

BenchMarks

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

MONDAY, JUNE 7, 2004

Announcements

Convocation is this week. Join your colleagues in celebrating the 2004 Convocation on June 8, at which Ph.D.s will be awarded to 13 graduate students and an honorary degree will be presented to Nobel laureate David Baltimore, president of the California Institute of Technology and a former president and graduate of Rockefeller. Baltimore will speak on the politics of science. The Convocation recessional will feature "Fanfare," a composition for two trumpets and snare drum using only the notes G, C, A and "ti" by Paul Smith, a Communications and Public Affairs staffer.



The schedule of events:

- 2:30** Academic procession from Weiss Lobby to Caspary Auditorium. All are welcome to gather along the procession route.
- 3:00** Convocation, Caspary Auditorium. Tickets are required. For tickets, please call Meridith Egyes, x8072.
- 4:45** Reception, Peggy Rockefeller Plaza. All are welcome.

Science writing prize seeks honorees. Nominations are now being accepted for the 2004 Lewis Thomas Prize for Writing about Science, which honors an exceptional scientist-writer. Please e-mail your nomination suggestions by June 18, 2004 to Betsy Hanson at hansone@rockefeller.edu.

Exercise and dance classes available. Floor work classes (with exercises based on pilates and yoga poses) and dance-based "move to music" classes are held each Wednesday in the gym between 11 a.m. and 1 p.m. Classes cost \$15 each or \$60 for six. Beginning in June, Swing classes and Ballroom and Latin dance classes will also be offered. The classes will occur Monday and Tuesday evenings on the 17th floor of Weiss and cost \$120 for six sessions. To register or for questions, contact Margaret Batiuchok at (212) 598-0154 or marg@nyc.rr.com.

Announcements for this space should be submitted to zach.veilleux@rockefeller.edu by the Thursday prior to this newsletter's publication date. For-sale and personal announcements will not be published.

Fellow Brit Jane Rendall joins Nurse administration as corporate secretary

BY ZACH VEILLEUX

The trustees, as a group, are enormously important to the university. They have a tremendous amount of business knowledge, and they make or approve many of the decisions that affect how Rockefeller is run. Ultimately, they are accountable for the institution's well being.

Yet for all their responsibility, most trustees have relatively little day-to-day contact with the university. Unlike most of us, they neither live nor work on campus. For many, connections with Rockefeller are made via correspondence or at Board meetings, held once a quarter, and other gatherings.

That makes trustee relations a critical job for the administration.

The job of serving as liaison between trustees and administration is, as of April 1, an important role of Jane Rendall, the university's corporate secretary and Rockefeller's newest officer.

Rendall, whose first trustee meeting is in early June, was previously corporate secretary at Cancer Research UK, where some years ago she worked closely with Paul Nurse.

"My job is twofold. On one hand I work with the trustees to support their role at the university. That's everything from conducting 'orientations' for new trustees,

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PHOTO: ZACH VEILLEUX

IAS system to go live July 6

The transition to new administrative computer systems will impact everyone who manages budgets or makes purchases

In a little less than six weeks, technicians will pull the plug on the computer systems that have kept Finance, Purchasing, and Human Resources running smoothly for the past 34 years. Replacing them will be a single integrated system built on an Oracle, Inc. software package and tailored to handle the university's business practices.

The team overseeing this transition — made up of representatives from key administrative departments including Information Technology — has been working to get the new Integrated Administrative System (IAS) up and running since the beginning of last summer (see "A new system for university business" in the October 17, 2003 issue of *BenchMarks*). But the real test will come on July 6, when the system goes live and people in departments and labs across campus

begin using it to manage budgets and place requisitions.

"That's when things will get tough," says Jerry Latter, the university's chief information officer and IAS project manager. "Even though the implementation has gone very well thus far technically and in terms of schedule and budget, a lot of the ways we work are going to change with the new system, and change is difficult for anyone. There's no way to make the first six months easy."

Given the age of the current software, the move to a new system was inevitable. "Our older disparate systems were becoming difficult to support and we needed a system that integrated human resources, finance and purchasing functionality into one package," says Latter.

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Rockefeller in the News

Several newspapers covered **Jan Breslow** and Kara Maxwell's recent finding that a gene called Pcsk9 prevents LDL cholesterol from binding to the surface of liver cells, a finding that could lead to new mechanisms for removing the "bad" cholesterol from the body. "The study in mice is highly relevant to humans since mutant forms of the Pcsk9 gene have been linked to a group of genetic disorders characterized by excessive levels of cholesterol in the bloodstream," one newspaper reported. The BBC also covered the story.



"At least one virus that infects people may be able to hijack an ancient immune system that evolved to defend us against viral attacks," writes *The New Scientist* of **Thomas Tuschl's** discovery that human cells infected with the Epstein-Barr virus generate several

microRNA snippets that help it to exploit its host. The write-up was in the May 8 "In brief" column.

Jeffrey Friedman, Marcus Stoffel and **Jan Breslow's** research on the genetic roots of obesity in the population of the Pacific island Kosrae was the topic of an Associated Press article published in newspapers around the world in early May. "Friedman says that obesity-promoting and leanness-promoting genetic variants in today's residents of Kosrae — and elsewhere — might be traceable to what their ancestors were experiencing thousands of years ago," the Associated Press reported.

Science News quotes **Bruce McEwen** in a cover story on the juvenile death penalty. "There's enough known about brain development to call for serious



discussions between scientists and the legal community," McEwen told the magazine. The story, "Teen Brains on Trial," is in the May 8 issue.

