

BenchMarks

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

FRIDAY, SEPTEMBER 17, 2004

Announcements

Afternoon tea returns. Coffee, tea and the opportunity to talk shop with colleagues are once again available — Monday through Thursday from 3 to 4 p.m. in the Faculty and Students Club.

“The idea is to promote social interaction. It’s an opportunity to meet and discuss scientific and other work-related issues,” says Kevin O’Donovan, a postdoc in the Robert Darnell laboratory and former Postdoctoral Association (PDA) representative.

A daily tea hour for social and scientific exchange was initiated in the fall of 1999, but was cancelled in 2002 as a cost-saving measure. In its new form, only coffee and tea are served most days to reduce costs. One day each week, cookies and desserts will be available, but that day will not be announced in advance and will vary from week to week.

“The PDA went to Dr. Nurse and asked that the tea be reinstated,” says Andre Ragnauth, a postdoc in the Pfaff laboratory and former PDA representative. “We talked about how this had the potential to initiate collaborations. Indeed, it is how Allan Coop and I began our current collaboration using a model of entropy, which he is developing, to analyze my mouse behavioral data.”

“I very much want to increase scientific interactions on campus,” says Paul Nurse, “and I hope that the afternoon tea will help this particularly amongst graduate students and postdocs from different laboratories.”

Public access defibrillators installed. Automatic external defibrillators, like those popping up in shopping malls and airports, have come to Rockefeller. The devices, which are for use by trained university staff in case of a medical emergency, are located in Caspary Auditorium, Weiss Café, on Weiss’s third and 17th floors, and the President’s House.

Defibrillators are used to administer an electrical shock across the chest to victims of sudden cardiac arrest; they provide the only effective treatment for halting chaotic heart activity that is often the cause of the sudden cardiac arrest. (For each minute that defibrillation is delayed, a victim’s chance of survival decreases by 7 to 10 percent.)

According to the American Heart Association 250,000 people die from sudden cardiac arrest each year. “The medical evidence is clear that defibrillators in public places, like airports, save lives,” says Mary Brust, director of occupational health services. “We want to do all we can to protect the health of the university community.”

Thirty-five university employees, chosen for their likelihood to be on campus during university events, have been trained to use the new public access defibrillators. For information on how to become certified to use the defibrillators, contact Julie Geden at x8291.

Announcements for this space should be submitted at www.rockefeller.edu/benchmarks.



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FINANCE

2005 by the numbers

Rockefeller’s \$243 million operations budget projects a deficit for the first time in 10 years

BY ZACH VEILLEUX

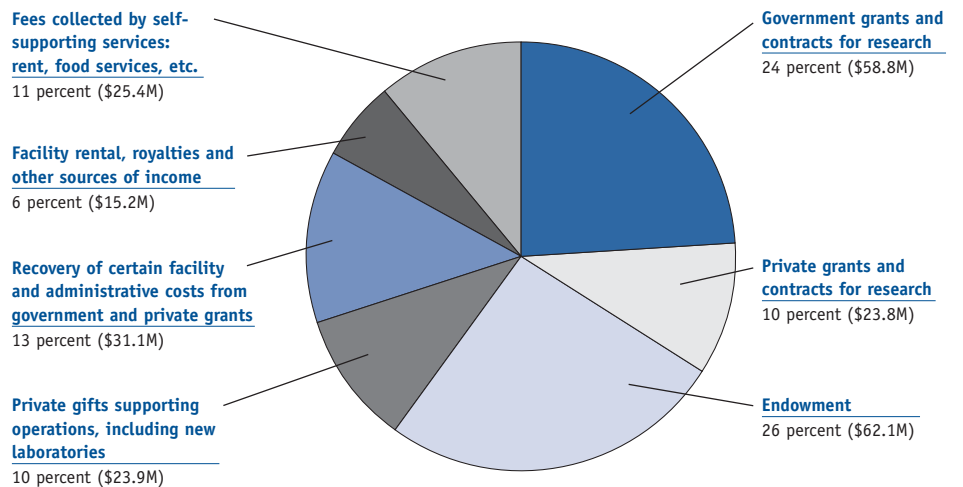
The university operations budget, which has been in the black since 1995, is projected to run its first deficit in a decade in the current academic year, when the university spends \$2.4 million more than it takes in.

“This isn’t something that took us by surprise; it’s a situation that’s been building for several years,” says Fred Bohlen, executive vice president. “The good economic times of the late 1990s encouraged the university to expand both our research/education activities and our physical facility investments beyond our ability to fully pay for them.”

