



SCIENCE FOR THE BENEFIT OF HUMANITY

BENCHMARKS

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

FRIDAY, OCTOBER 20, 2006

ANNOUNCEMENTS

A new look for BenchMarks. The university's new identity standards, completed this summer, include guidelines for official university publications as well as printed materials such as letterhead, business cards, envelopes and other documents. This redesign of BenchMarks incorporates these standards — including fonts, logo and other design elements — to help maintain consistency in the university's image. For more information on the new identity, visit rockefeller.edu/pubaff/resources.

Counseling services are available. The Employee Assistance Program Consortium (EAPC) offers free, confidential short-term counseling and referral services to all Rockefeller employees and their family members. Issues including depression and anxiety, relationship and family difficulties, time management, financial and legal issues, drug and alcohol abuse, loss and life transition and other problems may be addressed. For more information, visit www.youreapc.us or call (212) 746-5890.

Third annual golf outing is October 24. Tee time is 9 a.m. at Pelham Bay Golf Course in the Bronx. The cost is \$90 per person and includes transportation, green fees, cart and snacks. Proceeds will go toward new play equipment and school trips for the Rockefeller Child and Family Center. To sign up, see Pat Griffin in the Faculty and Students Club or call x8078.

Long-term care benefit now available. Rockefeller University has partnered with John Hancock to offer a long-term care benefit to all active employees, retirees and their eligible family members. A John Hancock representative will lead an informational meeting October 24, 11:30 a.m. to 2:30 p.m., in Weiss. For more information, visit rockefeller.jhancock.com (username: rockefeller; password: mybenefit) or call (800) 482-0022.

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

BENCHMARKS

Paul Nurse, President
Jane Rendall, Corporate Secretary
Joe Bonner, Dir. of Communications

Zach Veilleux, Executive Editor
Talley Henning Brown, Asst. Editor

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FINANCE

A brightening financial picture

Better-than-expected revenue from research grants, fundraising initiatives and investments has strengthened the university's financial situation

by ZACH VEILLEUX

A record-setting year for fundraising has combined with strong performance from the endowment, new research grants and cost containment initiatives adopted over the previous three years to eliminate shortfalls in the university's operating budget that had been projected to increase to \$17 million per year.

"The university had a balanced budget in the fiscal year ending June 2006 and we are projecting a balanced budget for the fiscal year ending in June 2007 as well," says Jim Lapple, the university's vice president for finance and treasurer. "Our efforts over the past three years to stabilize the budget and to provide stable funding for prior commitments have been successful and have put the university in a strong position to meet its ongoing obligations."

Rockefeller's fiscal 2007 budget antici-

pates \$277.8 million in total revenue and \$277.6 million in expenditures.

Several factors have contributed to the current financial picture:

A record-setting year for gifts. The university's seven-year fundraising campaign, begun in 2004, has now raised \$335 million in gifts and pledges toward its \$500 million goal. The fiscal year which ended in June was the university's best year since its development program began in 1973 — \$195 million in new gifts and pledges were received, including David Rockefeller's \$100 million bequest announced last summer. (Even if you subtract Mr. Rockefeller's portion, last year's \$95 million in other gifts is still a record. The previous high was \$84 million in 2001.)

Some of that total represents gifts from

long-time donors — Russ Carson, chair of the Board of Trustees, announced in June that he was increasing his gift to the new campaign from \$15 million to \$25 million — but many were from first-time givers or from long-time donors or friends who significantly upped their level of giving. "More than half of the \$335 million raised to date has been from donors, including individuals and foundations, who are not trustees of the university. In fact, most of our Board members have not yet made gifts to the current campaign," says Marnie Imhoff, vice president for development.

While many of the funds raised by the campaign will be to support long-term initiatives including start-up costs for new faculty, the new University Fellows

(continued on page 2)



PHOTO: ZACH VEILLEUX

Holding court. Construction crews converting the north campus esplanade to a temporary tennis court broke ground in late September. The original court, on the south campus, is being used for temporary offices to house Information Technology personnel who are relocating from Smith Hall during construction of the Collaborative Research Center.

FROM PAUL NURSE

Green task force to address environmental issues

Many people on campus have expressed concerns to me about green issues and have asked whether the university could be doing more concerning energy saving, wastage policies, garden management and the like. These are issues that have already received attention from the university's administration, particularly from Plant Operations, but I think it is now time to engage more of the campus in a focused green initiative. To achieve this I have set up a green task force, made up of members of the faculty, the student and postdoc communities and the administration, to begin looking at issues such as recycling, energy use, emissions, the use of disposable products and landscaping. We will generate ideas on how the university can introduce environmentally sound policies and the group's

recommendations, wherever practical, will be implemented.

