

# BenchMarks

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

MONDAY, APRIL 26, 2004

## Announcements

### BenchMarks now in your mailbox.

Never miss another issue! Beginning today, BenchMarks will be distributed via campus mail to the entire Rockefeller community. Extra copies will still be available at kiosks located throughout campus.

### Applications available for RU cottages.

Applications for the annual MacInnes/Hostage Cottage lottery are currently being accepted by the Housing Department. Information about the cottages and lottery reservation request forms can be found on the web at [www.rockefeller.edu/housing](http://www.rockefeller.edu/housing). Forms can also be obtained from the kiosk in Founders Hall, or by contacting Lucy Apicello, x7666.

Please send completed forms by interoffice mail to Lucy Apicello, Box 229. E-mail requests will not be accepted.

**Doctor Nerve performance May 4.** On Tuesday, May 4, at 7:30 p.m., Rockefeller University will present *Ereia*, an experimental magnum opus by composer Nick Didkovsky, a software programmer for the Gene Expression Nervous System Atlas (Gensat) project led by Rockefeller's Nathaniel Heintz and Mary Beth Hatten. For the performance, the New York City-based, avant-rock septet Doctor Nerve, headed by Didkovsky, joins with the Sirius String Quartet for an hour-long, three-movement suite with conducted improvisation.

*Ereia* unites various avant-gardes — music, computer sciences, life sciences — and embodies the goals and intuition shared by many creative thinkers, whether they carry out their creative work in the arts, literature or sciences. “*Ereia* is a visceral piece that’s very alive and grooving, with musicians working really hard on the stage,” says Didkovsky.

Though a departure from the classical performances typically hosted by Rockefeller, the experimental music genre makes a nice complement to experimental science, Didkovsky says. “I think of scientists as people with happy question marks over their heads. They’re people who are intellectually curious and curious about the different levels of how things interact and operate. This is the same with the music audience we attract.” As one reviewer described it, *Ereia* “shows off Didkovsky’s talents as a composer/arranger and perhaps as a mathematician, too, since many of the themes and rhythms of this three-movement piece were created in

[continued inside](#)

## Nurse speech spotlights long-term planning, finances

Paul Nurse’s April 7 town hall speech to the Rockefeller community, his first all-campus address since becoming president of the university in November, covered a lot of territory — from faculty recruitment and administrative appointments to long-term planning and finances. “The purpose of these meetings is to keep everyone informed about what is going on at the university and to address questions from the community about whatever is on people’s minds,” Nurse explains. “It’s my intention, if they are a success, to have them regularly on a once or twice yearly basis.”

Printed here are highlights from Nurse’s 70-minute speech. To read the full, unedited transcript, go to [www.rockefeller.edu/benchmarks](http://www.rockefeller.edu/benchmarks).

### Impressions of Rockefeller

I want to begin by sharing with you my first impressions of the university. I have been very impressed by the university. We have an extremely high quality faculty and excellent staff across the entire organization — as I realized from many visits to different departments throughout the campus. I really have been impressed by the dedication, enthusiasm and commitment of the people I’ve met in every department I’ve visited.



One of the most pleasing things is to discover how long many staff members of all levels have worked here. This, I feel, reflects the dedication and commitment of our staff, and also of the quality of this institution.

Scientifically, it is clear that we have strengths in many areas, and that our unique non-departmental structure allows interdisciplinary research and interactions between different groups of people. There are other advantages to this structure; for

example, it prevents the power struggles that can emerge within and between departments, which those of you with experience of other universities will be aware of. There are, however, some disadvantages in not having departments. Maintaining interactions between laboratories can require more work, and you also have to work harder at providing support, particularly mentoring support, to younger faculty.

Our hospital is a great resource.

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## The university’s new money manager

### Financial manager James Lapple selected to head finance office

BY ZACH VEILLEUX

There’s no shortage of financial managers in New York. But while any of them might have the math skills to keep track of the university’s cash, far fewer would be up for the unique challenges that go along with managing \$110 million in public and private grants, negotiating with government auditors, and managing budgets with the university’s 73 independent heads of laboratories and major administrative office heads — one at a time.

“These are tasks that require not only technical skills, but leadership and judgment,” says Fred Bohlen, Rockefeller’s executive vice president.

For the past 22 years, Rockefeller’s finances have been managed by John Harrigan who, with a staff of 30, oversees everything from daily operations to long-term debt. Harrigan will retire on July 1.

Several weeks ago, following a six month search process, Paul Nurse

announced that James Lapple, a financial executive with two decades of experience in managing budgets and administering grants at international nonprofit institutions, would become the new vice president for finance.

