Philip McMaster was a young Princeton graduate halfway through medical school at the University of Pennsylvania when his brother died of pernicious anemia at the age of 25. This event, in McMaster's own words, "clinched my determination to study the causes of things." He joined the Rockefeller Institute in 1919 and remained actively at work until the year before his death at the age of 81. His research went through three distinct phases. The first was concerned with problems of blood, bile pigment metabolism, and liver disease in relation to the anemias and to gall bladder function, work which helped to define the importance of the gall bladder as an organ of digestion and resulted in clinical tests for the diagnosis of cystic disease or the presence of gall stones. During the second phase of his career, Dr. McMaster studied the physiology of the lymphatic system and proved that antibodies to both bacteria and viruses are first formed in the draining lymph nodes. The third phase of his work fol-



PHILIP DURYEE MCMASTER

lowed logically with studies of the mechanism of antibody formation.

The Library display also reveals something of the private man—the ardent sailor, amateur photographer, and family man—who is remembered with warmth and affection by his University colleagues and friends. To honor his memory, contributions from family and friends have gone to establish the Philip D. McMaster Basic Research Fund at The Rockefeller University. This fund will be used as the occasions and needs arise in basic research.

cit beginning in 1969 and extending for the next two years. However, various steps were taken to decrease the deficit, and, in fact, it was reduced significantly in each of the next two years ending in June 1972 and 1973. Also, the Development Program was started in 1971 to obtain more private support. (This effort, to date, has already obtained commitments of \$38 million—\$17 million received, and an additional \$21 million firmly pledged. However, over half of the amount received is for endowment, and only the income on these funds can be applied to operating budget support.) President Seitz noted the crucial role played by many members of the faculty and staff in obtaining external support, and emphasized the importance of continued vigorous efforts to maintain the University's remarkable record in competition for federal grants and soliciting private funds.

Assuming an annual inflation rate of 5 percent, the University drafted a plan to reduce the deficit to \$850,000 by this year (ending June 1974) and to \$500,000 next year (ending June 1975). But then the rate of inflation spurted, almost doubling the anticipated 5 percent in some sectors of the economy. (The New York metropolitan area has witnessed a 9.1 percent rise in the cost of living in the past year.) The situation was further aggravated by the sudden onset of the energy crisis. The result for the University is that the deficit is expected to be \$1.4 million this year, and without stringent planning would exceed \$3 million next year.

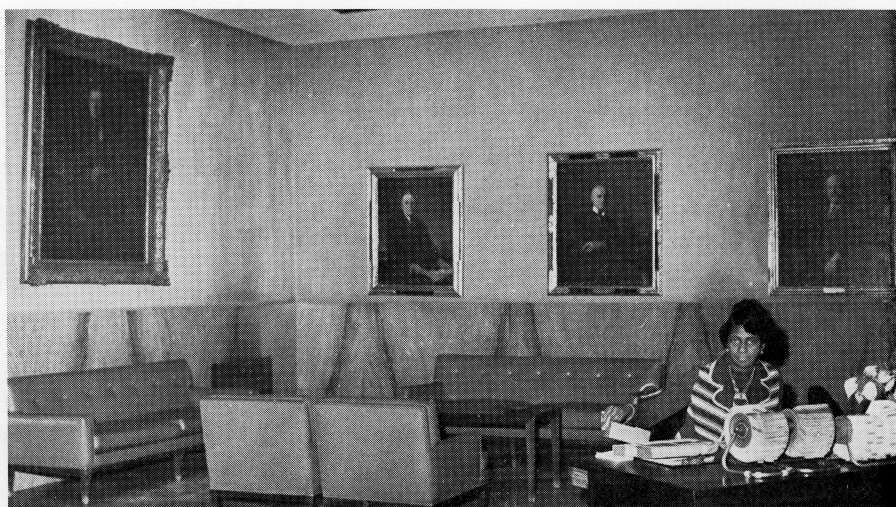
STEPS BEING TAKEN

President Seitz has outlined the steps that must be taken to try to hold next year's deficit at \$1.7 million. Studies conducted by the trustees in cooperation with the President and his staff have led to agreement on three major actions.

