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The Rockefeller University

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news & notes

April 28, 1995 Volume 5, Number 26

The Rockefeller University

Population Council president to speak on world population at Cohn forum



Margaret Catley-Carlson, a career diplomat, has been president of the Population Council since 1993.

Margaret Catley-Carlson, president of the Population Council, will give a talk entitled "Will the Population Equation Change in the Post-Cairo Conference Era?" at this year's final Zanol A. Cohn Forum on Health Affairs, which will take place Mon., May 1.

"Margaret Catley-Carlson has a unique and well-informed perspective on population projections and factors that can affect them," said Alexander Bearn, chair of the forum's program committee. "She has had twenty-five years of experience working in international development and for the past two and a half, she's led the Population Council in its mission to improve life in the global village."

Catley-Carlson graduated from the University of British Columbia

with honors in 1966, when she began working in Canada's Department of External Affairs. After postings to Sri Lanka in 1968 and London in 1975, she became vice president (multilateral) at the Canadian International Development Agency in 1978, and senior vice president in 1979. In 1981, she returned to the Department of External Affairs as assistant under-secretary, then served as deputy executive director (operations) of UNICEF, with the rank of assistant secretary-general of the United Nations. She became president of the Canadian International Development Agency in 1983, was appointed deputy minister, Health and Welfare, in Canada in 1989, and, in January 1993, was appointed president of the Population Council.

Catley-Carlson holds several honorary degrees, is a fellow of Ryerson Polytechnical Institute, and serves on the Board of Health of the Institute of Medicine of the National Academy of Sciences.

The forum on health affairs was established by the late Zanol A. Cohn as a venue for informal discussion on important issues in health research and public policy.

President Torsten Wiesel will introduce Catley-Carlson at 5:30 P.M. in the Abby Aldrich Rockefeller dining room. Sherry will be served at 5:00 P.M. All are welcome.

Neurobiologist to discuss role of timing in speech perception at Friday lecture

Paula Tallal, codirector of the Center for Molecular and Behavioral Neuroscience at Rutgers University, Newark, will deliver a talk entitled "In Speech Perception Time Is of the Essence" at the Friday lecture today (Apr. 28).

Tallal's research focuses on the neural basis of language development, linking behavioral studies with neuroimaging (PET, M.R.I.) data. She and her colleagues are gathering evidence to support the view that the left hemisphere of the brain evolved as a specialized center for processing and producing sensory and motor events occurring within tens of milliseconds. This research, derived from studies of children and adults with language or reading disorders, has shown that dysfunction of higher level speech processing may result from difficulties in the processing of the basic sensory information that enters the nervous system in rapid succession.

"Paula studies the neurobiological basis of developmental learning disorders, especially those that involve disturbances in the brain's processing of auditory information," said Professor Bruce McEwen, who will introduce Tallal today. "She is a pioneer in the use of noninvasive neurobiological techniques to understand the fundamental disturbances that underlie these disorders."



Paula Tallal studies the neural basis of language development.

Tallal received a Ph.D. from Cambridge University in 1973, after studying childhood developmental dysphasia under Malcolm Piercy. From 1973 to 1979 she held various academic positions at the Johns Hopkins School of Medicine. In 1979 Tallal joined the faculty of the Department of Psychiatry at the University of California, San Diego (U.C.S.D.) as an assistant professor, and was promoted to professor in 1986. During this time she was also director of research at the Child

See Tallal, page 2

Breslow elected to membership in National Academy of Sciences



Jan Breslow, Frederick Henry Leonhardt Professor and head of the laboratory of biochemical genetics and metabolism, is Rockefeller's newest member of the National Academy of Sciences. Breslow, who is also president-elect of the American Heart Association, was among the 60 new members and 15 foreign associates elected at the Academy's 132nd annual meeting earlier this week.

Breslow earned an M.D. from Harvard Medical School in 1968. He came to Rockefeller as professor, head of lab, and senior physician in 1984 after holding several appointments at Harvard and Boston Children's Hospital. He has received many other awards and honors.

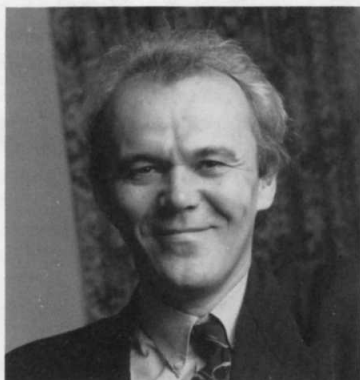
Election to the Academy is one of the highest honors awarded to a scientist. Thirty current Rockefeller faculty are members, and, with the election this week of Daniel Strock '66, now professor of mathematics at the Massachusetts Institute of Technology, fourteen university alumni are now on the NAS roster.