Lapple, who holds both an M.B.A. degree and C.P.A., has worked at The Ford Foundation, an international philanthropic organization founded by Henry Ford, and the Institute of International Education,

[continued inside](#)



Paul Nurse, President

Cathy Yarbrough, Vice President for Communications and Public Affairs

Editor: Zach Veilleux

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*“The Child and Family Center is an excellent facility, a real gem, and it’s very nice to see all those children on campus. It’s also, obviously, a good recruitment and retention device.”*



*“I really have been impressed by the dedication, enthusiasm and commitment of the people I’ve met in every department I’ve visited.”*

## Paul Nurse continued

Hospitals are complicated to run and, of course, expensive. But having a research hospital provides us with an opportunity for human studies not afforded to many institutes. Elsewhere, hospitals are weighed down with the complex bureaucracies associated with caring for patients. The fact that our hospital is devoted exclusively to our research mission provides us with opportunities but also with special responsibilities. It is an important resource that we must take full advantage of.

I have been impressed also with our graduate students and postdocs. These individuals represent the real engine of research and we are fortunate to be able to recruit high-quality students and high-quality postdocs from all over the world. It is particularly impressive that around 50 percent of our graduate students, and the majority of our postdocs, come from overseas. This serves to keep Rockefeller on the world stage, something which is especially important at this time.

Finally, it is important to note what a great place New York City is to live. Although it is expensive and there are complications associated with the high cost of living, it is truly one of the great cities of the world and undoubtedly a place to which we can attract the best people.

### Faculty recruitments

At the full professor level, we have achieved a great success in recruiting Cori Bargmann, a Howard Hughes Medical Institute investigator from the University of California at San Francisco, to join us towards the end of the year. She works on worms and is particularly interested in brain circuits and how they are put together.

Already within the university, Christian Münz, who was an assistant professor, has been appointed to a tenure track position. Münz is a viral immunologist interested in natural killer cells. This is an excellent appointment.

On the subject of recruitment, it became clear, while we were working on these appointments, that our procedures for recruiting and promoting faculty had not been reviewed in recent years. I have asked Titia de Lange and the Academic Council to address this issue. They are now close to producing a draft document for review by the Academic Senate outlining new, streamlined procedures.

### Governance structures

Another major initiative we have undertaken has been to strengthen the university’s governance structures. We are looking into how the university is run and considering how we can make it operate more effectively — or, more precisely, how we can make it run more effectively during my leadership, since every president will have his own way of operating.

First of all, I have taken steps to empower Academic Council. This body, which has been in existence for many years, is the conduit through which the faculty interact with the administration. It has carried out most of the work on appointments and promotions and it also has discussed areas of more general interest concerning the management of science. This is the area of concern I would like to encourage Academic Council to focus on in the future. Their role must be to discuss the big strategic issues of science, as well as to assist the president and vice presidents in running the university. Under the chairmanship of Charlie Rice, Academic Council is responding well to this change of emphasis, and I am very pleased with how it is now working.

Secondly, I have established a vice presidents’ executive group. The vice presidents have often met in the past in smaller groups, particularly with Executive Vice President Fred Bohlen and with the president. Over recent months, however, we have been experimenting with a single group of all the vice presidents meeting together to discuss the major issues, or “big questions,” for the university. Meeting as a single group is helpful because it facilitates discussion from a number of different perspectives of issues that affect the entire university. This is still at an experimental stage and we have not yet decided quite how we want to operate, but I have been very impressed by the supportive and “corporate” approach that is beginning to emerge within this group.

Finally, I wish to report on three important recent appointments. The first of these is the vice president for academic affairs. This position has been vacant for some time; Tom Sakmar, my predecessor, deliberately left it vacant so as not to tie the hands of his successor. In March I appointed Mike Young to this position. Mike is a tremendous colleague and he has many years of experience at the university. He has already been extremely helpful to me and I feel that he truly complements what I can do, having extensive knowledge of the university and of the U.S. science scene. I believe this is a great appointment for the university.

The second appointment is vice president for finance. John Harrigan, who has served the university for many years, will be retiring this summer, and Jim Lapple, who currently works at the Institute of International Education, will succeed him. For the next several months, Jim will be learning how the finance department works and he will be taking over from John in the summer.

The third appointment is corporate secretary. To this post I have appointed Jane Rendall, who, like me, comes from Cancer Research U.K. This position has also been vacant for some time and Fred had been filling this role, in addition to his many others.

### Institutional strategic plan

The major task for me, personally, for the coming year is planning for the future. As this process is going to set the scene for the next seven to nine years, it will take some time to reach a conclusion. I want to examine thoroughly what we do and how we do it — and then look at how we should best be operating in the future.

I have set up a core planning group of around 10 individuals, half faculty, half administrative staff, drawn from different parts of the university. Among the vice presidents involved are Fred, Marnie Imhoff, Mike Young and Barry Coller; from the faculty, Rod MacKinnon, Titia de Lange, Michel Nussenzweig, Charlie Rice and Leslie Voshall. I identified a number of the younger members of faculty to join the group as they are most likely to be thinking creatively about the future, and I am pleased to say that these individuals really are considering the needs of the institution as a whole, rather than just those of their own areas of interest. This core group meets regularly every two to three weeks and so far is working extremely well.