We've already begun working on several changes to our operations based on ideas from members of our staff and administration. Last year, under the direction of John Tooze, the university's vice president for scientific and facility operations, and Alex Kogan, associate vice president for plant operations, we hired a consultant to look at lighting on campus and suggest ways we can save energy. The result: by standardizing some of our lighting fixtures, reducing wattage, adding reflectors and installing devices such as motion sensors to automatically turn off lights when nobody's using them, it's possible to reduce the amount of electricity we use for lighting

(continued on page 2)

A brightening financial picture (continued from page 1)

Program and the Collaborative Research Center, \$100 million is to be used to increase the endowment and approximately \$24 million per year is to fund current operating costs. Both are considered particularly challenging from a fundraising perspective because they do not create new programs or offer naming opportunities. “Despite this, our endowment fundraising has already yielded \$98 million and we have met our operating budget targets every year since the campaign began,” says Ms. Imhoff.

Proceeds from the additional endowment funds will serve as a budget stabilization measure, permanently addressing the shortfalls the university experienced during the past few years.

Strong endowment performance. For fiscal year 2006, the Office of Investments is reporting a preliminary endowment return of 16.4 percent (well above the 8.6 percent reported for the Standard and Poor’s 500 index) and an endowment market value of \$1.77 billion. In addition, the fiscal 2006 result continues a long-term trend of outperformance as measured by the university’s 10-year annualized endowment return of 13.7 percent — versus 8.3

percent for the S&P 500 over the same period.

Returns from the endowment are not all reinvested; they also contribute dollars to the university’s operating budget — \$68 million in fiscal year 2006. For the past several years, the endowment spending rate — the percentage of the total value of the endowment that can be spent in a year — has been set at five percent of an average market value. But based in part on its strong long-term performance, the university’s trustees agreed at their June Board meeting to increase the endowment spending rate to 5.25 percent (of an average market value) in this fiscal year. Discussions are also under way in the Board’s ad hoc spending policy committee and in the finance and operations committee as to whether the rate should be increased further in future years.

“The additional money from this increase will be used to enhance our budget flexibility and invest more in research,” says Mr. Lapple. “It’s paying for reductions in cross-charging, developing a new housing rental structure for postdocs and enabling the president to create a contingency fund designed to provide assistance to laboratories experiencing unexpected

budget shortfalls.”

Increased NIH grants. Though funding from the National Institutes of Health is flat nationally, Rockefeller has increased its federal support by 10 percent. “Our faculty have been very successful in competing for NIH grants — in addition to renewed grants, several laboratories have received new awards this past year,” Mr. Lapple says.

At many other institutions, the trend has been in the opposite direction. Harvard University’s NIH grants are down about 1.3 percent and the Massachusetts Institute of Technology’s are down over five percent. Though some universities are up — the University of California, Los Angeles is up six percent and Columbia University is up 7.5 percent — none of the NIH’s biggest awardee institutions has fared as well as Rockefeller.

“It’s truly a testament to our faculty’s hard work and creativity that we have competed so successfully for federal research dollars in the current environment,” says Paul Nurse, the university’s president. “In addition to bringing in grant money, the university’s royalty income — based on commercial licensing of technolo-

gy from our faculty members’ labs — is also up over the past year and has significantly contributed to our stable budget.”

A continued emphasis on reducing waste. Closing the gap the university faced in 2003 was partly the result of cost containment strategies that focused on reducing overhead and finding cheaper ways of doing business. The consolidation or outsourcing of several of the university resource centers over the past few years has reduced the cost of providing some services to laboratories. A cap on salary increases — relaxed slightly in 2005 — has also helped, particularly as costs such as healthcare and energy continue to climb steeply. A new focus on environmental issues (see “From Paul Nurse,” page 1) has also helped reduce some costs.

“People throughout our community have been attentive to the financial situation, and that has had a tremendous impact on our ability to balance the budget,” says Mr. Lapple. “Though we can’t predict what will happen next in terms of the capital markets or the government, and there’s always a need to proceed with caution, we are in a position now where we can be optimistic about our finances.”

