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The Rockefeller University

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# news & notes

June 10, 1994 Volume 4, Number 31

The Rockefeller University

## RU '94-95 budget "essentially balanced" New faculty initiatives planned

The university administration has made significant progress in a four year struggle to reverse serious budget deficits and to bring the cost of university operations into balance with revenues. An operating budget that is now "essentially balanced" will be presented to the Board of Trustees on June 16, announced Executive Vice President Fred Bohen, the university's officer principally responsible for Rockefeller University's finances and operations.

President Torsten Wiesel said,

### Salary raises will average four percent

Salaries for the 1994-95 fiscal year will rise by an average of 4 percent; cost of living for the year is expected to rise by 2.7 percent.

Tenured faculty and heads of laboratories will receive increases totaling an average of 3.5 percent. For assistant and non-tenured associate professors, post-doctoral fellows, and research associates, salary raises will average 4.5 percent. Nonfaculty staff salaried at \$65,000 or less will get wage increases averaging 4.5 percent, while those with higher salaries will receive an average raise of 3.5 percent. Within these parameters, individual raises will depend on job performance.

The salary increases are expected to add \$1.4 million to the budget.

"Everyone on the faculty and staff deserves credit for this accomplishment which is a truly important and necessary condition to enable the university to plan confidently and assertively for the future. Looking ahead, we should not only celebrate our success, but commit ourselves to sustaining a financially balanced operation."

"In planning for 1994-95," Bohen noted, "we have eliminated 93 percent of the \$12.3 million deficit that we faced in our operations four years ago. With a projected operating deficit of less than \$1 million, we are like a football team which has swept down the field, and now has a first down with only seven yards to go. We're going over that goal line."

In commenting on the intensive effort to eliminate the deficit, Bohen said, "The university has put its house in order, not through any big windfall in income, but through a hard four-year effort to contain and reduce costs. We have asked every office and every laboratory to make do with a smaller budget and to make less stretch further. We have saved money by cutting pure waste—more than \$1 million per

year in energy waste for example, and by setting priorities, saving half a million dollars per year by selecting only essential periodicals for the library."

Bohen emphasized, "Parallel to the budget and downsizing, Torsten Wiesel has steadily pushed for new investments to ensure the university's future. The new budget apportions substantial resources to a faculty renewal and replacement program. New private fundraising has been dedicated to adding faculty and to expanding our capabilities in research."

Against a perception that the administration's primary concern in recent years has been the cutting of budgets and services to achieve financial stability, Bohen underscored the many investments made during this time that have strengthened services and programs. "Just to cite a few initiatives, we have steadily invested to upgrade the environment of the Laboratory Animal Research Center, heavily subsidized a transgenic mouse service, invested additional hard dollars in strengthening computing services, modernized the nuclear magnetic resonance imaging facility,

See *Budget*, page 3

## Friday lecture on DNA sequence recognition



Courtesy of Richard E. Dickerson

**Richard E. Dickerson, director of the Molecular Biology Institute at UCLA, will speak at the last Friday lecture of the academic year today (June 10).**

Richard E. Dickerson, professor and director of the Molecular Biology Institute at the University of California, Los Angeles, will speak today (June 10) on "DNA Sequence Recognition by Drugs and Proteins" at the last Friday lecture of the academic year.

"Dr. Dickerson is noted for his work on the structure of DNA," said Professor Stephen K. Burley, who will introduce Dickerson today. "He was instrumental in providing the first atomic resolution structure of the B-DNA double helix."

Dickerson uses X-ray crystal structure analysis to study complexes of DNA with specific binding and control proteins, such as *lac* headpiece, *araC* protein, and *fis* protein. He also studies the structure of complexes of DNA with antitumor drugs, and the molecular basis of drug activity.

Dickerson's study of the crystal structures of DNA-drug and DNA-protein complexes has yielded information on the ways in which drugs or proteins recognize specific DNA base sequences. Today he will discuss his findings using the examples of minor groove binding, AT-specific drugs, covalently bound drugs, and a DNA complex with the bacterial regulatory protein Hin.