The questions we are asking are of a kind which we do not generally consider, and it has been my deliberate intention to take this right down to bedrock. What is the purpose of this university? Why are we here? What is the right size for this university? What should be the structure? Should we have departments? What should be the research portfolio? We are asking all of these big questions and are considering everything that flows from them: what buildings we will need, what sorts of appointments we will want to make, and so on.

Feeding into this core strategy group will be a number of advisory groups which we will set up and disband as needed. One of these groups is focusing on our clinical strategy, under the chairmanship of Barry Coller. Another, chaired by Charlie Rice, is examining our research portfolio. I have also instituted an external review of the research resource centers, essential to our activity. The review is being carried out by John Tooze, a colleague of mine from London who had similar responsibilities in his own position. We have set up other working groups to look at education, the library and information technology. We are also, of course, very concerned about housing.

With the information to be provided by these advisory groups we will draft a working document. During this process we will consult various other groups. I believe we should contact as many people in the institution as possible in putting together this strategic plan because their commitment to it is essential if it is to be followed through. A number of groups have been identified as part of the consultation process. We are talking with “wise people”: older colleagues, past presidents, emeritus professors. We will consult trustees. We will be having discussions and

explore our ideas at Academic Council, Senate and the vice presidents' group. The next stage will be to seek approval and validation of the documents, first through our vice presidents' group and then from the Board of Trustees.

This may appear to be a complicated process, but we have set a reasonable timescale for it. The timetable allows us to produce the document, to test it out, and then to go through a process of a review. We hope to have an early version of the document — an outline indicating the direction in which we are heading — by the end of this year. This will be followed by a first draft, by February or March next year, and a final draft by next May or June. This may appear to be a long timescale, but it is important to have in place a thorough process which engages as many people on campus as possible.

#### Internal communications

Good internal communications are critical on this campus. One of my early objectives has been to ensure that we establish a means of communicating with all our departments and labs, and vice versa.

A new publication, *BenchMarks*, has been introduced. We have split the old publication of The Rockefeller University into two: one is now more outward-looking, the *Rockefeller University Scientist*, and the other is the more internally focused, *BenchMarks*. The intention is to make *BenchMarks* available throughout the campus and to encourage communication in all directions, with readers providing feedback and comments. We will experiment with it in a number of ways; for example, one possibility might be a letters page. This would, I hope, encourage any complaints to be brought into the open so that they can be addressed. *BenchMarks* has been positively received so far and Cathy Yarbrough's Office of Communications and Public Affairs, which is responsible for the publication, will continue working on its development.

The second proposal for improving internal communications is to have "town hall" meetings like this one. These meetings are also being Webcast so that others in their offices and labs may watch and listen. If these prove useful, I will make them a regular occurrence every six months.

Thirdly, we have started making a record of Academic Council discussions, to be circulated to all faculty. This has not been done before and it is intended to engage the entire faculty in Academic Council. It also offers a further link between heads of labs and the administration.

Lastly, we have established a new lecture series called "Insight" lectures. These are based on a series of much smaller lectures held in past years that were open only to a relatively small group of graduate students. The lectures are now open to the whole campus and we are interested in attracting speakers who will address the borders between the sciences, the arts and the humanities. After the lecture a group of around 30 graduate students and postdocs will have a more intimate discussion with the speaker over a buffet dinner.

Two lectures have already taken place and a third is planned. We intend to assess the value of the lecture series once it is completed.

#### Finances

As you know, there has been a significant fall in the financial markets in recent years. Rockefeller is in a stronger position than most academic institutions, but still faces difficulties. From 1999 onward, there have been a number of very good initiatives at the university. We had some excellent appointments and excellent startups. The student program was expanded by about 50 students. We increased the number of postdocs by 50 to 80. Resource centers were set up and there were a number of building refurbishments. Many of these initiatives are excellent. However, while money was raised to cover their startup costs, ongoing expenses were to be covered by the endowment. With the reduction in the financial return from the endowment, the operating budget has been put under strain.

You have already seen evidence of this strain. Last year, Tom Sakmar and Fred Bohlen reduced the budget by \$6 million, helping to keep the university's finances balanced for the year.

Unfortunately, the gap between income and expenditure continues to widen. If we do nothing about this, within four to five years the deficit will have risen to \$15 to \$20 million per year. This cannot be allowed to happen, and neither the trustees nor I will allow it to happen. We have to take action.

When the seriousness of the situation first became apparent, Fred and I discussed the problems with the trustees. As a result of their support, we now have about 18 months' leeway, during which time we must take action, before we will go seriously into deficit. There are, essentially, two major plans for raising income to close this gap.

The first relies on Development. We have a great Development office, led by Marnie Imhoff, and we are

asking them to work even harder than they have done in the past. They will be redirecting the emphasis in fundraising away from startups towards long-term support. Long-term support is less appealing to donors than startups; it is more difficult to attract money for this type of activity. The task is now to persuade our supporters to finance our existing laboratories and resource centers. We need support for our present graduate student program. We need support for the research activities which are already in place. This approach represents a cultural shift in the way we approach fundraising. The aim is to attract money to the endowment and to persuade our donors to consider longer-term gifts — 5, 10 or 15 year gifts — which will provide security over a period of time.