2 Affable visitor

3 Forecast for medical academia

4 Floral fanfare

Members of university community assume new duties at Hospital



Associate Professor William Hall (left) has been appointed program director for the Clinical Research Center. Assisting Jules Hirsch (second from left), Hospital physician-in-chief, is a management team of Hospital staff members (left to right) Cynthia Seidman, Rachael Kolb, Tara Cortes, and Lisa Deliberto.

Several staff changes have taken place at the Rockefeller University Hospital in the past few months, with members of the university community assuming responsibilities previously carried out by departing administrators.

Associate Professor William Hall has been appointed program director for the Clinical Research Center, following Associate Professor Richard Galbraith's decision to join the University of Vermont as professor of medicine. Hall will remain head of the Laboratory of Medical Virology. Galbraith, who served as medical director and program director, will leave the university as of June 30.

Jules Hirsch, Hospital physician-in-chief, will continue to be assisted by a management team consisting of Tara Cortes, director of patient care services and chief



nursing officer; Rachael Kolb, director of information services; and Cynthia Seidman, director of Hospital dietary services. This team has been augmented with Lisa Deliberto, who will serve as administrative manager of the Hospital and continue as director of Hospital information systems.

"I am enormously pleased to have so dedicated a group of individuals assisting in the operations of the Hospital," said Hirsch. "And I am especially pleased to be working with William Hall. He has the

combination of clinical and laboratory experience that is crucial to our mission."

Other Hospital departures are Theodore Rock, Hospital administrator, and Assistant Professor Naomi Fukagawa, who will leave June 30 to become associate professor at the University of Vermont. Fukagawa will continue as associate program director for the Clinical Research Center until then. Galbraith relinquished his administrative role as of Apr. 1, when Hall assumed the responsibilities.

Profiles

Harry Jellinck

Job oscillation: September to March, professor in the Department of Biochemistry at Queens University in Kingston, Ontario (now emeritus; formerly, chair); March to September, visiting professor at Rockefeller.

Tally of seasons at RU: Fifteen—in the labs of Professor Emeritus Vincent Allfrey, former Professor Jack Fishman, and Professor Bruce McEwen.

"Having been in so many labs, I know a lot of people here. I feel very much at home at Rockefeller and am always happy to return. Luckily, my wife allows it."

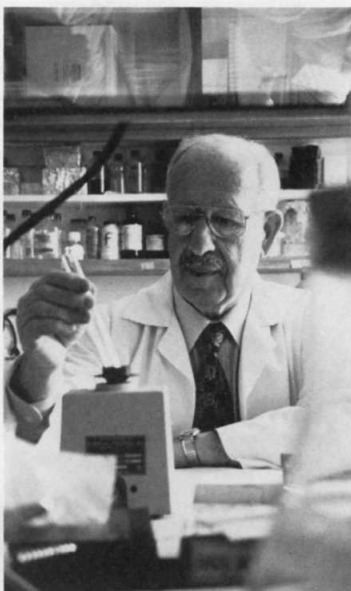
Bona fides: B.A. from Cambridge University; Ph.D. in biochemistry, London University. Postdoctoral work at McGill University, where he showed, for the first time, the in vivo conversion of androgens to estrogens.

"We had to harvest urine from pregnant mares—not by the milliliter but by the gallon. We collected it in truck tires, cut in half."

Athletic bona fides: Played rugby in the World Golden Oldies Championship, Toronto, 1990.

"That's my main claim to jockdom. I like squash and rollerblading as well. I get lethargic if I don't exercise."

Plans for current sojourn in New York: Pursue research, as usual, and



Perennial Visiting Professor Harry Jellinck mixes a corticosterone solution in the lab of Professor Bruce McEwen.

Tallal

(continued from page 1)

Guidance Clinic at Children's Hospital and Health Center in San Diego, and a member of the Executive Board of the U.C.S.D. - San Diego State University Joint Ph.D. Program in Clinical Psychology. Tallal moved to Rutgers, the State University of New Jersey in 1988, and became professor (II) and codirector of the Center for Behavioral and Molecular Biology.

Active on many scientific advisory boards and governmental committees, Tallal recently served on the Diagnostic and Statistical Manual (DSM IV) Task Force work groups for both developmental language disorders and developmental learning disabilities. She has also been a member of the Institute of Medicine Task Force on Causes of Mental Disorders of Childhood and Adolescence. In 1993 Tallal received the James E. Beall III Memorial Award for Meritorious Research in the Field of Neuroscience.