See *Friday*, page 2

## 2 A Smiling portrait

## 3 Capital projects

## 4 Star-studded evening concerts



Researchers from Israel's Weizmann Institute of Science came to Rockefeller for a June 2 symposium on neuroscience, cancer, and cardiovascular research. Richard L. Hirsch (right), who serves on the New York Executive Committee of the American Committee for the Weizmann Institute of Science, was symposium chairman. RU President Torsten Wiesel (center) spoke on neuroscience research at the university, and Professor Michal Schwartz (left), of the Weizmann Institute, spoke on "Attempts toward central nervous system recovery after trauma."

## New York youths to sing at Rockefeller

In a postponed musical celebration of African-American history, the Brooklyn Youth Chorus will perform gospel, South African folk songs, and hymns at the Tri-Institutional Noon Recital next Fri., June 17.

The chorus, which comprises 50 children from all five New York boroughs, was originally scheduled to perform last February to honor African-American History Month, but was forced to postpone its appearance because of one of last winter's brutal snowstorms. Next week the group will perform the program originally planned for the February celebration.

Founded in 1992 by Dianne Berkun, the Brooklyn Youth Chorus strives for racial and ethnic harmony by uniting young people of diverse backgrounds through a common interest in singing and music. Berkun uses a teaching technique developed by Hungarian composer Zoltán Kodály that emphasizes vocal training at an early age. Chorus members are boys and girls 8- to 16-years old from more than 40 public, private, and parochial schools throughout New York City. The group's repertoire represents a rich assortment of the music of many cultural and ethnic

Denton Taylor



The Brooklyn Youth Chorus will perform at next week's Tri-Institutional Noon Recital (Fri., June 17). The chorus, whose scheduled appearance at RU last February was postponed by a snowstorm, will perform the program it had planned in celebration of African-American History Month.

groups. Learning different musical styles helps the children to appreciate musical artistry and other cultures from around the world.

The chorus has performed locally at the Brooklyn Academy of Music, the Brooklyn Botanic Gardens, and the Old First Church. The chorus has also appeared at such events as the Congressional Arts Caucus Brunch at Gracie Mansion and the Partnership for a Drug-Free America 'Thank You' Event at the

Hilton Hotel, attended by special guest Hillary Rodham Clinton. Outside of the city, the chorus participated in the 1993 Children's Holiday Choral Festival at Walt Disney World in Orlando, Florida. Traveling gives the youngsters the opportunity to broaden their social and cultural milieu and teaches them to care for one another.

The concert, to be held in Caspary Auditorium at noon, is free and open to the public.

## Friday lecture

(continued from page 1)

Dickerson attended the Carnegie Institute of Technology (B.S., 1953) and received a Ph.D. in physical chemistry from the University of Minnesota in 1957. He held postdoctoral fellowships in the department of inorganic and structural chemistry at the University of Leeds from 1957 to 1958, and at Cambridge University in the Medical Research Council Laboratory of Molecular Biology until 1959. Following his fellowship at Cambridge, Dickerson was assistant professor of chemistry at the University of Illinois, Urbana until 1963. In 1963 he became associate professor of physical chemistry at the California Institute of Technology, and was promoted to professor in that department in 1968.

In 1981, Dickerson joined the Molecular Biology Institute at the University of California, Los Angeles as professor, and became director of the institute in 1983. In 1993 he was named associate member of the UCLA-DOE Laboratory of Structural Biology and Molecular Medicine, Division of Structural Biology and Genetics.

Dickerson is the author or coauthor of seven books and more than 160 papers. He is a member of the National Academy of Sciences and the American Association of Arts and Sciences.

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

## Profiles

### Teri Smiling

Position at The Rockefeller University: Personnel assistant.

Number of years at RU: Two years next month.

Favorite part of the job: Meeting new people, conducting orientation, and interviewing people. "I like to be able to get people really excited about the university, its mission, and how they can contribute to its success."

Primary goal at RU: To learn and grow as much as possible in the field of human resources. "I feel very fortunate to be working in an office where staff education and development is encouraged."