Joel Cohen was quoted in a *Tucson* (Arizona) *Citizen* story on the future of the Biosphere 2 research project, an experiment designed to see how well humans can live in a self-sustaining, self-contained ecosystem. "At present, there is no demonstrated alternative to maintaining the viability of Earth. Despite its mysteries and hazards, Earth remains the only known home that can sustain life," Cohen said.

"Following the successful sequencing of the common laboratory rat, New York City's Metropolitan Transit Authority has contracted with a team of scientists at Rockefeller University to study sequence variations in the genome of a common subspecies, the city's subway rat *Rattus norvegicus indestructibus*," reported an April *GenomeWeb* story that was picked up by at least one Australian newspaper. The report turned out to be an April Fool's joke.

Jane Rendall *continued*

to familiarize them with Rockefeller, to running the meetings and performing the very practical tasks that keep them informed and make sure that the decisions they make are carried out. On the other hand, I work closely with the president and others on a number of ventures, and can help act as an intermediary between them and trustees — as well as faculty, staff and students."

For the last several years, Fred Bohlen, executive vice president, has been serving as one of the main points of contact for trustees. While Bohlen — as well as Marnie Imhoff, vice president for development — will continue to work closely with the trustees, the addition of Rendall will free up time for Bohlen to focus on the day-to-day operations of the university.

"Fred has operated at a very high level for many years here and has been fulfilling the corporate secretary role, in addition to his major management position, for some time. I am glad to be in a position to help both Fred and Paul by now taking on the corporate secretary element of Fred's responsibilities," Rendall says.

Rendall, who was born in the U.K. but spent several years of her childhood in New York City and attended public school in Manhattan, received her B.A. in American Studies from the University of Sussex and a law degree from The City University and the Inns of Court Law School in London. She practiced at the English bar for a brief period before becoming operations manager at a management consultancy. In 1984, she joined the administration of the Medical Research Council in London, the coordinating body for government funded research. She moved to the Imperial Cancer Research Fund (which later merged with another organization to become Cancer Research UK) in 1990 and was secretary to

the Board there since 1996. Rendall and her 12-year-old daughter, Gaby, moved to New York this spring.

"I very much welcome Jane to the university as corporate secretary, a position that is important for connecting different parts of the administration and for ensuring that university business is properly done," says Nurse. "Jane is very experienced and capable in this role and will do an excellent job for the university."

Among Rendall's first tasks will be to work on the strategic plan, the university's year-long project to chart a course for the next 10 years. She will also put more trustees in touch with scientists. "The trustees are very interested in having more contact with the scientific community. But because there are 54 of them, it's difficult to involve every one in a meaningful way. We need to offer ways of being involved tailored to individual trustees' preferences, to ensure that each can participate in a way appropriate to his or her interests and expertise. Getting this right is going to be very important," says Rendall.

Rendall is also evaluating the structure of the President's Office to ensure that the president and executive vice president have the support they need, and she is heavily involved in Nurse's initiative to have regular executive management committee meetings that bring the entire group of vice presidents together to discuss policy.

"One difficulty for me is going to be getting used to a foreign culture," she says. "There are subtle differences in how people work in the U.S. compared to Europe. But people at Rockefeller seem to have a real contentment with their jobs and an overwhelming enthusiasm for the organization. I can't help sharing that enthusiasm — even this soon after arriving."

IAS *continued*

Among the changes we'll see when IAS goes live:

New interface. Purchase requisitions will be entered via a Web-based shopping cart system (much like Amazon.com). "The new system will be more streamlined and transparent, but it will require people on campus to adjust to new methods of entering information," says Chris Keogh, director of materials management.

New account numbers. Say goodbye to the account numbers you've memorized. The new system will use a 30-character string broken down into five segments. "Given the growth of the university over the years we saw that an extended account number would allow us to better represent the more complex nature of today's accounting needs and to deliver more useful and powerful reports in later phases of the IAS project," says Mike Vitale, the IAS team lead for the finance department.

Improved financial reports. The new budget statements will initially be very similar to the monthly statements that labs and departments receive today, but they are likely to evolve as people get used to the new system. "In the future we'll evaluate the need for redesigned reports based on feedback from the community," says Vitale.

On-line inquiries. Need to know how much you spent on Petri dishes in April? Just ask. "Lab heads and managers granted permission to do so will be able to query their accounts and even download a significant amount of information into an Excel spreadsheet with a few mouse clicks. This is light years ahead of the old FRS system," says Vitale.

New HR systems. Parts of the Human Resources system, which will now be

linked to the financial and purchasing systems, will also go live in July, but the majority of the community will not be affected by these changes until the next phase is implemented in July 2005. "Initially, the Oracle software will enhance internal HR procedures and reporting. In the future, we will begin to deliver self-service functionality to the community," says Michelle Keenan, the team lead for HR.

To make the transition as smooth as possible, the IAS team has been conducting meetings with representatives from throughout the university for the past several months. Almost 400 people will receive detailed training beginning in June; this initial group will then help train others in their labs and departments.

"Training has to be done shortly before we go live with this system or people will forget what they've learned," says Latter.

"We expect some loss in productivity during the first three to six months of the implementation as people learn the new accounting structures and account numbers and get used to the new interfaces," says Fred Bohlen, executive vice president. "But this system, which replaces programs that were no longer sustainable, will enable the university to work more efficiently in many ways in the years ahead."