Green task force to address environmental issues (continued from page 1)

by 50 percent and save an estimated \$243,000 per year. We can also realize savings by buying a smaller variety of bulbs in larger quantities.

Alex and John have also been working to turn down the thermostat in office areas, hallways, classrooms and lobbies when people leave for vacation. On long weekends, the temperatures of these areas — to date, not the laboratories — can be raised (or, in the winter, lowered) by several degrees, and in some cases equipment can be turned off altogether. Eighty percent of this is computer controlled and very easy to implement. We tried it last year over Thanksgiving and winter break and saved \$300,000 in energy costs. New temperature controls and variable-speed fans and pumps would allow us even greater control over energy costs, and we are looking into retrofitting some buildings with more modern equipment.

This summer, Plant Operations also began a project to install new piping in our chiller plant that will salvage water

from condensation equipment and direct it back to our boilers and chillers to be recirculated. This water — some 16.5 million gallons of it each year — was previously being drained into the sewer and replaced with fresh, and expensive, tap water.

Initiatives such as these save money as well as reducing energy consumption. The total energy budget is projected to be \$12 million this year, and the savings already in place, described above, will save over \$500,000 each year. The challenge for the task force will be to try to find other ways of reducing energy consumption, not only helping the university’s finances but also lessening the impact of its operations on the environment.

In our new building, the Collaborative Research Center, the architects and engineers are incorporating a number of green design initiatives. Energy from laboratory exhaust air will be reclaimed; dehumidification equipment will assist with air conditioning; high-efficiency transformers will reduce electrical waste; high-performance windows and insula-

tion will increase thermal efficiency; and recycled construction materials will be used whenever practical. Even the floor plans have been designed with an eye toward energy efficiency, with natural light in the workspaces and with areas for equipment that generate heat separated from offices and benches. More initiatives are being considered.

Some of you may have noticed the waterless urinals installed a few weeks ago in the bathroom adjacent to the Peggy Rockefeller Plaza. Each will save us 40,000 gallons of water a year. They are still in the testing phase, but if people like them, we will consider buying more.

These are all good starting points, but my hope is that we can do more. I want us to address the issue of using disposable plates and cutlery in the cafeteria, to examine our landscaping to see if we can improve composting, increase bird and butterfly life, and reduce our use of chemicals and gasoline-powered equipment. We will examine our recycling policies to see if there’s more we could

be doing to reduce the amount of solid waste we send to the landfill. I’d also like for all of us to contribute: to turn off lights and equipment when they are not being used, and to make responsible choices when we purchase supplies or equipment using university funds.

This is an important initiative for the university and one that I believe the majority of people on campus supports. Over the coming months changes in practice will be tried out, which could mean, for example, that you will experience differences in temperature and lighting regimens, but the overall objective will be to maintain a comfortable working and laboratory environment. Good dialogue with everyone working on campus will be an essential part of the initiative so that suggestions for improvements can be acted upon and to ensure that the changes implemented are sensible. Green issues are going to become increasingly important in the coming years, and institutions like Rockefeller should be leading the way.

FACULTY RECRUITMENT

Chemical immunologist Howard Hang to head new Rockefeller lab

University’s faculty search yields its second successful recruit

by KRISTINE KELLY

Rockefeller’s faculty recruitment campaign has resulted in the hire of a second new lab head this year. Howard Hang, a chemical immunologist, comes to Rockefeller from his postdoc at the Whitehead Institute for Biomedical Research at the Massachusetts Institute of Technology. Starting in February 2007, he will be head of the newly minted Laboratory of Chemical Biology and Microbial Pathogenesis.

Dr. Hang’s Rockefeller laboratory will focus on the biochemical mechanisms that underlie infectious diseases, currently the leading cause of death in the world. By examining the relationship of an invading pathogen and its host immune system from both sides of the equation, Dr. Hang works to achieve a greater understanding of how infections take hold and, eventually, devise more effective treatments and preventive solutions for them.

Dr. Hang’s research will take on new focus at Rockefeller, as he hones in on two very specific goals. First, Dr. Hang will use



PHOTO: ZACH VILLEUX

his background in organic chemistry to develop novel tools for the study of post-translational modifications, the numerous processes by which the structure and func-

tion of a protein may be changed after the completion of its genetic expression. The modifications are of key scientific interest in understanding the mechanisms behind

host-pathogen interactions.

The laboratory will use the insight thus gained toward its second goal, to identify and characterize specific antigens that are put into play during the host immune system’s response to an infection. Both goals will require a highly multidisciplinary approach and are geared down the line toward the larger ambition of developing vaccines and therapeutics for infectious diseases.