Occupation before coming to RU: Full-time student at New York University.

Place of birth: Manhattan.

Family: Husband, Rodney; four-year-old stepson, Rodney.

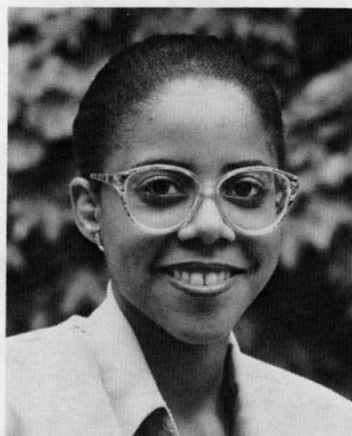
Recent proud moment: "When my stepson made a new friend at his new school this week. Now they're best buddies, and little Rodney is excited about school."

Hobbies: Playing piano and cello. "I went to Performing Arts High School to study piano, and learned cello while I was there. I play piano at church, and I accompanied Patty Dell'Ortone [secretary in the Galbraith lab] at the Winter Holiday Party."

Favorite music: "Anything from the Romantic Era, like Brahms or Beethoven. I also compose gospel-type music, and I'm learning to play some jazz piano."

Favorite performers: "I like Yo Yo Ma for his technique, but I love Rostropovich for the passion he brings to his music. Rostropovich is also a pianist, and I admire his ability to master two instruments."

Plans for the future: Completing her degree in African-American History at New York University.



Personnel assistant Teri Smiling wants to help new employees "get really excited about the university, its mission, and how they fit in here."

"My mom always stressed school to me when I was growing up. I hope to finish my degree in the coming year and become the first person in my family to graduate from college."

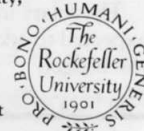
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## Budget

(continued from page 1)

deepened our capabilities in protein sequencing and related services, renovated the Graduate Students Residence, and redone the facilities for our children's school and toddler care programs. Our challenge has been both 'to prune' and 'to plant' as the president has said, and we really have done just that," Bohen commented.

In addition, this year some basic construction and some long overdue renovation will begin on campus. The various projects are described on this page.

Also this year, against a projected 2.7 percent rise in cost of living, and a 3.7 percent increase in operating income, salary raises will average 4 percent, with individual percentages depending on performance. The total increase will be about \$1.4 million. For details on the raises, see box on page 1.

Bohen said, "We still face many difficult choices; now, however, with the continued hard work and good will of the campus, we know we are capable of making them."

Finally, it should be emphasized that the administration's budget takes into consideration up to 13 new junior and senior faculty appointments during the next three years, as recommended in a recently completed academic plan. The Board of Trustees has reviewed and approved these recommendations and their financial implications. "We must continue making new appointments to strengthen and expand our research capabilities," said Wiesel.

## Many construction projects planned for FY 1994-95

From cracked marble sidewalks to ancient playground equipment, from Tower elevators that refuse to scale the heights to chillers that should be deep sixed, a broad range of construction and renovation projects has been budgeted for 1994-95. The various items total \$21.2 million, to be spent over the next 12-30 months.

"This is an essential agenda of capital projects which serves the University's longer-term interests and needs. In some cases, these improvements are urgent," said Executive Vice President Frederick Bohen.

*The accompanying photos show, site by site, the buildings where improvements will be made.*



### Rockefeller Research Building

Four floors of the new research building are being built out. Three of these are devoted to researchers interested in the brain, bringing to fruition the concept of a "Center for Neurosciences" first presented by President Torsten Wiesel and approved by the Board two years ago.

The eighth floor will house laboratories for Professor Charles Gilbert and new faculty. On the ninth floor will be the modernized laboratory of Vincent Astor Professor Paul Greengard, the upgrade of these facilities made possible by the recent joint grant from Zachary Fisher and David Rockefeller for research on Alzheimer's disease. The seventh floor is being outfitted for the laboratories of Professor Mary Elizabeth Hatten and Assistant Professor Ali Hemmati-Brivanlou.