The lecture will be held at 3:45 P.M. in Caspary Auditorium and preceded by tea at 3:15 P.M. in Abby Aldrich Rockefeller Lounge. All are welcome.

have cultural adventures, as usual.

"I savor New York. I'm addicted to its variety."

Comment on bicountry living:

"New York is frenetic and Kingston is quiet. When I am in one place, I recover from the other one."

Telecommunications relocates to Smith, B-1



With nary a glitch or a hitch in switchboard services, Telecommunications staff moved to Smith Hall B-1 two weeks ago. Gus Borden, orders and inventory administrator, packed up.

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Foundation director's diagnosis:

Growth of managed care threatens status quo in medical academia

Steven A. Schroeder, president of the Robert Wood Johnson Foundation, spoke at the Zanvil A. Cohn Forum on Health Affairs Tues., Feb. 28. His topic was "Academic Medicine and the Challenge of Managed Care." What follows is a synopsis of his talk, prepared by News&Notes.

The growth of managed care is threatening the survival of medical academia as we currently know it.

What created the medical academia of today? There was an explosion of science early in this century and, concomitantly, a tremendous expansion of medical research and education institutions. Forty new schools of medicine were built in the '60s and '70s in this country, and existing medical schools greatly expanded their enrollment. New sources of revenue, such as Medicare and Medicaid, fueled a surge in clinical capacity, and clinical income skyrocketed.

Developing a high-tech medical style

These were prosperous and exciting times. The revenues set in motion an increasing cross-subsidy of research and education via dean's taxes and department subsidies. Within teaching hospitals, a certain practice style developed: It was highly referral-based, stimulated by the inherent protechnology biases of fee-for-service medicine, which rewards technology-intensive care. The hospitals provided elegant care, were expensive, relied heavily on diagnostic and therapeutic technology, and consisted of a loose confederation of unintegrated departments. Society benefited. Our biomolecular science is the envy of the world and our access to high-tech care is unparalleled.

The success of academia in producing highly trained specialists has saturated the market; they approach 75 percent of the physician population of the U.S. We import international medical graduates to the tune of 25 percent of our residents and fellows. Why? Hospitals need them to fulfill service functions and to free up the faculty to do the things faculty like to do.

This country has, at least by most standards, an excess supply of hospital capability and physicians. In my years of studying this, I have marveled at how that supply has managed to create the demand to keep it busy.

But in an environment of excess capacity, purchasers seek competitive bids, and based on pricing, they are turning to managed care. HMOs



Steven A. Schroeder, president of the Robert Wood Johnson Foundation, told the audience at a recent Cohn forum, "Academic medical centers will have to question the concept that every full-time faculty member can and should do sponsored research. A lot of medical schools are talking about a differentiation of roles for faculty members. How one then sorts out money, prestige, and tenure will be an interesting process."

now have 50 million members, estimated to be 100 million by the turn of the century. Every state of the union except Wyoming is considering Medicaid managed care, and Medicare, the last bastion of fee-for-service care, is now looking like it's going to sweep to managed care.

Struggling at a competitive disadvantage

Where does this put academic medicine? It's at a severe competitive disadvantage because of the very characteristics that permitted it to flourish. Managed care pays by capitation—a certain amount per person—whereas fee for service means you get a fee for what you do. In the one, the incentive is to do less; in the other, to do more. The prize shifts from filled hospital beds to what is called euphemistically "covered lives." In the old system, the sicker people were, the better the profit. A managed care company does better when people are healthier.

The emphasis in managed care on generalist physicians who coordinate care is directly at variance with the ethos of academic medicine, which has a low investment in generalists. Managed care's focus on prevention—still mostly theoretical—comes at odds with the teaching hospital's sense that it is responsible only when a patient is in the hospital. Service integration, another focus of managed care, is at odds with the fragmented departments of academic medical schools.

How can academic medicine compete? They don't have to compete in research and education, but to the extent that the engines of

research and education are driven by revenues siphoned off from clinical care, they face a challenge. How can they be priced competitively given their added costs and the entire style of academic clinical practice?

Confronting a grizzly bear

The almost universal reflex among academic medical centers is to try to keep hospitals filled, to try to preserve market share. But in an era of excess capacity, it's difficult.

It reminds me of the story of two hikers who are suddenly confronted with a grizzly bear. One fellow starts putting on his running shoes. The other says, what are you doing? You can't outrun a grizzly bear. The first one replies, I don't have to outrun the grizzly; I just have to outrun you.