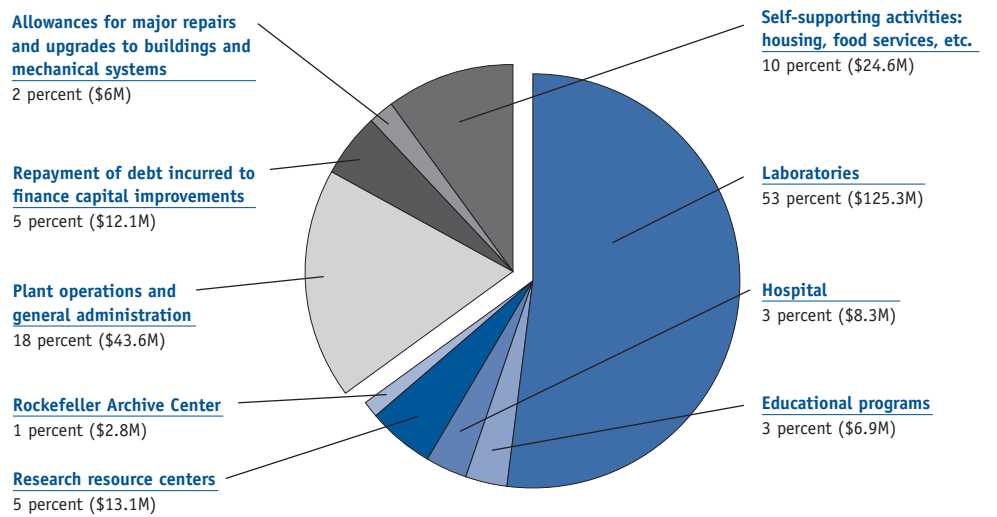
In fact, the university grew significantly over the past decade, with income growth accelerating to 16 percent per year between 1999 and 2002. The amount of private gifts donated to Rockefeller doubled over seven years, and financial support from the National Institutes of Health increased more than 60 percent. The endowment — at \$1.39 billion the 28th largest university endowment in the country and by far Rockefeller’s largest source of unrestricted revenue — is double today what it was in 1996.

Since 2002, however, income provided by the endowment to support current operations has leveled off as the result of the drop in capital markets that occurred during 2000–2003. “In the last 18 months, both Tom Sakmar and Paul Nurse have been faced with the need to cut and contain costs to pay for their predecessors’ plans and to stabilize the university’s finances,” Bohlen says. “This is not a financial crisis, but we have had to make difficult belt-tightening decisions to put the

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2005 operating revenues: \$240.3M



2005 operating expenditures: \$242.7M

DEVELOPMENT

New money for stem cells

A \$5 million gift endows Rockefeller’s new Robert and Harriet Heilbrunn Center for Stem Cell Research

BY CATHY YARBROUGH

A \$5 million gift from New York City philanthropist Harriet Heilbrunn has spurred Rockefeller to establish the Robert and Harriet Heilbrunn Center for Stem Cell Research, which will expand the university’s investigations into the fundamental biology of both laboratory animal stem cells and human stem cells.

The gift more than doubles the amount of money raised in support of university stem cell research since 2001, when a fund was created for the promising research. Six of Rockefeller’s more than 70 laboratories now conduct basic research with embryonic, neuron and skin stem cells derived from either mice, laboratory cultures of human adult skin stem cells, or human embryonic

stem cells, from both the National Institutes of Health Registry and non-Registry cell lines.

“I am convinced that stem cell research holds great promise for the treatment of many diseases,” says Harriet Heilbrunn. “I want my gift to provide a bedrock of support for this work and inspire others to support stem cell investigations.”

The basic research supported by the Heilbrunn Center is relevant to understanding early-onset diabetes, Parkinson’s disease, heart disease, skin diseases such as basal and squamous cell carcinoma, and vision disorders such as macular degeneration, and to elucidating the complexities of the developing nervous system.

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HOUSING

Postdocs to keep rent subsidy — for September

The 15 percent rent subsidy enjoyed by postdoctoral fellows since 1999, which was to be phased out beginning September 1, will now remain in place until October 1. The one-month delay was announced following a meeting between postdoc leaders and university administration to discuss the impact of the phase-out on the postdoc community.

The administration’s decision to curtail the subsidy was reached after detailed examination of the overall postdoc compensation packages at Rockefeller and elsewhere. The plan calls for the rent subsidy to be reduced from 15 percent to 8 percent as

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Emily Harms named assistant dean

BY BETSY HANSON

Every December, as many as 700 applications for admission to Rockefeller's graduate program flood into the Dean's Office. Beginning this fall, Emily Harms will read them all.

Harms, a former postdoc in Michael Young's Laboratory of Genetics, became the university's assistant dean on September 1. The responsibilities of the position will be similar to those performed by Jean Devlin until her death in July 2003, and by Marjorie Russel last year.

"One of my main responsibilities is being a 'go-to' person for the students and postdocs, someone to speak to for advice on classes, rotations and career options," says Harms. She'll also help recruit graduate students through meetings at undergraduate universities and scientific conferences, serve as the Dean's Office liaison for the Postdoctoral Association, and administer the Summer Undergraduate Research Fellowship (SURF) program, in which she was already active as a postdoc.