A technical services center, the first floor, will expand capabilities in protein sequencing and electron microscopy, supporting the benchwork of various labs.



### Tower Building

The notoriously unreliable elevators will receive new controllers and drive systems. "They will fly and they will fly right," said Bohen. Problems with the original chillers, which date back a quarter of a century, will be fixed, and ventilation systems throughout the building will be repaired floor by floor.



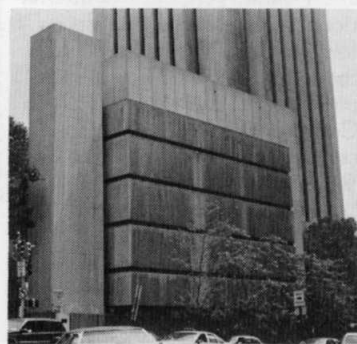
### Bronk Laboratory

Emergency power lines will be installed and other upgrades made to the 36-year-old building.



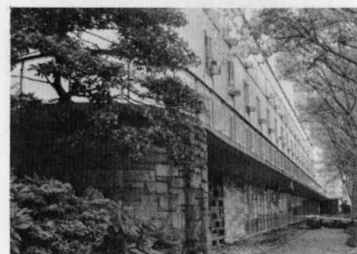
### Smith Hall

Modern equipment for the instrument shop will be purchased. The basement and second floor laboratories will be renovated for new faculty appointments.



### Laboratory Animal Research Center

Plans have been made to reinforce existing mechanical and emergency power systems.



### Graduate Students Residence

A general modernization, including refurbishing of cabinetry and fixtures, is planned.



### Scholars Residence

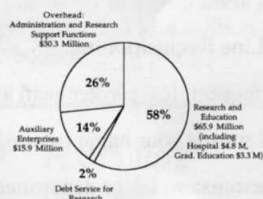
The crumbling facade is being repaired, and on the inside, kitchens, floors, and lighting will be fixed as needed.



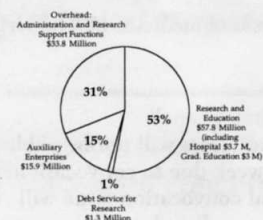
### Faculty House

The building's hallways, elevators, and security will be improved, and individual units will be refurbished.

1994-1995 Budget Plan  
Expenditure Anticipations  
(\$113.9 Million)



1990-1991  
Actual Expenditures  
(\$108.8 Million)



# Bright, rising musical stars add luster to '94-95 evening concerts

Rockefeller University's 1994-1995 evening concert series will once again feature performers of international stature as well as artists en route to fame. The first concert in the series of eight will take place on Tues., Sept. 27, at 8:00 P.M. in Caspary Auditorium. All other concerts are scheduled for the usual Wednesday evenings at 8:00 P.M.

Featuring artists chosen by Associate Professor George Reeke, Jr., this is the 36th season of the series, which was founded in 1958 by the late Professor Theodore Shedlovsky. Shedlovsky brought some of the world's best musicians to the campus; Reeke feels honored to continue this tradition. "I am always looking to discover a star," he said.

For the coming season, Reeke appears already to have succeeded: Two of the artists he has booked have just won awards through the Avery Fisher Artist Program. Pianist Garrick Ohlsson received the Avery Fisher Prize, and violinist Leila Josefowicz won one of five Avery Fisher Career Grants. The awards are part of the endowment that established Lincoln Center's Avery Fisher Hall.

"I've wanted Ohlsson for some time, and Josefowicz is an exciting performer who has been compared to Jascha Heifetz. I've also been impressed with the Raphael Trio for several years and I'm pleased they'll be here," said Reeke.

In addition to searching for talent, Reeke tries to "get a good variety of musical categories as well as a mix of newcomers and established artists. The new group from

Courtesy of Columbia Artists Management Inc.



The Moscow-based Chamber Orchestra Kremlin will perform on Feb. 8, 1995, in the university's 1994-1995 concert series.

Moscow, the Chamber Orchestra Kremlin, is outstanding. We'll be hearing more about them."