Hospitals are now trying to beat their competitors by expanding their feeder network. The University of Pennsylvania is using a \$100 million war chest to buy low-tech clinical practices—general internists, family physicians, pediatricians, and obstetricians. Massachusetts General is following a similar strategy. A different strategy, which Cornell is pursuing, is to affiliate or purchase community hospitals. Others are trying to carve out specialty services.

But these strategies don't fundamentally address the cost issue.

An alternate strategy is to develop your own managed care capability to cover the covered lives. Medical centers don't yet do this well, but many of them are trying. The rule of thumb so far is that you need about 200,000 covered lives to at least do routine care for

heart attacks, pneumonia, etc., sufficiently to give clinical exposure to students and residents.

The dream strategy is to establish federally based, explicit subsidies for medical education and research. Leaders of New York's academic medicine were successful at appending this type of support to the Clinton Health Plan. But they didn't lobby for the plan. And with the group that is now running Congress, such basic subsidies seem unlikely.

Shooting the messenger

So what do I see happening? Academic medical centers will struggle to preserve the status quo; there's going to be some attrition, some across-the-board wage decreases. But they must face the grizzly: They must address the question of what is the appropriate size for their core research and education mission, and maybe even reassess their mission.

There's going to be pressure to identify the true costs of medical education and to question the concept that every full-time faculty member can and should do sponsored research. A lot of medical schools are talking about a differentiation of roles for faculty members. How one then sorts out money and prestige and tenure will be an interesting process. But they will have to have the courage to seize restructuring opportunities out of this flux.

A number of my colleagues—deans and department chairpeople—have been trying to get the message out that boom times are over. These messengers are being shot—they are being fired or asked to resign by faculty who don't want to hear it. That will work for only so long. Preserving the status quo will work for only a few institutions, those with a lot of capital or a particular geographic location, but it won't be a winning strategy for most.

Preserving the best

If you ask people of my generation what they think of medicine as a career, 40 percent say they would not advise their sons and daughters to go into medicine. But the children aren't listening. Applications in the last three years are at an all-time high. When I ask young people why they are doing this, they say, we know medicine isn't what it used to be, but it's still the best game in town—tremendously exciting science, an opportunity to help humanity. So the challenge of academic medicine will also be to preserve those values.

Azalea Festival fetes flowers on campus, features tours and lectures for all

When Nature puts forth her best spring flowers for human admiration, Rockefeller pays due homage: The annual Azalea Festival, scheduled this year for Sat., May 6 and Sun., May 7, offers members of the campus community and the public tours of the blooming landscape and two scientific lectures about plants and birds.

"In addition to the old glories on campus, such as our lavish azaleas, many new spring plantings are now making their debut. We invite everyone to view the extraordinary display and learn more about how our gardens grow," said Ingrid Reed, vice president for public affairs and corporate secretary.

Tours of the grounds will be led by guides from the The New York Botanical Garden both days at 1:00, 2:00, and 3:00 P.M. At 2:15 P.M. each day, a lecture will be given: On Saturday, Edward Vates, biomedical fellow in the Nottebohm lab, will speak on "What a Little Bird Told Me—What Songbirds Can Teach Us about the Brain"; on Sunday,



New snowflakes have popped up in front of Flexner Hall and Nurses Residence; the gnarled crabapple is flowering alongside the walkway to Theobald Smith Hall.



Michael Nee, a botanist from the Botanical Garden, will speak on "Botanical Adventures: Searching for the Wild Zucchini."

Rockefeller's grounds were designed by the well-known landscape architect Daniel Kiley when the institute became a university in the late 1950s. His plantings include spectacular banks of

azaleas and a vivid array of daffodils, tulips, shadbushes, dogwoods, and rhododendrons.

During the summer and fall of 1994, Niloufar Leibel, university horticulturalist, and garden designer Penelope Maynard enhanced Kiley's original design with a selection of 10,000 new bulbs, plants, and shrubs. The revitalization of

the grounds was funded in part by the Mary Lasker Charitable Trust.

Volunteers from the university are needed for an hour Sat., May 6 and Sun., May 7 to help greet visitors and assist on the tours. For more information about the Azalea Festival, contact Gabrielle Riera, x8969.

Potpourri

Tri-Institutional Noon Recital

The Kit McClure Big Band will perform works by Cole Porter, Gershwin, Rogers and Hart, Duke Ellington, James Brown, and McClure at the Tri-Institutional Noon Recital today (Apr. 28). The band, a 17-woman jazz orchestra, performs in honor of Take Our Daughters to Work Day. The concert, to be held in Caspary Auditorium at noon, is free. All are welcome.