"The IAS team members have been working hard — in addition to the IAS job they are continuing to do their regular jobs — to make the transition go as smoothly as possible. Still, we'll need the patience and support of the entire community as we go through this tough start-up period," says Latter.

For more information about the IAS project, visit www.rockefeller.edu/ias.

The Rockefeller University Hospital *transfo*

Four years of hard work have rejuvenated our hospital inside and out. A look within the freshly painted walls of the nation's first clinical research facility.

BY BETSY HANSON

By the time the scaffolding comes down in August 2005, The Rockefeller University Hospital will have completed its first major modernization in decades. The extensive renovation, for which planning began in 1999, has added floors to the top, expanded the outpatient facility at the bottom, and upgraded or rebuilt nearly everything in between.

The facelift, however, is just the most visible part of the hospital's transformation. Beneath the black shroud of construction netting, Physician-in-Chief Barry Collier, Vice President for Medical Sciences Emil Gotschlich and Medical Director James Krueger have been leading a top-to-bottom effort to update and expand the hospital's research infrastructure (see illustration on following page). The goal is to enhance the support services for clinical research, to improve scientists' access to clinical research, and to establish procedures that ensure that research at the hospital meets or exceeds the highest standards.

Three weeks ago, the culmination of this effort was scrutinized by a National Institutes of Health site visit team, which spent three days touring the newly renovated facilities. The exhaustive visit is a key step toward the renewal of a five-year General Clinical Research Center grant, which provides support for, among other things, operating expenditures. The renewal of the grant rides largely on how impressed the NIH panel is with the the scientific research being conducted at the hospital — and the facilities and support structures are a key element in their assessment. Official notification regarding renewal will come in the fall.

"We are all very proud of what we have collectively achieved in conducting outstanding scientific studies, ensuring the safety of our patients and research volunteers, as well as enhancing the research support for clinical investigation," says Collier.

When The Rockefeller University Hospital's first patient was admitted in 1910, "clinical research" was almost a contradiction in terms. Very few scientists were then devoted to

med



From Paul Nurse...



This month the Rockefeller University Hospital admitted its 50,000th patient.

This is an important milestone reminding us all on campus of the great scientific opportunities provided by having a high quality research hospital embedded within the great basic research going on at The Rockefeller University.

Our hospital is unique. When it opened in 1910, Rockefeller University was the first biomedical research institution in the U.S. to establish a facility devoted exclusively to clinical studies

with patients. Every one of those 50,000 people admitted since then took part in a research study that has helped our understanding of human disease and biology. Elsewhere, hospitals are usually weighed down with complex bureaucracies and even at other university clinical centers, research is just one among many functions they have to be responsible for. Today, only Rockefeller and the National Institutes of Health operate freestanding clinical research hospitals in this country.

Studies with patients not only inform the basic research of many of the labs but also enable physician-scientists to translate lab findings to advances in diagnosing and treating disease. Our hospital is set up expressly for many research studies initiated by our basic scientists. It gives them the infrastructure to easily move from bench to bedside and back again.

The hospital also allows our researchers to be bold. Research on the bacteria that cause a certain kind of pneumonia led in 1944 to the groundbreaking discovery that DNA is the chemical substance that carries hereditary information. In the 1960s, at time when heroin addicts were shunned and research that involved narcotics was thought to be impossible, research in the hospital showed that methadone treatment was safe and effective. The discovery in 1973 of immune system cells called dendritic cells is leading today to potential cancer therapies. More recently, studies on obesity and AIDS have been undertaken in our hospital, and the knowledge we are gaining from this research will play an important role in overcoming these enormous threats to public health.

The recent improvements to the physical plant of our hospital, and the strengthened infrastructure of nurses, administrators and others, ensure that research with humans is carried out to the highest scientific and ethical standards. The fact that our hospital is devoted exclusively to our research objectives provides us with opportunities but also with special responsibilities. And the renovation of our hospital inside and out sets us on course for a future that truly furthers Rockefeller's mission, "science for the benefit of humankind."

biomedical science related to patients, and a hospital with a research laboratory under its roof was a novelty. The Rockefeller University Hospital was the first in the country devoted to clinical research — research that depends on the back-and-forth between the laboratory bench and the patient's bedside.

Even today, the Maurice R. and Corinne D. Greenberg Hospital, as it is officially known, remains essentially unique. On any given day, dozens of patients and healthy volunteers visit the Robert and Harriet Heilbrunn Outpatient Research Center, which opened in January 2003. Utilization of the inpatient facility has increased by 60 percent in the past two years and the numbers continue to rise. Already this year, 204 patients have been admitted to the third-floor inpatient area, 13 percent more than stayed overnight during all of 2003.

Behind these numbers is a team of nurses, physician-researchers, administrators and others to support the complex task of clinical research.

Led by Director of Nursing and Patient Care Services Kelly McClary, the hospital's nurses are the front line personnel in research that relies on human volunteers. But in addition to caring for patients, research nurses gather data — "the science is only as good as the data we collect," says McClary — and act as guardians, looking out for the safety and well being of the patients who have volunteered for studies. The nurses also have a voice in matters ranging from the design of protocols to the layout of the new outpatient research center.

At the same time that they are tending to the individual needs of study volunteers, Rockefeller's nurses see their work in a broader context. "What we are doing is nursing for the world," says McClary. "Here, although we care for patients, we are trying to understand fundamental questions that pertain across populations." The demands of clinical research nursing are so different from other areas of the profession that McClary and others at Rockefeller have begun advocating for recognition from the American Nurse Credentialing Center to

acknowledge the scope of their work.