I propose to seek the help of Development to cover approximately half of the projected \$15 to \$20 million shortfall. The other half I propose we cover by increasing grant income. This will mean transferring part of the burden to our heads of labs. We need them to attract grant support, some of which can be used for faculty salaries and major initiatives such as new equipment. The more money we can secure from outside sources, the less pressure there will be on internal resources. More can be done to achieve this. We have been very effective in raising money, but there has not been as much of a joint effort as there could be, for example, to buy major items of equipment.

The strategy for addressing the financial problems therefore has two components. Marnie Imhoff and I will take responsibility for Development income. Over the next three years while this strategy is put into operation we will be examining carefully how we can give support to our faculty, particularly through the Sponsored Programs department, as they pursue grant income. We must be more responsive to opportunities as they arise.

The approach I am proposing relates to income. Of course we cannot be extravagant, and we have to examine each of our budgets to ensure that we are using our money as effectively as possible. Primarily, however, I want to raise income, both through Development and through grants, and I do not want to make across-the-board cuts. This university is well run and I want to keep it well supported.

I believe that we can close the financial gap, but to do so I do need your help and your cooperation in both of the major initiatives. In the coming months we will know more about exactly how we are going to proceed with both of these challenges, and, of course, we will keep the campus informed as developments unfold.



*"I have been impressed also with our graduate students and postdocs. These individuals represent the real engine of research and we are fortunate to be able to recruit high-quality students and high-quality postdocs from all over the world."*

*"Our hospital is a great resource. Hospitals are complicated to run and, of course, expensive. But having a research hospital provides us with an opportunity for human studies not afforded to many institutes."*



## Paul Nurse Q&A

The community asked 18 questions of Paul Nurse following his remarks. Here, we reprint a sample of those questions, along with Nurse's responses. To read the full Q&A transcript, go to [www.rockefeller.edu/benchmarks](http://www.rockefeller.edu/benchmarks).

**I want to go back to what you began with, which are the university's strengths, and ask — what weaknesses have you observed in the past six months?**

I think we could be more collegiate and more interactive than we are. I think that while the lack of departments does indeed encourage interactions in certain cases, it doesn't do so across the board.

I think we could have an even better intellectual environment that we have. We could have talks and lectures that foster a sense of intellectual excitement. I think we already have some of that, but we could have more.

I also think we can do a better job mentoring our younger staff members, both heads of labs and junior research staff. Perhaps it's because of our lack of departmental structure that we don't do this as well as we might.

I would like to see our faculty pay a bit more attention to our graduate program. I've met a number of graduate students and I've looked at the applicants' data. It's an impressive group and it's improving. Our faculty do not have heavy loads here — there's no undergraduate teaching — and I think we should take greater responsibility for our students.

**This university has a number of vice presidents, assistant vice presidents, directors, and so on — which many corporations do not have. The infrastructure, though, the real nitty-gritty of what happens at the university, is guided to a large extent by the people below the level of vice president. In what sense do you have a role for them in your strategic plan?**

We have to keep strong links down through the university. I haven't yet thought about this issue, though I am aware of it. Just this morning I was looking at a diagram of our organizational structure, and there are an awful lot of connections to Fred Bohlen and myself. We need to think carefully about how our structure affects the university.

I have not yet done anything about including additional members of the administrative staff at our meetings, in part because it was already a big departure to have meetings of the vice presidents' group. We do invite associate vice presidents and others to those meetings on particular occasions, and I personally work with a number of them as well. The principle is right: these people play an important role within the university and we have to keep connected with them.

**What is the latest on the postdoc housing subsidy?**

The postdoc housing subsidy, which as you know has been in place for a couple of years, has been under review for the last few months. I thought it would be best not to review only the subsidy, but to review the entire package we offer to postdocs: salary, housing subsidy, day care and other benefits. That way we can see what our staff receive as a total package and see how it compares with other institutions in New York City, throughout the U.S. and overseas.

This was a large project. We got the report a few weeks ago from Human Resources and it now has been shared with the postdoc association. I wanted them to look at it to see whether there were any omissions and to make sure they are comfortable with the methodology.

Once we feel secure with the report, we will consider our response. At this time — and this is just my first impression — it looks as if our salaries are near the top in the country, though they may not be at the very top. And it looks as if our housing is amongst the best compared to our competitor institutions. Our housing subsidy is also quite high.

That's as far as we've gotten. Once we have a chance to look at the entire picture, we will decide what to do next. I think we should be there in the very near future, certainly within the next one or two months.

**What are your first impressions of the day care situation?**

It's an excellent facility, a real gem, and I have to say it's very nice to see all those children on campus. It's obviously a good recruitment and retention device.