"Volunteering in the SURF program was what got me interested in the assistant dean position and made me realize that mentoring is something I enjoy doing," says Harms. "It's been like an internship. SURF is on a smaller scale than the graduate program — 300 to 400 undergraduate students apply for about 15 places — but the process of evaluating the applications and working with the students is similar to what I'll be doing now as assistant dean."

After they are accepted into the SURF program, Harms helps place the undergrads in labs, gets them settled in housing and organizes their journal club and lecture series. "Most of these students are interested in Ph.D. or M.D.-Ph.D. programs. We in the



Dean's Office try to give them career guidance and advice on applying to graduate schools."

Dean of Students Sidney Strickland first met Harms at the State University of New York in Stony Brook, when she was a graduate student in his lab, studying a fruit fly gene essential for the completion of a specific type of cell division. "Emily has been through the process that Rockefeller's graduate students and postdocs are going through, and she's been through it recently," says Strickland. "She is both an outstanding scientist and an exemplary person, qualified to speak to students' and postdocs' concerns on many levels."

"She is committed to the success of the graduate and postdoc programs and I'm very glad that she has taken on this new role at the university," says Strickland.

"What I'm looking forward to most is working directly with the graduate students and postdocs," says Harms. "For me, ever since high school, a handful of people have profoundly affected the direction I've taken. I won't be that for every student and postdoc at Rockefeller, but I'm here to help where I can and to provide encouragement. I've had that experience with the SURF students, and it's a great feeling knowing you've made a difference to someone."

2005 budget *continued*

university on an even keel going forward, and that hard work will continue in the year ahead."

The challenge of declining capital markets is a reality that has affected not just Rockefeller, but every institution that relies on its endowment for operating expenses. "In fact, Rockefeller is in a stronger position than our competitors because outstanding defensive management of our investments has prevented any material endowment losses during this period," says Bohen.

Grants that support Rockefeller research, from the National Institutes of Health and other external sources, have also leveled off over the last 24 months after increasing very rapidly over the four-year period from 1999 to 2003. "This situation we're in now is not one of exploding costs but of income growing very slowly. We're in the position of needing to accommodate the costs of things that were set in motion five years ago with less money than we anticipated," says Bohen.

Among those expenses: \$4 million in operating costs for 11 new laboratories established in 2000 and 2001; \$1.1 million in payments on debt from the capital budget, which finances construction and renovation projects; and steadily increasing healthcare premiums (up more than 20 percent this year alone).

With key sources of operating income growing slowly or not at all, the result is a budget for fiscal year 2005 with a 4 percent increase in revenues and a 5.5 percent increase in expenditures. (Operating revenue during fiscal year 2004 was ahead of expenditures by \$1.2 million.) "It's been an incredibly fast deceleration in growth," says Jim Lapple, vice president of finance. "We're experiencing the bends."

Private fundraising has narrowed the gap. Last year the Development Office raised \$612,000 more than projected. "Marnie Imhoff and the Development Office have exceeded their goals," says Bohen. "And the 2005 budget relies heavily

on an increase in private gifts to support ongoing operations and start-up costs for three new laboratories."

Cost containment has also been critical. Salary and wage increases this year were limited to 3 percent (up slightly from 2.5 percent in 2004) and increases in operating expenditures for facilities were kept to 3.7 percent. In the laboratories, spending on research and other programs is up 5.6 percent.

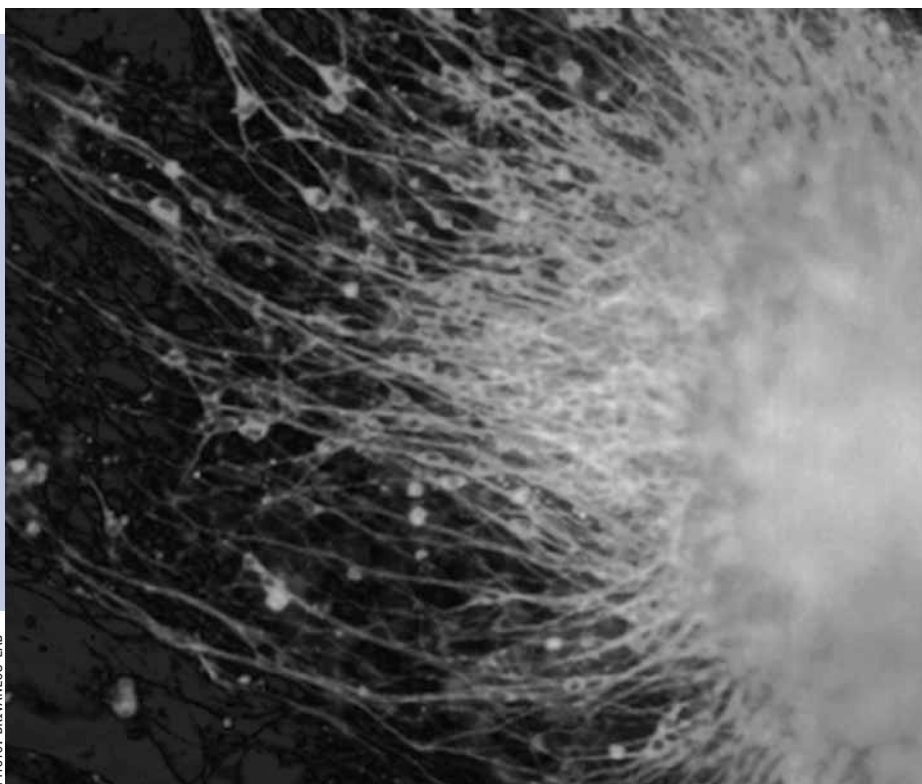
Other institutions have also felt the effects of dwindling returns and increased competition for private and federal dollars. "Other universities have been forced to lay off many employees and some have gone one or two years with no salary increases," says Lapple. "Rockefeller has not done that."