The Clinical Scholars Program, which has expanded to 12 physician-scientists under Coller's leadership, has further strengthened the hospital's capabilities. Clinical scholars are primarily doctors who join a Rockefeller laboratory for two years of training in patient-oriented research. The increased number of clinical scholars is one of the reasons that more patients are being studied — for a laboratory headed by a Ph.D. scientist, recruiting a clinical scholar can open the door to a whole new world of research.

"Becoming a clinical researcher is an enormously complex task," says Charles Lilly, a clinical scholar in Mary Jeanne Kreek's Laboratory of the Biology of Addictive Diseases. "We get training in all of the ethical aspects of research with human subjects, regulatory aspects, oversight by federal agencies, how to apply for the use of a medication for a purpose for which it does not have prior approval, writing grant applications. This is something we wouldn't get in any other hospital."

Clinical scholars also receive scientific mentoring and, importantly, protected time to focus on research. "In a regular hospital you would have to be almost superhuman to see all your patients, cover your on-call hours and still be able to do research with human subjects," says Keren Osman, a clinical scholar in Madhav Dhodapkar's Laboratory of Tumor Immunology and Immunotherapy who is helping to develop novel vaccines to boost the immune system's ability to fight certain cancers.

At Rockefeller, where the only patients are those enrolled in research protocols, and where Osman is linked with a lab that is already up and running, the young physician researcher can cover the entire territory from bench to bedside. "I will be taking care of patients, offering them something unique, and be involved in creating that thing," she says. "It's very exciting to come to a program and hospital that continues to be at the cutting edge."

New (or improved) at the hospital...

Hospitalist

A relatively new position in the medical profession, hospitalists are specialists in taking care of hospital inpatients. In community hospitals, these doctors often take over from a patient's personal physician, coordinating care for the duration of the patient's stay.



Barbara O'Sullivan (pictured) became Rockefeller's hospitalist two years ago. "My job is to unify and oversee the medical care of patients, to ensure consistent medical practice, and to be a resource to physicians and nurse practitioners," says O'Sullivan, who is board certified in internal medicine and critical care. She sees all inpatients every day, reviews their charts, and participates in weekly rounds.

In addition, O'Sullivan works closely with other members of the hospital staff to put systems in place for patient safety. One of her first accomplishments was to lead drills to ensure that patients in need can be quickly transferred to NewYork-Presbyterian Hospital.

More recently O'Sullivan has worked with the hospital's office of regulatory affairs to coordinate an extensive and innovative questionnaire for patients in the hospital. The questionnaire assesses their impressions of the care they received and how they were treated as research subjects. The results will help hospital staff prioritize activities for the improvement of patient care and the protection of human research volunteers.

Healing Arts

Twenty-seven original works of art have been placed in patient rooms, hallways and exam rooms since 2002. The artwork — selected to inspire and perhaps help heal — is the result of a partnership with the nonprofit organization RxArt.



Patients are also encouraged to create their own art. Karen Zaremba-Soto (pictured), who coordinates the art and recreation department, encourages volunteers in research studies to express their interests through projects in the visual arts, literature, film and horticulture. In addition to the art room, the department includes a greenhouse, a terrace, computers, a pool table and a library of DVDs and books.

Nurses Station

Under Kelly McClary's leadership, the hospital has hired seven new research nurses since April 2003. Research nurses, who are part caregiver and part scientist, must have different skills and often face different challenges than traditional nurses. (Research Nurse Carlton Niven is pictured, above.)



In addition to recruitment, the hospital is also focused on retention. On May 7, McClary presented the first annual Elizabeth A. Straight Nurses Education Award for Excellence in Research Nursing. Named in honor of Elizabeth Straight, who was director of nursing from 1977 to 1990, the award provides funds for continuing education to a staff nurse who has gone above and beyond the call of duty. The first recipient was Delia DeLa Rama, who has worked at the hospital since 1986.

Outpatient Research Center



Patients have visited the newly renovated Robert and Harriet Heilbrunn Outpatient Research Center nearly 10,000 times since it opened in January 2003 and outpatient visits have increased by 17 percent over the past two years. The facility, which was expanded by 2,300 square feet, includes two private consultation rooms for discussing studies with potential participants,

a room in which blood is drawn, a specimen-processing laboratory, and examination rooms. In addition there is a comfortable patient waiting area with original artwork and a large room used for patient education classes, support group meetings and small conferences.

"Having an attractive, well-equipped and well-designed outpatient facility not only advances our research mission by allowing us to do our research efficiently, it also communicates our concern, respect and appreciation for our research volunteers," says Collier.

Pharmacy

Recent reports in the medical literature and the news have spotlighted the dangers of medication errors in hospitals. At Rockefeller, an improperly administered drug not only puts a patient's health at risk, it may also jeopardize the results of research. To stop errors before they occur, a new medication tracking system was put in place last year.



When it comes to dispensing medicines properly, The Rockefeller Hospital starts with an advantage compared to other hospitals. Since many of the medicines prescribed here are given as part of a research protocol, with dosages and schedules determined long in advance of a patient receiving a drug, there is less chance of a medication error resulting from improper doctor's orders.

Even so, the hospital's senior leadership last year made it a priority to review this and every other step in the process of ordering, dispensing, and administering medication. Their analysis pointed out ways of identifying vulnerable points in the process and enhancing patient safety. In addition, newly designed computer systems for tracking drug prescriptions have reduced the chances of errors.