Spraying

Weather permitting, the trees and shrubs on campus will be sprayed Sat., Apr. 29 from 6:00 A.M. to noon. The Grounds Department recommends that those on campus that day stay out of direct contact of the spray, close windows, turn off air conditioners, and keep pets inside. The rain date is Sat., May 13. For more information, call James Sullivan, x8001.

Clinical Research Seminar

Richard Bucala, professor at The Picower Institute for Medical Research, will discuss "MIF: A Pituitary Hormone and Glucocorticoid-induced Cytokine" at the Clinical Research Seminar Wed., May 3 at noon in Nurses Residence 110B.

RU concert

The Guarneri String Quartet performs works by Arriaga, Janáček,

and Mendelssohn in the final concert of this year's evening concert series Wed., May 10 at 8:00 P.M. in Caspary Auditorium. Contact Cathy Rogers, x8437, for further information.

Free wares

The Purchasing Department is giving away the following used equipment:

- Shandon Scientific cytospin;
 - Bellco automatic petri dish filler;
 - J-B6 Beckman centrifuge.
- Contact Sonia Reynes, x8200.

Recruiting volunteers

The Rockefeller Hospital is now able to assist clinical researchers in the recruitment of volunteers for in-patient studies. Contact Lanie Fleischer, x8415 or e-mail fleisch.

Adapter recall

I.B.M. is recalling A.C. adapters supplied with its Thinkpad laptops, models 360CS, 755C, 755CE, and 755CD, sold after Oct. 1, 1994. The recalled adapters are labeled "Model AA19210" and have a date code of 9452 or lower. Contact Joe Drew, x7907, to return faulty adapters.

Award

President Emeritus Joshua Lederberg received the 1995 Allen Newell Award from the Association for Computing Machinery for

"pathbreaking contributions to the application of computer science research in chemistry and biology; and for leadership in building a computer-networked community of workers in these areas."

Discount

Deniz Restaurant, 400 East 57th Street, offers a 10 percent discount for lunch to RU employees who present an I.D. card.

Arrivals

Adjunct Faculty: Herman Joseph, Dole lab.

Visiting Assistant Professor:

Victoria H. Freedman, Steinman lab.

Research Associate: Paul Griffin, Atick lab.

Postdoctoral Associates: Manfred Bayer, Gotschlich-Fischetti lab; Meng She Cao, E.G.D. Cohen lab; Heike Endemann, Zinder-Model lab; Sangyull Lee, Choi lab; Xiao-Ching Li, Nottebohm lab; Qing-Li Lu, Agosta lab; Bas van Steensel, de Lange lab; Shizu Takeda, Greengard lab; Yong Tao, Roeder lab.

Postdoctoral Fellows: Anje Cauwels and Ilona Idanpaan-Heikkilä, Tuomanen lab; Wei Gu, Roeder lab; Naoko Nishizawa, Chua lab; Nathalie Thieblemont, Steinman lab; Ernst Wimmer, Desplan lab.

Guest Investigators:

Nicholas Bouche and Qi-Wen Niu, Chua lab; Ivo Gomperts Boneca, Tomasz lab; Didier Chatenay, Libchaber lab; Roberto Covolan, Goulianos lab.

Departures

Visiting Professor: Agnes Marie Sa Figueiredo, Tomasz lab.

Visiting Assistant Professor: Gianni Celsi, R. Darnell lab.

Associate Professor: Milan Blake, Gotschlich-Fischetti lab.

Adjunct Faculty: Huw Hughes, Gotschlich-Fischetti lab.

Research Associates: Rolf Erdmann, Blobel lab; Rudi Steenvoorden, Chait lab.

Postdoctoral Associates: Jang Won Choi, Choi lab; Joseph Kim, Burley lab; Akihisa Kimura, Asanuma lab; Susan Szapiel, Wiesel lab; Anshu Vashishtha and Qinling Yang, Gotschlich-Fischetti lab.

Postdoctoral Fellows: Carl Gordon, Blobel lab; Kazayuki Hiratsuka and Ping Zhang, Chua lab; Carole Lewis, McEwen lab; Eva Luderus, de Lange lab.

Guest Investigators: Paul Dijkwel, Chua lab; Christoph Deutsch, Zabriskie lab; Nozomu Eto, Ding-E Young lab; Mary Glenn, Lederberg lab; Urba Gonzalez-Castro, Carter lab; Thomas Lecuit, Desplan lab; Gheorgita Zbaganu, J. Cohen lab.