This year's deficit will be covered by making a one-time exception to the university policy of using no more than 5 percent of the endowment for operating expenses. In June, the trustees approved the university's request to increase the endowment-spending rate to 5.19 percent for fiscal year 2005.

In future years, however, the situation could be compounded, as this year's budget gap has the potential to widen over the next several years as new costs continue to impact the operations budget and rising prices, particularly from health insurance premiums, exert pressure. Projections prepared by the finance office show this year's \$2.4 million deficit widening rapidly to \$4 million next year and continuing to increase to \$17 million by fiscal year 2010 if nothing is done to address it.

"Keeping the budget in balance is going to be a continuing challenge and will require that the administration and the faculty work together and work hard to generate more income — more grants to support research and more private gifts to provide general support to the university. We will also need to be vigilant in our efforts to contain and, where possible, reduce costs," says Bohen.

Stem cells *continued*



Stem science. Nervous system cells called neurons, shown here in the process of forming from human embryonic stem cells, are one type of cell that researchers are hoping to create in laboratory settings — and eventually use to treat neurodegenerative disease or nervous system injuries. Basic research on stem cells, like that which is conducted at Rockefeller, helps scientists understand early development and may someday lead to new cures to a wide range of human diseases.

"Because stem cells are the precursors to virtually every type of cell in the body, we hope that we can learn how to manipulate them to repair diseased or damaged body tissues and organs. However, to fulfill that hope, we must first know more about the basic biology of these cells. That's what we hope to accomplish at Rockefeller," says President Paul Nurse.

The Heilbrunn Center for Stem Cell Research, Nurse emphasized Rockefeller University's policy prohibiting the use of human embryonic stem cells for reproductive purposes. The university's Human Stem Cell Bioethics Group advises and guides the university about research on stem cells.

renovated outpatient center bears their name). Robert Heilbrunn, a former investment manager, died in 2001 at the age of 93.

In announcing the creation of the Robert and Harriet Heilbrunn Center for Stem Cell Research, Nurse emphasized Rockefeller University's policy prohibiting the use of human embryonic stem cells for reproductive purposes. The university's Human Stem Cell Bioethics Group advises and guides the university about research on stem cells.

For more information about Rockefeller research using stem cells, visit www.rockefeller.edu/stemcell.

Postdoc rent subsidy *continued*

each lease is renewed this year, and then eliminated entirely during the following year.

The increase in postdoc rent, however, was to be cushioned by salary increases, a one-month rent credit for new postdocs to assist with relocation costs, increased vacation allowance and improvements to the pension plan. The administration also has established a financial assistance fund to help individuals in acute need.

For several months, postdocs raised questions about the fairness of the proposal. On September 1, a three-hour meeting between postdocs, President Paul Nurse, Executive Vice President Fred Bohen and Associate Vice President for Plant Operations and Housing Alex Kogan resulted in a decision to delay implementing the plan for 30 days.

"The mandate from the postdoc body is that nobody should be worse off and everyone should continue to receive the annual cost of living raise, taking into account the increase in rent and taxes on our salaries," says Tirtha Das, a postdoc in the Gaul lab and a representative of the Postdoctoral Association who attended the meeting. "Even though we were surprised by the original decision, we're pleased that Paul Nurse has been open to discussing the issue with us and has encouraged the postdocs to work alongside the administration to figure out a resolution."

"During the meeting it became clear that the Postdoctoral Association and the administration differed in their assessment of the impact the plan would have on postdoctoral fellows' income and rent. These differences need to be resolved," says Nurse. "The postdoctoral community has serious questions and concerns about both the need for these changes and the reasonableness and fairness of the plan. My colleagues and I wanted to hear and respond to these directly, which we did in a constructive meeting."