Research Laboratory

Rooms for patients and administrative offices take up two floors of the hospital. Six more floors are devoted to research laboratories — recent construction renovated 21,688 square feet of laboratory space. Over the last three years, labs on the fourth through eighth floors were completely renovated, and a building addition expanded the fifth floor laboratories. Space for the Collier, Jan Breslow, Marcus Stoffel, Charles Rice and Madhav Dhodapkar laboratories now occupy these areas. James Krueger's Laboratory of Investigative Dermatology is on the second floor.



Clinical Research Office

In addition to helping investigators design studies that meet the highest ethical and scientific standards — and that protect the human volunteers — the office of clinical research now has an additional mission. A \$150,000 grant from the National Institutes of Health, awarded to Collier and Rhonda Kost, clinical research officer (pictured) in August 2003, provides funding for Kost and Andrea Scott, clinical research educator, to develop educational modules to train research personnel in human subjects protection both at The Rockefeller University Hospital and at other hospitals.



Collier and Kost are collaborating with North General Hospital in Harlem and Lutheran Medical Center in Brooklyn, which serve largely minority and immigrant populations. "This was a great opportunity to offer some of our resources to other facilities," says Kost. "It's also a chance to incorporate research into the educational materials themselves, for example, by assessing the impact of training on staff attitudes toward research subjects' rights."

Studying *Homo sapiens*

Construction

Hospital construction projects included an overhaul of the heating, ventilation and electrical and plumbing systems that support the laboratories. "The hospital now has state-of-the-art mechanical systems," says Robert Nelson, consultant in Planning and Construction (pictured). Under the red roof of the hospital's north wing, for example, is a new floor devoted to exhaust fans and a chilled water system that can cool the air in certain areas year round. In addition, a variable air volume system now makes it possible to control the temperature in individual

rooms. For laboratories, this means tissue culture and equipment rooms can be kept cool.

The next phase of the project, which is now underway behind the black netting, is to repair cracks in the building facade and to test the steel supports behind it. The scaffolding is anticipated to be removed in August 2005.

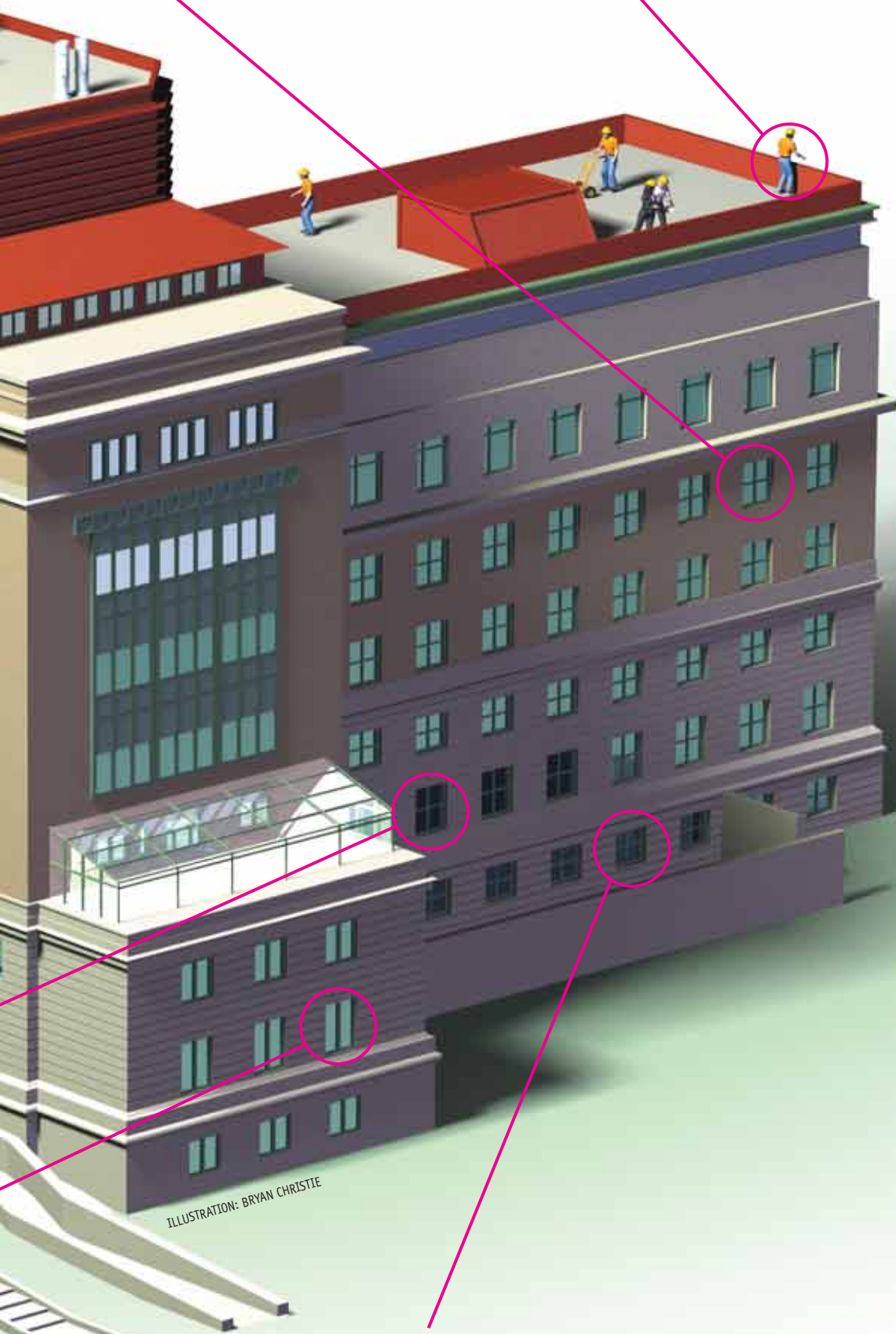


ILLUSTRATION: BRYAN CHRISTIE

Bionutrition

The Rockefeller University Hospital has been famous since the 1950s for research on metabolism. In the bionutrition department, a staff of 11 now prepares the meals that make these studies possible.