1. Budget estimates for fiscal year 1976 are already being prepared, months in advance of the usual date for submission of estimates.

2. The 1975 budgets, already approved, are being reappraised. When originally submitted these budgets were consistent with expectations at that time, but now must be reduced to square with the new trends.

However, both the 1975 and 1976 budgets will include salary increases based on an expectation that the inflation rate will fall back to a more normal range of 4 to 6 percent.



New Home for Portraits

An appropriate new home has been found for the portraits of some of the men who helped to guide this institution in the early days of its history. The paintings, most of which hung for years in the former Welch Hall dining room, have been installed in the main lobby of Founder's Hall.

Facing the Library entrance, on the left-hand wall are portraits of Theophil Mitchell Prudden, vice president, and William Henry Welch, president of the Board of Scientific Directors at the time of the founding of The Rockefeller Institute for Medical Research. Next to them is the portrait of physiologist Jacques Loeb. All three were painted by Thomas C. Corner.

On the rear wall, to the right of the Library entrance, is a copy, by Alexander R. James, of the John Singer Sargent portrait of John Davison Rockefeller, founder of The Rockefeller Institute. On the right-hand wall, moving from back to front, are Herbert S. Gasser, second director of the Institute, painted by John Johansen; Simon Flexner, the Institute's first director, painted by Joseph De Camp; and physiologist and pharmacologist Samuel James Meltzer, painted by Adolphe Borie.

In the corridor, to the right of room 105, is a portrait of the pathologist and bacteriologist Peter K. Olitsky, painted by Edmund Ward, and to the left is biologist Oswald T. Avery, by Alexander R. James.

3. There is a freeze on all new hiring and replacements. Absolutely essential positions will be reviewed individually by President Seitz.

In addition, the President has set up a number of guidelines and special actions for the preparation of budgets in the next few years. They include:

Faculty members who receive tenured appointments after June 30, 1975, will have mandatory retirement at age 66.

Support from general funds for emeriti laboratories will be discontinued, at least for the present; but offices and secretarial services for professors emeriti will still be provided.

The administrative staff will be reduced.

The number of laboratories on campus will probably be reduced.

The number of new graduate fellows admitted each year will be reconsidered.

The Children's School will be placed on a nearly self-sustaining basis.

Service centers (Animal House, Graphic Services, academic computer) will either raise their rates or reduce services.

Aggressive energy-conservation programs will be emphasized.

The University will reexamine in detail every program that is peripheral to the University's central research and educational mission, particularly where such a program is subsidized from general funds. Unfortunately, this will probably mean that there will be major changes in the pricing of food, in the pattern of University publications, and in the University's many fine supporting services. President Seitz has asked all members of the faculty and staff to be cost-conscious in their own work and to give him suggestions about how best to achieve University-wide savings. In the future he plans to meet with many groups and individuals to consider alternatives.

BRIEFS

Professor **René J. Dubos**, Environmental Biomedicine, was invited by the governor of Vermont to address a joint assembly of the state legislature on January 15. He spoke on Future Environmental Problems and Land Use Policies.

Dr. **Leonard C. Harber**, guest investigator in the metabolism and pharmacology laboratory of Professor Attallah Kappas, was recently appointed chairman of the Department of Dermatology at the Columbia University Medical Center, College of Physicians and Surgeons. Dr. Harber has been a member of the faculty of the New York University School of Medicine since 1958 and was appointed professor of dermatology in 1968.

President Emeritus **Detlev W. Bronk** delivered the first annual Bartram Lecture at Florida State University in Tallahassee in January. The lectureship was created by Peter Bennett, a Rockefeller alumnus (1965) and chairman of the Department of Biological Sciences at Florida State, in memory of William Bartram, the early American naturalist. Dr. Bronk's topic was the Spiritual and Social Significance of Science.