The following concerts are planned for the 1994-1995 season:

\*\*\*

September 27 (Tuesday), 1994  
**Garrick Ohlsson.** Winner of this year's Avery Fisher Prize, Ohlsson will perform on piano.

October 19, 1994  
**Robert Holl, Ellen van Lier, and David Lutz.** Holl and van Lier will sing Mendelssohn's *Italienisches Liederbuch*, accompanied by Lutz on piano.

November 16, 1994  
**New York Philharmonic Ensembles.** Players from the New York Philharmonic will present chamber works.

January 18, 1995  
**The Raphael Trio.** Violinist

Charles Castleman, pianist Daniel Epstein, and cellist Susan Salm have played together for 20 years.

February 8, 1995  
**Chamber Orchestra Kremlin.** Moscow's newest orchestra is on its first American tour.

March 15, 1995  
**Leila Josefowicz.** Recipient of an Avery Fisher Career Grant, this young violinist will debut at Carnegie Hall in September.

March 29, 1995  
**Empire Brass.** The repertoire of this ensemble ranges from Bach and Handel to jazz and Broadway.

May 10, 1995  
**The Guarneri String Quartet.** In keeping with over three decades of RU tradition, the Quartet will perform the season's finale.

\*\*\*

A subscription to the series of eight concerts costs \$125. There is a 10 percent discount for members of the Rockefeller University community who subscribe before July 31 (the subscription costs \$112.50). A reduced-series price of \$50 is also available to graduate students and postdoctoral fellows of the Tri-Institutional community (for Rockefeller students and postdocs, \$45 if the subscription fee is received before July 31). Tickets to individual performances are not available until the day of the performance, and then only if the concert is not sold out. Inquiries about availability may be made on the morning of the concert by calling the concert administrator, Catherine Rogers, x8437 or x8971.

Making a return appearance this year are the popular preconcert buffet supper and the ticket exchange policy. Reservation forms for the buffet will be mailed with tickets. The ticket exchange policy enables subscribers who cannot attend a particular concert to apply their unused tickets to a subsequent concert; for example, a season subscriber who is unable to attend the November concert can use that ticket to bring a companion to a specific future performance in the series—provided that the concert administrator is notified a day in advance of the missed concert and that seating is available for the alternate date selected.

To request a subscription card or concert information in general, call Rogers between 9:00 A.M. and 5:00 P.M., Mon. through Fri.

## Potpourri

Courtesy of the artists



Talujon, a percussion quartet, will perform today (June 10).

**Tri-Institutional Noon Recital**  
Talujon, a percussion quartet, will perform original compositions and works by George Crumb, Claude Debussy, and John Cage at the Tri-Institutional Noon recital today (June 10). The concert, to be held

in Caspary Auditorium at noon, is free. All are welcome.

**Clinical Research Seminar**  
Basil Rigas, associate professor of medicine at The New York Hospital-Cornell University

Medical College, will speak on "HLA and Colon Cancer" at the Clinical Research Seminar, Wed., June 22, at noon, in Nurses Residence 110B.

**Lab-oven giveaway**  
Associate Professor Marjorie Russel is giving away two used laboratory ovens. The ovens are 19" by 14" by 24" and operate from 40 to 200°C. Anyone who is interested should call Russel, x8659, or stop by Theobald Smith Hall, 4th floor.

**Computer workshops**  
Computing Services will offer the following workshops during June and July:

- Introduction to Windows;
- Introduction to Macintosh;
- Word for Macintosh, Parts I & II;
- Word for Windows, Parts I & II;
- Wordperfect for the PC;
- Excel;

- Unix for Sequencers;
- Introduction to Sequencing, Parts I & II; and
- On-Line Requisitioning.

To register, leave voice mail at x7768 stating your name (spelled out), extension, lab or department, and workshop desired. The New York Hospital-Cornell Illigas, associate professor of medicine at The New York

Hospital-Cornell **News&Notes** will not be published next week due to convocation. A special convocation issue will appear on Fri., June 22.