"We agreed to continue these discussions in the days ahead with the goal of clarifying the key issues in dispute and resolving these as rapidly as possible. To give time for more discussion, the administration will delay until October 1 the first stage of the phasing out of the subsidy."

Reaching teachers

Rockefeller's Science Outreach Program teaches hands-on science to high school teachers

BY BETSY HANSON



Summer of science. Tommie Hata, a high school teacher from Martinsville, New Jersey, in Seth Darst's lab. The protein model he's holding was created by his students at the Pingry School and manufactured using a three-dimensional rapid prototyping printer.

Sitting at his lab bench, typing into his computer while fluid in beakers swirls on a nearby stirrer, Tommie Shintaro Hata could easily pass for a postdoc. Like others in Seth Darst's Laboratory of Molecular Biophysics, he spent the last few months on the third floor of the Rockefeller Research Building, studying the structures and mechanisms of the enzymes that allow bacteria to control transcription and gene regulation.

But Hata is not a full-time student or a researcher; he's one of eight high school teachers who spent their summer break at Rockefeller as part of the university's Science Outreach Program — better known for inviting teenagers into laboratories in hopes of inspiring high school students to become future scientists. (Rockefeller's summer program has a reputation for producing prize winners: every year about 10 percent of the 50 to 60 summer students go on to become semi-finalists in the Intel Science Talent Search.)

You've probably heard of the Science Outreach Program, but what you may not know is that alongside the students, as many as 10 teachers spend several weeks at Rockefeller each July and August. The concept is simple: to improve science education, first teach the teachers.

What's more, immersing teachers in real-world science is a far more efficient way to reach students than trying to get to them one at a time. "Each teacher will instruct hundreds, or even thousands, of students over their career," says Bonnie Kaiser, director of the Science Outreach Program. "So the effect of boosting teachers' knowledge and enthusiasm is multiplied in the classroom." Providing teachers with research experience has been part of the program's mission since it began in 1992.

Though both high school students and teachers had worked in Rockefeller labs on an ad hoc basis before then, formalizing the program allowed for a consistent application process, helped ensure laboratory safety, and created a focus for fundraising. Over the last 12 years 80 teachers, whose students range from kindergartners to high school seniors, have participated. Several private foundations support the program through the university's Development Office. About 30

teachers apply to the program each year.

After her initial screening, Kaiser circulates applications to heads of laboratory. Then the lab heads discuss the applicants with potential mentors — usually postdocs — to find a good fit for the lab.

The teachers who make it to Rockefeller represent a range of schools: public, private, parochial, inner-city, local, out-of-state and international. They make a commitment for two summers, and work closely with their mentors on research projects during eight weeks on campus. For many, even though they have undergraduate science degrees, it is their first experience doing independent research.

"I want my students to understand what scientists do. I want them to understand the process of science; that it is not a list of facts and concepts reinforced through textbooks and standardized tests," says Hata, a teacher at the Pingry School in Martinsville, New Jersey. "To do that I need to experience the process as well."

Hata, who has just completed his first summer at Rockefeller, got his hands dirty contributing to a project to solve the structure of a protein involved in regulating transcription in bacteria. The first steps in this process involve cloning, expressing and purifying the target protein, procedures that apply many basic molecular biology protocols. Back in Martinsville, Hata is integrating these concepts — and protocols — into his coursework. This fall, his advanced students will start with a known gene, express it in bacteria, and purify the resulting protein.

"We'll use lab kits from science education companies that are available to do this, but in the Darst lab I've gotten help troubleshooting the process, and now I'll be able to better explain the theory behind the techniques," says Hata.

A select group of Hata's students will also use a three-dimensional rapid prototyping printer to construct models of proteins with known structures. "I try to connect the concepts of molecular biology with protein structure for my students," Hata says. "And when students hold the models of protein structures, it provokes questions. How does a protein interact with DNA? That's really hard for students to imagine. When they see

the 3-D model, they start to ask questions."

Asking questions, seeking answers in the published scientific literature and reporting research results — communicating, in short — are all essential to the scientific process. In addition to their laboratory research, both teachers and students in the outreach program participate in a series of seminars on reading, writing and presenting scientific papers.

Lee Holmes, who teaches biology and chemistry at a public high school in Washington, D.C., is incorporating a version of this seminar into her classes this fall. Her students will choose a topic discussed in class and then create a presentation, taking into consideration their audience — parents, peers or younger children, for example.

Holmes returned to Rockefeller in 2004 for a second summer in Donald Pfaff's Laboratory of Neurobiology and Behavior. As a returning teacher she was eligible for a \$2,000 award from the Outreach Program to help bring methods learned during the summer into her classroom.