Eugene H. Kone, Public Information Associate, was elected a charter member of the Council of the American Association for the Advancement of Science and was appointed a committee member by the National Association of Science Writers.

APPOINTMENT

Celso Bianco has been appointed assistant professor, Cellular Physiology and Immunology.

THANK YOU NOTE

Erna Irmgard Olbert, secretary to Professor Vincent P. Dole, has left the University after 13 years. She was married on February 23 to Edward Wogan and will be living out of the city. Mrs. Wogan has asked *news and notes* to convey her deepest thanks to the many University friends who honored her at a party in December.

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Helping to Keep the Strands Untangled

In every laboratory, service, and administrative office in the University there is someone whose job it is to keep the strands of daily routine and activities from tangling, and to cope with organizational details as well as the vagaries of human personalities. The job may involve making arrangements for a luncheon seminar, typing grant proposals, serving as "complaint department," or unscrambling a foreign visitor's English.

There are about 140 secretaries at Rockefeller. Of their number, Jean P. Seibert has served the longest. Born in Montreal and raised in Montclair, New Jersey, Miss Seibert came to Rockefeller in 1945 for a look around, on the advice of a fellow student at the Jefferson Medical College where she had just completed a course in clinical technology. "I decided I could never work here—it was too far to commute from Montclair. But I was very impressed. After thinking it over, I changed my mind and thought I'd try it." Since she had had both secretarial and lab training, she doubled, for five years, as secretary and histology technician for Dr. James B. Murphy. After his death, she worked as a histology assistant to Dr. Herbert S. Gasser. "He was a little frightening at times," she recalls. "Once he took me into the electron microscope room and became terribly upset when I told him I couldn't take notes in pitch darkness. I thought I'd better do something, so I got a flashlight."

Following her parents' death, Miss Seibert wanted to make a change, and she accepted a position at Yale. "After a year there I realized I was homesick for Rockefeller." She came back and went to work in the laboratory of Dr. Keith R. Porter, performing tumor transplants in live animals. It wasn't for her. Although she had enjoyed histology, and her knowledge has been a help in her work since, she decided to concentrate on straight secretarial duties. For 12 years, from 1961 to 1973, she was secretary to Dr. George E. Palade. Miss Seibert is still with the cell biology laboratory, as secretary to Professor Philip Siekevitz. "It's a busy life, stimulating and pleasant. Rockefeller was somewhat of an 'ivory tower' when I came and a bit more placid. Now there is greater variety, a more beautiful campus, and the students have brought new life."

Above Miss Seibert's desk is a color-



Professor Philip Siekevitz and Jean P. Seibert

ful Japanese print. At home, in her Stuyvesant Town apartment, there are Japanese screens and figurines. Her love for Oriental art and culture resulted in a trip to Japan in 1957. Another Oriental adornment at home is a Siamese cat named Ashitaka. "Ashitaka," she explains, "is a volcano near Mount Fuji. My first cat's name was Fuji."

UNIVERSITY LECTURE

Professor George A. Miller will talk about Psycholexicology: The Dictionary in Our Heads, on Friday, April 19 at 3:45 P.M. in Caspary Auditorium. The program—one of the current series of Rockefeller University Lectures—is open to all members of the University community.

PERSONAL MENTION

Born, December 22, to Professor **Nam-Hai Chua**, Cell Biology, and his wife, Pearl, a market researcher, a daughter, Lu-leng, their first child.

DEATH

William E. McNamara, 58, of cancer, in Bridgeport, Connecticut on February 6. Mr. McNamara served at the University from 1967 to 1971, first as assistant controller and, from July 1970, as manager of Accounting Services. At the time of his death he was vice president for business affairs at the University of Bridgeport.