*“New York City is truly one of the great cities of the world and undoubtedly a place to which we can attract the best people”*

We have two issues with it. One is that each child in there is subsidized around \$10,000 a year. The second is that we have a waiting list of over 70. I don't know how to solve this. If we expand the center, we have to sink money into it and we have a \$15 to \$20 million budget gap that we are trying to close.

It's a great facility and we should obviously do our best to keep it great, but there are clear financial issues there. All suggestions will be gratefully received.

**Until a couple of years ago, we had a great program for interactions between labs: the afternoon tea in the library. Is this something you would consider bringing back?**

When I arrived, this was the only thing people talked about. I assumed it was because I came from England where everybody likes drinking afternoon tea.

Interactions like this are, of course, a good thing, but the tea was ended because it cost money — \$150,000 a year.

Properly set up, these types of gatherings do encourage interactions. I also like to see the library being used because it's a grand building and it does not get a lot of use. There may be cheaper ways of doing the tea, and we should look into that. There may also be ways to raise money for something of this nature. It's something I've had in the back of my mind for a while.

**Regarding in-lab or research assistant positions: I know they are being reviewed now, but I wondered whether you might state something about what the review entails and what progress has been made.**

I've been a bit confused over this. I've not come across this particular type of position before. I introduced a review process to help me with it. But then I had a complete change of heart and thought I should leave it up to the heads of lab. Then I changed my mind again and thought that isn't right either. If it sounds confusing, that's because I found it confusing.

At Mike Young's suggestion, I've now set up another way of doing it, which involves a small review group that looks at all of these appointments together. We are playing around with a few different things, and it should become clearer within a few weeks now that Mike is thinking about it.

**There is a policy now in place where non-university laboratories are occupying university facilities. What is your feeling about this? Is it financially driven? Is it motivated by cooperation?**

I think it's primarily financially driven, the logic being that if this space is not being used anyway, why not get some revenue from it. In one or two cases, there may be a more strategic scientific reason.

There are a few observations I can make about our lab space. First, there's the fact that we have a number of older buildings that are not in the best of shape and are underutilized. In the end, if we don't do something about these buildings, they are going to deteriorate.

Secondly, we are in Manhattan, and people think vertical. We have a lot of our research activity, now, in towers, which are not always the best places for interactions. I think we need to be thinking about how we might be able to develop better interactive horizontal space. That's both an architectural issue and a cultural one.

There might be certain solutions where we can solve both of these problems at the same time. It is often more expensive to refurbish a building than to put up a new one, but in the long run it may be the better way to proceed because it means making better use of our present resources.

If we do that, of course, we will have problems with swing space we can use temporarily while renovations are being done. And that might impact our arrangements to lease space to non-university laboratories. We haven't yet gotten into this in the core planning group, but it will be on the agenda before long.

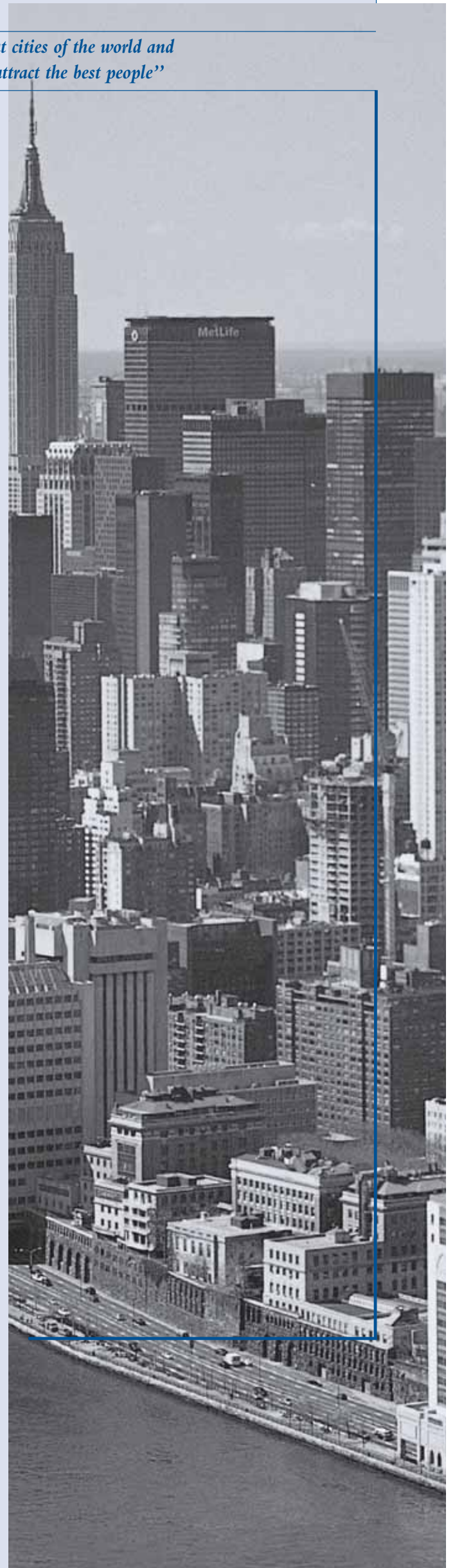




PHOTO: ZACH VELLEUX

**Checks and balances.** Newly appointed Rockefeller Vice President James Lapple.

where he has been vice president for finance and administration since 1997.