The job requires creativity and precision. "Say an investigator wants a diet with x, y, and z nutrients," says Janet Maturi, director of bionutrition. "Our job is to come up with a combination of foods that fit the nutrient profile. It's a tough job, especially when controlling for several nutrients at once. And then you have to consider whether the food is palatable."



For a new study on weight loss, conducted by Jan Breslow, head of the Laboratory of Biochemical Genetics and Metabolism, bionutrition staff are producing three diets with 20 different meals. Each portion of each food — bacon for a high-fat/high-protein diet, spaghetti for a high-carb diet, etc. — is weighed to one-tenth of a gram, wrapped, and color-coded.

In another weight-loss study, Jeffrey Friedman, head of the Laboratory of Molecular Genetics, is measuring

the effects of the hormone leptin on the metabolism of overweight volunteers consuming a very low calorie diet. The bionutrition department produces the liquid formula used for this diet. For quality control the staff use a bomb calorimeter, which determines the calories contained in a portion of food by measuring the heat it produces when burned.

Bionutrition is also home to specialized equipment for measuring body composition and metabolism. Breslow's weight-loss study will be the first to take advantage of both the Bod Pod, a huge capsule-shaped chamber that calculates the percentage of muscle and fat of volunteers based on the amount of air they displace, and a new whole-body calorimeter, which measures the number of calories burned at rest.

"Developing diets for metabolic research is a very small niche in health care," says Maturi. And although these complex and precise diets are prepared for a relatively small number of research subjects, the bionutrition kitchen does, from time to time, serve the entire Rockefeller community. Says Maturi, "During last summer's blackout, we were the only place on campus that could make coffee."

There are 98 protocols led by dozens of researchers now under active investigation at the hospital. In some cases, patients do nothing more than fill out a questionnaire. In others, they commit to weeks-long inpatient stays. Among the conditions being investigated:

Addictive diseases

Mary Jeanne Kreek's lab conducts studies with inpatients to understand the biology and genetics of cocaine, alcohol and opiate addiction.

Blood disorders

Arleen Auerbach leads a study to gather clinical and genetic information on patients with Fanconi anemia; **Barry Collier's** lab studies the genetic and functional basis of inherited blood disorders and the biology of sickle cell disease.

Cancer

Madhav Dhodapkar's lab investigates the relationship between certain types of tumors and the immune system. **Robert Darnell's** lab studies cancers associated with paraneoplastic neurological disorders. **Christian Münz** studies the immune response to cancer-causing Epstein-Barr virus. **Peter Holt**, an investigator with the Strang Cancer Research Laboratory, studies the relationship between calcium and colon cancer risk. And **Ralph Steinman's** lab investigates the immune function of dendritic cells and the immune response to brain tumors.

Diabetes

Markus Stoffel leads a study of metabolic and genetic screening of families with diabetes.

Hepatitis

Investigators in **Charles Rice's** lab investigate the basic biology of and immune response to hepatitis B infection.

HIV and AIDS

Researchers at the Aaron Diamond AIDS Research Center, led by **David Ho** and **Marty Markowitz**, study many aspects of HIV infection and treatment. Their most recent project is to evaluate the safety of an experimental AIDS vaccine called Advax, developed at ADARC.

Kidney disease

Lisa Hudgins and other researchers from the Rogosin Institute investigate problems related to kidney dialysis and polycystic kidney disease.

Obesity and weight loss

Jan Breslow's lab is investigating high-carbohydrate vs. high-fat, high-protein diets in weight loss, and the effects of DHA supplementation on risk factors for obesity.

Jeffrey Friedman's lab studies the weight regulating hormone leptin and other aspects of the metabolism of weight loss.

Olfaction

Leslie Vossball leads a study of the relationship between the chemistry of an odor and how it smells.

Psoriasis and skin diseases

James Krueger's lab leads several studies on the biology and treatment of psoriasis.

Spreading science

Each spring, Rockefeller opens its gates to people outside of our community through a series of public lectures and events. “Engaging the public in a meaningful conversation about science is one of our responsibilities as an institution,” says Paul Nurse. Events held in Caspary Auditorium this spring were chances to ponder the intersection of science and society, music, art and health.



PHOTO: BRUCE GILBERT

Life after the genome project. The April 13 panel discussion *Life in a Post-genomic World* explored genetic discrimination and other possible consequences of the Human Genome Project. *Left to right:* sociologist Troy Duster, bioethicist Ruth Fischbach and physician-geneticist Francis Collins. Communications and Public Affairs organized this as well as two other events for the public.



PHOTO: BRUCE GILBERT

A musical experiment. The New York City-based avant-rock septet Doctor Nerve, joined by the Sirius String Quartet, performed *Ereia* on May 4. Composer Nick Didkovsky, a software programmer for the Gensat project led by Rockefeller’s Nathaniel Heintz and Mary Beth Hatten, refined the algorithmic-based music software JMSL to create a score that is partly computer generated and partly improvisational. *Foreground:* Rob Henke on trumpet.