Holmes will put the funds toward an LCD projector for the students' presentations. "This will force students who don't use computers much, other than for word processing, to use software for statistics and graphing. Also, I wanted to do something that would benefit both my chemistry and my biology students, and I can use it in many classrooms, year after year."

"Students benefit when their teachers become immersed in the Science Outreach Program," says Kaiser. Though the program isn't designed to boost standardized test scores, anecdotal evidence suggests that it has an impact. In one South Bronx public high school, a teacher who participated in the Rockefeller program saw the percentage of her kids who passed the Regents exam in biology (New York State's standardized test), climb from 9 to 76 percent over three years. The number of students who took the exam also increased, as did their average passing scores.

Says Lee Holmes, the teacher from Washington, D.C., "Each teacher takes away something slightly different. It's a reminder that real science is not in the pages of textbooks — it's an active discipline."

Extra curricular activity

Sandy Simon devotes spare time to tackling New York City's science curriculum

BY BETSY HANSON

"Scientists have an obligation to teach the public," says Rockefeller's Sandy Simon. "If the public thinks of science as a collection of absolute truths, then when one of these gets turned on its head, there is a loss of faith. Science is a process, and the public needs to understand this when discussing issues like genetically modified foods, genetic testing, or stem cell research."

That's why Simon has devoted so much of this time and energy to improving how the state-mandated high school curriculum is organized and taught.

"High school science education is particularly important because most people don't take science after 10th grade. It's the last chance to have kids develop a feel for the subject," Simon says.

Yet most teachers try to convey the facts of science without imparting any taste for the process of discovery. "That's like teaching kids to be artists with color-by-numbers. What turns kids on is the discovery that something is not known — they get excited when there's something for them to do," Simon says.

Simon, head of the Laboratory of Cellular Biophysics, has mentored both teachers and students in the outreach program and for the past three years has contributed to a project to introduce a new approach to teaching science into New York City public schools.

Traditionally biology and chemistry have been taught as separate year-long courses in the ninth and tenth grades. Simon is scientific advisor to a program that integrates the two areas of science into five units with real-world relevance, for example, environmental dynamics and food, nutrition and fitness. Educational consultant Catherine Saldutti leads the development of lesson plans and laboratory activities, through her company EduChange, Inc.

"We've approached the material in a more creative and authentic way," says Saldutti, "more in line with the way scientists work and think."

Teachers at New York City's Lab School, on West 17th Street — including an alumna of Rockefeller's Outreach Program — launched the course in 2001. In the fall of 2004, students at two schools in Manhattan, two in Brooklyn and one in Yonkers will learn science in this nontraditional way.

The program is based on inspiring curiosity. Each unit begins with a question, such as "how does aspirin work?" "From there, the curriculum is entirely inquiry based," says Simon. "Students are encouraged to ask questions, to identify assumptions, and to identify the potential for errors. We take them through the process of discovery."

milestones

PROMOTIONS, AWARDS AND PERSONNEL NEWS

Promoted:

Paul Bieniasz, to associate professor and head of laboratory.

Luc Demortier, from assistant professor to associate professor, Goulianos Lab.

Madhav Dhodapkar, to associate professor. Dhodapkar is head of the Laboratory of Tumor Immunology and Immunotherapy.

Effat Emamian, from research associate to research assistant professor, Greengard Lab.

Laura Kus, from senior research associate to research assistant professor, Hatten Lab.

John D. McKinney, to associate professor. McKinney is head of the Laboratory of Infection Biology.

Ephraim Sehayek, from research associate to senior research associate, Breslow Lab.

Soichiro Yamamura, from postdoctoral fellow to research associate, Roeder Lab.

Elsa C.Y. Yan, from research associate to research assistant professor, Sakmar Lab.

Kathy Zimmerman, from assistant professor to research associate professor, Hatten Lab.

Named:

Charles D. Gilbert, the Arthur and Janet Ross Professor. Gilbert is head of the Laboratory of Neurobiology.

Mary Jeanne Kreek, the Patrick E. and Beatrice M. Haggerty Professor. Kreek is head of the Laboratory on the Biology of Addictive Diseases.

James G. Krueger, the D. Martin Carter Professor in Clinical Investigation. Krueger is head of the Laboratory for Investigative Dermatology.

Michael Young, the Richard and Jeanne Fisher Professor. Young is head of the Laboratory of Genetics.

Donald Pfaff, to the National Institutes of Health Neuroscience Blueprint Workgroup, which is formulating a blueprint to coordinate large-scale neuroscience resources and tools among the neuroscience-related institutes at the NIH. Pfaff is head of the Laboratory of Neurobiology and Behavior.