“Jim is mission-oriented. In the world of financial management his whole career has been with organizations that have a strong social and educational purpose. Though he has not worked in a university setting before, he conveys appreciation and respect for the mission, culture and quality of Rockefeller. From the very beginning he felt attracted to this place and its values,” says Bohlen.

Much of Lapple’s work at both his previous employers consisted of overseeing international field offices. “For much of his career, Jim was the guy sent from headquarters to oversee people in the field offices. That’s a difficult job to do, but invariably people from all different cultures and backgrounds felt his visits were welcome and helpful,” says Rockefeller’s General Counsel Harriet Rabb, who spoke with several of Lapple’s Ford Foundation colleagues during the interview process. “Somebody who brings financial and accounting competence along with this level of interpersonal skill is someone who will fit in beautifully here.”

His references also commended his leadership skills — he managed over 70 people at the IIE — and his reputation for integrity, an increasing concern even for universities in this era of corporate scandals, Rabb says.

Lapple himself was drawn to the position largely because of the community. “Rockefeller is an incredible institution with an outstanding reputation,” says Lapple. “I look forward to supporting the labs and promoting the RU mission.”

Among the tasks for which Lapple will be responsible:

**Operations.** It’s up to the finance office

to maintain the day-to-day cash flow of the university and make sure bills and people get paid on time.

**Record keeping on operations.** Without financial statements, offices and labs would not be able to keep track of their spending. The books also must be in order for twice-yearly audits. “There’s increasing external pressure on institutions in the form of new state and federal regulations and oversight. Making sure there are internal controls is very important in that environment, and it’s something every organization is struggling with,” says Lapple.

**Budgeting.** The budgeting process takes nearly half a year from start to finish and involves individual meetings with the heads of every lab and most administrative departments.

**Analysis.** Every policy decision has financial consequences. The VP for finance works closely with Paul Nurse and Fred Bohlen to predict the long-term impact of decisions. “This alone accounts for about 40 percent of my time,” Harrigan estimates.

**Grant management.** Rockefeller receives an average \$110 million in grants each year, each with its own set of regulations. The finance office ensures the regulations are followed and negotiates with grantees to cover indirect costs, which pay for everything from electricity to custodial services.

**Record keeping on private gifts.** While the vice president for investments directs the investment management of endowment resources, the vice president for finance is responsible for record keeping and accounting for these critical resources.

“At many universities, these responsibilities would be handled by three or four different individuals, but here it all falls to

one person,” says Harrigan. “Rockefeller is small compared to other higher education institutions, but it’s still a very complex operation.”

Lapple’s previous positions included similarly diverse responsibilities. “The range of responsibilities is a plus for me,” he says. “At past jobs, I managed complex organizational budgets, administered capital financing, administered government funding and supported a decentralized operations base. I like the variety.”

Lapple’s first year promises to be an especially busy one. In addition to the regular duties of the office, Lapple may be asked to take the lead in the arrangement of a bond issue to finance upcoming capital expenditures, negotiate indirect cost allowances with the National Institutes of Health (a process undertaken once about every three years), and work with Information Technology to complete a major overhaul of the university’s financial computer systems, scheduled to go live in July. Lapple also hopes to ensure a smooth transition and continue to provide a high level of support currently being provided to the labs.

Though Lapple began work at the university on April 19, Harrigan will remain in his post until the 2004 fiscal year ends in June — giving Lapple the unique opportunity to learn from a predecessor with over two decades of experience. “I feel fortunate to have a transition period with John to learn from his many years of experience,” Lapple says.

Lapple, an avid jogger and owner of a Cavalier King Charles Spaniel named MacBeth, was born in Elmira, New York, and has lived in New York City since 1984. He will continue to live at his home on 30th Street.

## Rockefeller in the News

**Joel Cohen**, head of the Laboratory of Populations, is featured in a two-hour episode of Nova called “World in the Balance,” on the “forces that are rapidly



changing populations in both rich and poor nations.” The PBS documentary aired for the first time on April 20. It can also be viewed online at [www.pbs.org/nova](http://www.pbs.org/nova).

**Leslie Vossball’s** study on the mechanics of odor made newspaper headlines around the world. One of the best articles, by the *Baltimore Sun*, concluded, “Scientists at Rockefeller University have taken a small step toward solving the puzzle [of how we detect odor] not by determining what causes odor, but by showing what doesn’t.” To read more about Vossball’s study, see [www.rockefeller.edu/scientist](http://www.rockefeller.edu/scientist).