Welch Hall, the tourist mecca

This June, former Rockefeller bacteriologist Hideyo Noguchi will appear on Japan’s 1,000 yen note — and that means more tourists in the library

BY ZACH VEILLEUX

Hideyo Noguchi, a scientist who spent 23 years at Rockefeller in the early part of the 20th century, is not one of the big names on campus today. While his research — on infectious diseases such as syphilis, polio, rabies and yellow fever — was applauded at the time, many of his results were contradictory and confusing, and some were later disproved. He had a reputation as a heavy drinker and a playboy.

So in the end, Noguchi, who joined Simon Flexner’s laboratory in 1904 and died in 1927 from yellow fever while pursuing the cause of the disease in Africa, is more a footnote than a main chapter in Rockefeller’s history.

In Japan, it’s quite another story.

Noguchi’s birthplace in Inawashiro, Japan, is a tourist attraction. The farmhouse in which he grew up is now a museum featuring exhibits highlighting his career, letters from his mother, even photos of tissue taken from his liver after his death. He is considered one of the Japan’s most important figures of the 20th century. And this July, his country will honor him in one of the most profound



PHOTO: ZACH VEILLEUX

Noguchi fever. A crowd of Japanese tourists from Hideyo Noguchi’s hometown of Inawashiro, Japan, gather in Welch Hall (above). The new 1,000 yen note bearing Noguchi’s likeness (right).

ways possible: by printing his portrait on the redesigned 1,000 yen note — the rough equivalent of our \$10 bill.

Today, a bronze bust of Noguchi, created in 1927 by sculptor Sergei Timofeyevich Kononov and located just to the left as you enter the library on the second floor of Welch Hall, has become something of a tourist attraction. Dozens of times a year, security guards staffing the 66th Street gate are approached by Japanese tourists politely asking to be allowed entrance to snap photos of Noguchi’s likeness.

A few months ago, the Japanese interest in Noguchi’s bust reached new heights, when a tour company brought three busloads of camera-toting tourists into Welch Hall to view the statue.

And that’s how Patricia Mackey, the university librarian, found herself at the center of a whirlwind of Japanese travel-



ers on March 25, waiting patiently as they took turns snapping one another’s photos in front of the bust. Mackey arranged for Sam Koide, a retired scientist working in the Rockefeller-based laboratory of the Population Council, to speak to the



PHOTOS: STARR BLACK



Caspary, filled with women. Nearly 400 women from New York's business and philanthropic communities gathered at Rockefeller on May 13 for the seventh annual Women & Science lecture and luncheon. Mamphela Ramphele, managing director for human development at the World Bank, provided a global perspective on women's health and development. The program was hosted by Paul Nurse and also featured Rockefeller scientists David Ho and John McKinney. *Left to right:* Nurse, Rockefeller Trustee Marnie S. Pillsbury and Ramphele.



PHOTO: BRUCE GILBERT

The process of discovery. "Odd," the writer Virginia Woolf once remarked, "how the creative power at once brings the whole universe to order." On May 18, panelists at *Compelled to Create?* compared the creative impulse driving science, sculpture, playwrighting and information design. *Left to right:* playwright Wendy Wasserstein, sculptor Ursula von Rydingsvard, moderator Ira Flatow, cell biologist Titia de Lange, information designer David Small and installation artist Sarah Sze.

group about Noguchi's research.

Several things have contributed to Noguchi's fame in Japan, according to Aya Takahashi, a lecturer in the department of British and American literature at Iwaki Meisei University in Japan, who in 2000 wrote an article about Noguchi in the Rockefeller Archive Center's "Research Reports" newsletter. First, there's his childhood: Noguchi was born into an impoverished farm family and as a baby suffered severe burns to his left hand that left him crippled for much of his life. He overcame both obstacles. Then there's his international reputation: at one point he was declared a hero in Ecuador for a yellow fever vaccine that he prepared. (Scientists would later discover it did nothing to protect against the disease.) What's more, his early death, caused by the very disease he had been pursuing his entire career, labeled him a "martyr to science."

The Rockefeller Institute (as the university was originally called) didn't squelch the Noguchi myth when, according to Takahashi, Simon Flexner, the institute's first president, personally handled all the details of Noguchi's funeral and released a flowery biography of Noguchi to anyone inquiring about the scientist.

The bust in Welch Hall isn't the only one in the world. Flexner gave a duplicate of it to the Noguchi Memorial Association in Japan some 50 years ago — today it's displayed in the Noguchi museum in Inawashiro. Nevertheless, tourists continue to show up at Rockefeller's gates individually and in groups to view ours.

Whatever your view of Noguchi, with just a few weeks to go before the Noguchi money begins circulating, it's a trend that's unlikely to abate.



PHOTO: ZACH VEILLEUX

Employee artwork selected for President's Office

Paul Nurse admires the most recent piece of artwork to be hung in his office, a photograph of a North Carolina streetlamp taken by Jimmy Fountain (*right*), a Web site builder and programmer in Information Technology. Nurse chose two pieces of artwork to be hung in his office from among the artwork

displayed at the employee art show (sponsored by Human Resources) held in January and originally displayed in the lobby of Weiss. Xiaozhou Ryan (*center*), a postdoc in the Greengard Lab, created the mosaic now hanging above the door to Nurse's office.

milestones

PROMOTIONS, AWARDS AND PERSONNEL NEWS

Promoted:

Zu-lin Chen, from research associate to research assistant professor, Strickland Lab.