"Dendritic cells and the control of immunity," a review article published in *Nature* in 1998 and coauthored by **Ralph Steinman**, the most-cited medical science paper in 2003 according to the American Chemical Society. **Jeffrey Friedman's** *Nature* paper "Positional cloning of the mouse obese gene and its human homolog" was the fourth most cited paper that year. Steinman is head of the Laboratory of Cellular Physiology and Immunology; Friedman is head of the Laboratory of Molecular Genetics.

Miklós Muller, a research fellow of the Collegium Budapest in Hungary for the 2004–2005 academic year. The Collegium Budapest promotes culture and the sciences by giving internationally recognized academics an opportunity to pursue research in an international, intellectually stimulating environment; it's modeled after the Princeton Institute for Advanced Study. Muller is an emeritus professor at Rockefeller.

Oswald Avery, to the Canadian Medical Hall of Fame. Avery and his Rockefeller colleagues Colin MacLeod and Maelyn McCarty published a seminal paper in 1944 in the *Journal of Experimental Medicine* reporting that the substance that could transform one type of pneumococcus into another was deoxyribonucleic acid (DNA). This has been called one of the most pivotal discoveries of the twentieth century. Avery, who was born in Halifax, Nova Scotia, came to Rockefeller in 1913 and died in 1955. The official induction into the Canadian Medical Hall of Fame, a national organization dedicated to recognizing the accomplishments of Canada's medical and health sciences luminaries, will occur on September 30 in Ottawa.

Awarded:

Elaine Fuchs, the 2004 Dickson Prize, given

annually to a U.S. researcher engaged in paradigm-shifting biomedical research and who is at an especially productive point in his or her career. In addition to receiving a bronze medal and an honorarium, Fuchs will deliver the keynote lecture at a University of Pittsburgh showcase of scientific research this fall. Fuchs is head of the Laboratory of Mammalian Cell Biology and Development.

Jeffrey Ravetch, the 2004 Lee C. Howley, Sr. Prize from the Arthritis Foundation, in honor of contributions to research that represents a major advance in the understanding, treatment or prevention of arthritis and rheumatic diseases. The award recognizes Ravetch's studies of Fc receptor immune mediated inflammation. Ravetch is head of the Laboratory of Molecular Genetics and Immunology.

Sanford Simon, the John and Samuel Bard Award in Medicine and Science from Bard College. The award was presented at Bard's commencement on May 22. Simon is head of the Laboratory of Cellular Biophysics.

Ralph Steinman, the 2004 Novartis Prize for Basic Immunology, awarded once every three years for outstanding achievements in the understanding of immunology. The award was presented at the 12th International Congress of Immunology in Montreal, Canada, on July 19. Steinman is head of the Laboratory of Cellular Physiology and Immunology.

The Rockefeller Archive Center and Information Technology, a 2004 Lower Hudson Conference Award for Excellence for the Archive Center's redesigned Web site, archive.rockefeller.edu. The Lower Hudson Conference is a regional service organization that aims to advance and advocate the preservation of the area's historical, ethnic and cultural heritages.

University administered postdoctoral awards:

Julie Baron-Benhamou (R. Darnell lab), **Joanna Bloom** (E. Cross lab), **Charu Chaudhry** (MacKinnon lab), **Myriam Heiman** (Heintz lab), **Margaret Wang** (Rice lab), and **Xuan Wang** (Fuchs lab), Women & Science Postdoctoral Fellowships, funded by the university's Women & Science Initiative.

Matthew Evans (Rice lab), **Baldissera Giovani** (Muir lab), **Amy Ikui** (E. Cross lab), **Marlene Oeffinger** (Rout lab), **Irena Pastar** (Papavasiliou lab), **Matthew Poy** (Stoffel lab), **Giovanni Sena** (Leibler lab) and **Tomasz Swigut** (Brivanlou lab), Charles H. Revson Fellowships in Biomedical Research, funded by a private gift to the university. The eight fellowships are the last to be awarded, as the Revson Foundation announced that it will not renew its support due to a restructuring of its grant program.

Maya Goldmit (Shaham lab), the 2004–2007 Bristol-Myers Squibb Postdoctoral Fellowship in Basic Neurosciences, endowed in 1988 by the Bristol-Myers Squibb Company and awarded every three years to a Rockefeller postdoc.

Benjamin Kwok (Kapoor lab), the 2004–2007 Merck Postdoctoral Fellowship, endowed by the Merck Company Foundation in 1988 and awarded every three years to a Rockefeller postdoc.

Lisa Postow (Funabiki lab), the Kimberly Lawrence-Netter Cancer Research Discovery Fund Award, established in 2002 by RU Council member Donald Netter and friends in memory of Netter's wife, Kimberly. The award provides "venture funds" to launch a novel, risk-taking cancer research project or pursue an unexpected lead.

Siripong Thitmandee (Chua lab), the 2004–2005 King of Thailand Biomedical Fellowship.

Xiaoting Zhang (Roeder lab), the 2004–2005 C. H. Li Memorial Scholar Award.