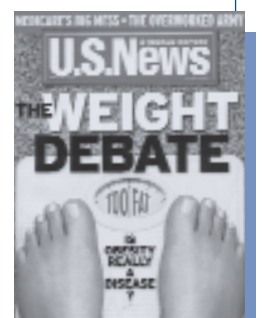
**Jeffrey Friedman** was interviewed on the BBC radio program “Frontiers,” which aired March 31 in the U.K. To listen via Internet, go to [www.bbc.co.uk/radio4/science/frontiers\\_20040331.shtml](http://www.bbc.co.uk/radio4/science/frontiers_20040331.shtml).

Two different stories about stress, one in *Newsday* and the other in *The New York Times*, quoted **Bruce McEwen** this month. “Research by Bruce McEwen, a neuroendocrinologist at Rockefeller University in New York, suggests that modern stress, in addition to making life unpleasant, can impair immune function [by] canceling out health gains that might otherwise occur,” wrote the *Times* journalist. Several other newspapers picked up the stories.

**Elaine Fuchs’s** success in isolating follicle stem cells from their surrounding tissue in mice was highlighted in the March 20 issue of *New Scientist*.

The March 25 “Naturejobs” section of *Nature* features a column written by fifth-year Rockefeller graduate student **Tshaka Cunningham**: “What do basketball players such as Allen Iverson and LeBron James have in common with me? We’re young African-American males living and working in the United States. How do we differ? They shoot jump shots and slamdunks in the U.S. National Basketball Association, I do HIV research. Also, unlike me, they are multimillionaires...”

*U.S. News & World Report* quoted Professor Emeritus **Jules Hirsch** in its February 9 cover story “Rethinking Weight,” about the biological causes of obesity. Hirsch told *U.S. News* an overabundance of fat cells may be the result of gene-environmental interactions that occur in infancy or in utero, leading to vastly different responses to food in adulthood. “We know there are genetic factors but obesity may be a multistep process,” Hirsch said.



## Announcements continued

tandem with the compositional software which Didkovsky has developed.”

The performance will be in Caspary Auditorium. Admission is free. Reservations are required and will be taken on a first-come first-served basis. For reservations please go to [www.rockefeller.edu/tickets/nerve](http://www.rockefeller.edu/tickets/nerve) or call (212) 327-7625. The performance will be followed by a question and answer session and a reception.

Announcements for this space should be submitted to [zach.veilleux@rockefeller.edu](mailto:zach.veilleux@rockefeller.edu) by the Thursday prior to this newsletter’s publication date. For-sale and personal announcements will not be published.