Andrea Rothman, from postdoctoral fellow to research associate, Mombaerts Lab.

Hired:

Debra Cannan, executive assistant, Investments.

Eduardo Cotto, security guard, Security.

Radha Devi, postdoctoral associate, Blobel Lab.

Yee Fung, assistant for research, Breslow Lab.

Gen He, postdoctoral associate, Greengard Lab.

Peter Holt, member of the adjunct faculty, Breslow Lab.

Leslie Jenney, administrative secretary, Dhodapkar Lab.

Yoshikatsu Kaneko, postdoctoral fellow, Ravetch Lab.

Atanas Kaykov, postdoctoral associate, Nurse Lab.

Andriy Kozlov, postdoctoral associate, Hudspeth Lab.

James Lapple, vice president for finance & controller, Finance.

Yongsheng Liu, postdoctoral fellow, Chua Lab.

Chi Yeung (Kevin) Lui, accountant, Accounting Services.

Svetlana Marukian, assistant for research, Rice Lab.

Alexander Medina, doorperson, Scholar's Residence.

Maria Soledad Miranda-Rottmann, postdoctoral associate, Hudspeth Lab.

Rada Norinsky, manager, Transgenic Service Laboratory.

Marylne Panis, assistant for research, Rice Lab.

Paul Parke, mechanic 3, Power Plant.

Kyle Schwandt, laboratory administrator, Allis Lab.

Fatma Tat, postdoctoral fellow, Kapoor Lab.

Hanpeng Xu, postdoctoral associate, Fischetti Lab.

Anton Zilman, postdoctoral fellow, Magnasco Lab.

Awarded:

Mary Jeanne Kreek, the gold medal for distinguished academic accomplishment from the College of Physicians and Surgeons of Columbia University Association of Alumni. Kreek, who is head of the Laboratory of Biology of Addictive Diseases, received her M.D. degree from Columbia in 1962. The award, which is the Alumni Association's highest honor, was presented at the Alumni Reunion Weekend on May 15.



Dan Nelson, a Watson grant from the New York State Office of Science, Technology and Academic Research. Watson grants are awarded to early career scientists who demonstrate leadership potential in the life sciences. Nelson is a research associate in Vince Fischetti's lab.

Marnie Pillsbury, the Distinguished Alumna Award from Stern Women in Business, a student organization of New York University's Stern School of Business. Pillsbury is a Rockefeller University trustee.

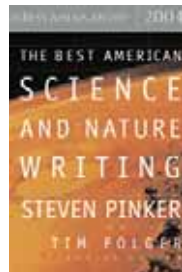
Named:

Paul Nurse, speaker at Memorial Sloan-Kettering Cancer Center's Academic Convocation. Nurse's speech, on May 11, was titled "Science, Society and Progress."

Donald Pfaff, to the membership of The Harvey Society, an organization that sponsors a series of lectures on science held several times each year in Caspary Auditorium. Pfaff is head of the Laboratory of Neurobiology and Behavior.

Published:

Jeffrey Friedman's commentary, "A War On Obesity, Not the Obese," in *The Best American Science and Nature Writing 2004*. Originally published in *Science* in February 2003, Friedman's commentary was selected from among hundreds of articles reviewed for the annual compilation. Friedman is head of the Laboratory of Molecular Genetics.



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 or to Box 68.

Making way for ducklings

Pigeons notwithstanding, there's little opportunity for interacting with wildlife when one lives and works in the most densely populated urban neighborhood in the United States. So perhaps that explains why so many people on this campus have been so keenly interested in the female Mallard spotted about four weeks ago among the landscaping in the Philosophers Garden behind Abby Aldrich Rockefeller Hall. Soon thereafter, she was seen with her green-headed mate waddling across the main driveway. And before long, the pair had built a nest adjacent to one of the fountains behind Caspary and had laid a handful of small green eggs.

Word of the nest's existence spread to the President's Office, then to Plant Operations, which quickly dispatched a crew to install fencing around her nest — a measure to protect the young family from loose dogs, wandering postdocs and patrons of the Faculty and Students Club.

By the time *BenchMarks* arrived to survey the scene, a handful of self-appointed bodyguards were also looking out for the fragile fowl. When we stepped around the fence to get a photo, a security guard materialized to shoo us away. A few minutes later, Pat Griffin, manager of the Faculty and Students Club, emerged from behind the bar to check on the duck's safety.

And that's when the President's Office again became involved. People who had gotten wind of our attempts to cover this breaking story expressed concern that publicizing the location of the ducks would set off a flurry of interest in them. Perhaps the unwanted attention would scare the birds away — maybe even causing the mother to abandon her unborn ducklings before they could hatch.

After some discussion, Paul Nurse, an avid birdwatcher himself, decided that the Rockefeller community was probably capable of respecting the ducks' space. The story, he ruled, should be allowed to waddle free.

Then, last Wednesday, just before we went to press, eight fuzzy yellow-and-gray ducklings were born and promptly jumped into the fountain. For a few minutes everything went swimmingly. And then someone realized they couldn't get out.

Plant Ops was again summoned, this time to fashion a ramp that would help the ducklings get over the high lip surrounding their fountain. The newborns celebrated with a round of breadcrumbs.

No word yet on whether they'll be marching at Convocation.