RETIREMENTS

"Everybody loves to do something, and for me it's accounting — making sense out of what appears to most people as an overwhelming and messy set of figures," says **John Harrigan**, who retired on June 30 as Rockefeller's vice president for finance and controller.

When Harrigan came to Rockefeller in 1982, as controller, the university's budget was about \$60 million, compared to approximately \$250 million today. "Looking back, I thought Rockefeller was complex at the time, but it was actually a relatively simple operation," Harrigan says. In terms of financial management, things became more complicated in the 1990s with the hiring of many new faculty. "Between 1990 and today we've probably made 40 new faculty appointments," Harrigan explains. "When you bring a new appointment in, you have to find the money to pay for it. You have to build a laboratory, and then provide continuing support. It's not my job to find the money, but it's my job to manage it.

"Even though we have roughly the same number of labs as in 1990, they are bigger and more complex. They're bringing in more government funding, and the regulations underlying that funding are more complex."

"It simply is not possible to overstate John's contributions to the university in terms of astute financial planning and trustworthy financial management," says Fred Bohen, Rockefeller's executive vice president. "John helped design the plan that rescued us from the deep deficit of 1990, and that has kept us on an even keel ever since."

In 1995, **Germaine Meilach** thought she was coming to Rockefeller for a one-month assignment, to manage the set-up and custodial details for the annual holiday party. This summer, nearly nine years later, she has retired as Rockefeller's manager of custodial services.

Meilach's tenure at the university was the last chapter of a long career in facilities management. A native of Newport, Vermont, she has worked since 1971 in hotels, hospitals and nursing homes, as well as at several universities including Brown University and Bryn Mawr College. She has also been active in the International Executive Housekeeper Association, and has taught in hotel management programs at Montclair State University and other schools.

Executive Vice President Fred Bohen, who worked with Meilach at Brown, recruited her to Rockefeller. "She was known there as an institutional treasure — someone you could go to any hour of the day, and sometimes at night, to get a job done," says Bohen. "She's respected for her terrific work ethic, her calm and steadiness under pressure, and her exquisite concern for both her constituency and her col-

Harrigan gained experience in financial management of nonprofits and institutions of higher education during 17 years at the auditing firm now called KPMG. After a brief stint as associate controller at Columbia University, he moved to Rockefeller in 1982. In 1995 he took on the title and duties of vice president for finance in addition to being controller.

"Rockefeller is small compared to a university like Columbia," Harrigan says. "At a bigger place, the functions I do in a week would be covered by several different people." Harrigan has been responsible for accounting, grants management, budgets, financing of capital construction, preparing for audits, negotiating indirect costs, and managing government grants, as well as assessing the long-term budget impact of policy decisions. "That's what is interesting to me — I cover a broad scope," he adds. "I've been doing this for a lot of years. I'll miss the challenge."

Harrigan has already moved with his wife to a house they built in Stroudsburg, Pennsylvania, for their retirement. The most enjoyable aspects of working at Rockefeller have been the technical challenges and the people, Harrigan says. "The people I work with day to day are all good people, and that's what I'll miss."

leagues."

"I've never met anyone so dedicated to her profession," said Alex Kogan, associate vice president for plant operations and Meilach's supervisor since 1999.

Among her proudest moments: the June 4, 1999, campus picnic, when food stations and musical performances stretched from Peggy Rockefeller Plaza to the Philosophers Garden. "The thing I remember most is that the whole crew was there, and the next day everything was clean. The university could do its job," said Meilach.

Meilach calls her crew of 58 custodians the best group on the whole campus. "The hardest part about leaving is leaving my Rockefeller family," she says.

Last April, Meilach moved with her husband to Rotunda West, Florida, where she plans to volunteer in local schools. "If you're with kids," she says, "you stay young."

Thomas Rosenbaum, who came to the Rockefeller Archive Center in Sleepy Hollow, New York, two years after it was established in 1974, retired July 30 from his position as chief archivist.

"The Rockefeller archives are a wonderful window on 20th century history," says Rosenbaum. "For me, one of the greatest rewards has been working with researchers to lead them to the parts of our collections that are most relevant for their projects."

The Archive Center, which is a division of Rockefeller University, houses the papers of the Rockefeller Family, the Rockefeller Foundation and the Rockefeller Brothers Fund in addition to the university's archived documents.

"Seventy-two million pieces of paper can be overwhelming. We receive publications acknowledging Tom's assistance on a near-weekly basis and the mentoring he has provided other staff members has helped them get on their feet quickly," says Darwin Stapleton, executive director of the Archive Center.

A summer internship at the National Archives started Rosenbaum on a career as an archivist. Before joining the university and the Archive Center, he worked at the Rockefeller Family Archives.

Due to space constraints, the names of newly hired Rockefeller faculty and staff will appear in next month's issue of BenchMarks.