# milestones

## PROMOTIONS, AWARDS AND PERSONNEL NEWS

### Promoted:

**Fei Dou**, from postdoctoral associate to research associate, Greengard Lab.

**Cecilia G. Unson**, from senior research associate to research associate professor, Merrifield Lab.

### Hired:

**Shane Baker**, assistant for research, Heintz Lab.

**Donna Berardo**, project manager, Planning and Construction.

**Gwenola Bougras**, assistant for research, Munz Lab.

**Julie Boyer**, member of the adjunct faculty, Gotschlich Lab.

**Maria Chiuchiolo**, visiting fellow, Gotschlich Lab.

**Aaron Ciechanover**, visiting professor, Steller Lab.

**Fernando Colon**, mechanic 1, Faculty Housing.

**Jaime Echeverria**, gardener, Grounds.

**Gabriel Farias**, supply technician, LARC.

**Brian Ford**, assistant for research, Heintz Lab.

**Jane Godoy**, doorperson, Scholar's Residence.

**Shuba Gopal**, visiting assistant professor, Gaasterland Lab (formerly a student).

**Neil Hackett**, member of the adjunct faculty, Gotschlich Lab.

**Talisha Harper**, animal attendant, LARC.

**Hiroaki Hemmi**, postdoctoral fellow, Steinman Lab.

**Yuichiro Hori**, postdoctoral fellow, Muir Lab.

**Marta Ipsan**, executive assistant, Office of the President.

**Yoshiko Iwai**, postdoctoral fellow, Steinman Lab.

**Janet Kallo**, secretary, Goulianos Lab.

**Mona Khan**, postdoctoral fellow, Mombaerts Lab.

**Anja Krause**, member of the adjunct faculty, Gotschlich Lab.

**Robert LaRue**, office assistant, Development.

**Tien-Shun Lee**, science writer, Communications and Public Affairs.

**Donny Licatalosi**, postdoctoral associate, R. Darnell Lab.

**Karsta Luettich**, visiting fellow, Gotschlich Lab.

**Christina Marney**, assistant for research, Gilbert Lab.

**Amanda Martinez**, development assistant, Development.

**Eduardo Martinez**, mechanic 3, Power Plant.

**Dana Panepinto**, unit clerk, Hospital Nursing Care.

**Robert Pergolizzi**, member of the adjunct faculty, Gotschlich Lab.

**Jane Rendall**, corporate secretary, Office of the President.

**Luis Rivera**, security guard, Security.

**Susanne Schwenke**, visiting scientist, Ott Lab.

**Ashley Searles**, laboratory administrator, Tuschl Lab.

**Uri Seligsohn**, visiting professor, Collier Lab.

**Barry Shea**, visiting fellow, Gotschlich Lab.

**Amanda Sierra Saavedra**, postdoctoral fellow, McEwen Lab.

**John Ted Skolnick**, scientific programmer, Center for Theoretical Studies.

**Edwin Smith**, research assistant professor, Allis Lab.

**Takashi Soyano**, postdoctoral fellow, Chua Lab.

**Gerald Spath**, member of the adjunct faculty, Nussenzweig Lab.

**Kaori Takai**, assistant for research, de Lange Lab.

**Jason Tanny**, postdoctoral associate, Allis Lab.

**Hailin Wang**, applications programmer, Information Technology.

**Chelle Willetts**, administrative secretary, Greengard Lab.

**Iakov Zhurinskiy**, postdoctoral associate, Nurse Lab.

**Orlee Zorbaron**, office assistant, Roeder Lab.

### Awarded:



**Bruce McEwen**, who delivered the first of two Distinguished Lectures in the Science of Complementary and Alternative Medicine at the National Center for Complementary and Alternative Medicine, part of the National Institutes of Health.

McEwen's lecture, "From Molecules to Mind: Stress, Individual Differences, and the Social Environment," occurred March 31 in Bethesda, Maryland.

**Paul Nurse**, who has been appointed to the United Kingdom's Prime Minister's Council for Science and Technology, the British government's top-level advisory board on science, engineering and technology policy. Nurse is one of the prime minister's 16 new appointments to the council announced on March 19.

**Sid Strickland**, the 2002-2004

International Society for Fibrinolysis and Proteolysis Prize.

Awarded by the International Society for Fibrinolysis and Proteolysis, the prize honors outstanding contributions to the field and is sponsored in part by the D. Collen Research Foundation. It was presented in Melbourne, Australia on March 21.

**Alexander Tomasz**, a \$15,000 grant from the American Austrian Foundation, a non-profit, non-governmental organization that seeks to enhance the relationship between the United States and Austria through exchanges in medicine, communications, science and the arts.

**Torsten Wiesel**, an honorary doctor of science degree from Bowdoin College at its 199th Commencement, to be held May 29.

**The Office of Communications and Public Affairs and IT**, the self-bestowed flattery-by-imitation award for the Rockefeller University Web site, a nearly identical copy of which was recently spotted at Harvard: [www.mcb.harvard.edu](http://www.mcb.harvard.edu).

### Obituaries:

**Joel Feinberg**, professor of philosophy from 1967 to 1977, died March 29 of complications of Parkinson's disease. He was 77. Feinberg, a political and social philosopher, did work in the fields of individual rights and the authority of the state. His first book, *Reason and Responsibility: Reading in Some Basic Problems of Philosophy* is in its 12th edition and remains one of the top-selling anthologies of philosophical writings. Feinberg received his Ph.D. from the University of Michigan and held positions at Brown, Princeton, the University of California, Los Angeles, and the University of Arizona. He lived in Tucson, Arizona.

**Michael J. Lyons**, adjunct faculty member, died March 26, 2004, of complications of lung cancer. He was 73. Lyons had been associated with Associate Professor Emeritus John B. Zabriske's laboratory since 1982. With Zabriske and colleagues, Lyons studied virus-induced obesity and neurological syndromes in mice. He was a research associate in former professor David Moore's laboratory at Rockefeller from 1961 to 1966, where he identified and characterized mouse mammary tumor virus. As a graduate student at the University of Glasgow in 1956, he was the first to show that cigarette smoke contains carcinogens. Rockefeller University has established the Michael J. Lyons Fund in Lyons's honor. Gifts may be sent to the Dr. Michael J. Lyons Memorial Fund, c/o The Rockefeller University, 1230 York Avenue, Box 164, New York, NY 10021. Checks should be made payable to The Rockefeller University.

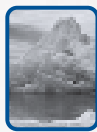
This publication lists new hires, retirements, awards and academic appointments and promotions of The Rockefeller University. Please send notices of awards to [zach.veilleux@rockefeller.edu](mailto:zach.veilleux@rockefeller.edu) or to Box 68.

## The Rockefeller Power House

Paul Nurse's March 22 visit to the university power house wasn't a mere field trip. It was also a chance to meet the staff responsible for operating the machinery that keeps our heat on, our air conditioning comfortable and our water flowing. "It's very important to understand how these things work, and to meet the people involved, before planning changes in the infrastructure," Nurse says. **Bredan Bolger** (left), power house chief engineer, and **Alex Kogan** (right), associate vice president of Plant Operations, gave Nurse the tour.



Electricity consumed per day:  
575,500 kilowatts



Cooling capacity:  
7,645 tons



Number of alarm points monitored:  
10,000



Age of oldest pieces of equipment still operating:  
69 years

Fuel burned per day (winter):  
15,000 gallons oil  
380,000 cubic feet gas



Steam generated per day:  
1,435,997 pounds



Cost of utilities per day:  
\$26,600



Number of employees in the power house:  
23