Dr. Hang studied organic chemistry as an undergraduate at the University of California, Santa Cruz. His graduate work at UC Berkeley was in glycobiology, the study of a particularly complex post-translational modification and its results.

Rockefeller’s faculty recruitment process attracted nearly 700 applicants in its first year and so far has resulted in the addition of two new lab heads. Sean Brady, head of the Laboratory of Genetically Encoded Small Molecules, who began this fall, is the first; Dr. Hang is the second.

OBITUARY

Emeritus Vincent P. Dole dies at 93

by TALLEY HENNING BROWN

"If you look at the history of medicine, it's astounding to see how many doctors once resisted even the recognition that fevers and various fatal sicknesses were due to germs," said Vincent P. Dole, professor emeritus, in an interview in 1996. "A hundred years ago, what we take for granted today was not at all widely accepted." Dr. Dole, who led an impassioned vanguard in the research of addictive diseases, died on Tuesday, Aug. 1, at the age of 93.

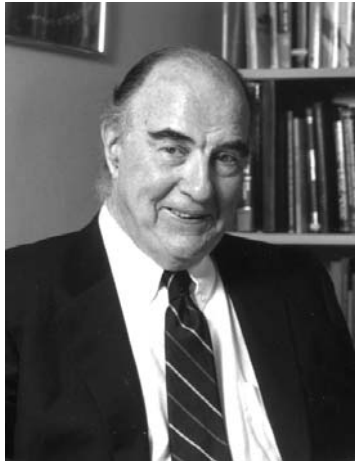
Dr. Dole was head of the Laboratory of the Biology of Addictive Diseases and a member of the Rockefeller community for over 60 years. His most far-reaching scientific contribution was the development of the methadone maintenance program for the treatment of heroin addiction in the mid-1960s, achieved in collaboration with his then-wife, the late Marie Nyswander, and Mary Jeanne Kreek, now professor and head of Rockefeller's Laboratory of the Biology of Addictive Diseases. Following pilot studies at The Rockefeller University Hospital, methadone treatment was adopted in hundreds of programs worldwide.

At Rockefeller, Dr. Dole and his colleagues conducted a wide range of clinical and animal studies aimed at a deeper understanding of the biochemical and functional effects of addictive substances, including, in his later research, studies of alcoholism. His approach to the study of addiction as a medical problem followed from his earlier observations of metabolic disturbances in conditions like high blood pressure and obesity. His research during that period resulted in a number of fundamentally important discoveries, including the confirmation that sodium contributes to elevated blood pressure.

Dr. Dole trained as a mathematician at Stanford University and received his medical degree from Harvard University in 1939. Following an internship at Massachusetts General Hospital, he joined Rockefeller in 1941 as a research assistant in the laboratory of Donald D. Van Slyke. During World War II, he served as a lieutenant commander with the Naval Medical Research Unit at The Rockefeller Institute Hospital.

He returned to Rockefeller in 1947 as an associate member and head of laboratory, becoming a full member in 1951. He became professor in 1955, the same year Rockefeller enrolled its first class of graduate students. He retired in 1991, and the following year Rockefeller University awarded Dr. Dole an honorary doctor of science degree. He received many prestigious honors for his work on methadone and for his earlier lipid studies, including the Albert Lasker Award for Clinical Medical Research, the Gairdner Foundation International Award and the New York City Mayor's Award for Excellence in Science and Technology.

Dr. Dole is survived by his wife, Margaret MacMillan Cool; his children, Vincent III, Bruce and Susan; his stepchildren John Cool, Ellen Cool Kwait, Mary Lee Cool Gupta and Adrienne Cool; and his 13 grandchildren and one great-grandchild. Dr. Dole's children have established the Dr. Vincent P. Dole Memorial Fund at The Rockefeller University to honor the memory of Dr. Dole and his extraordinary contributions to science. All gifts to this fund will be used for the general support of the university and will be unrestricted.



FACULTY DEPARTURE

Markus Stoffel to leave Rockefeller for ETH Zurich

by TALLEY HENNING BROWN

Markus Stoffel, head of Rockefeller's Laboratory of Metabolic Diseases, has accepted a new faculty position with the Institute of Molecular Systems Biology, a center for research and higher education in the sciences established in 2005 within the biology department of the Swiss Federal Institute of Technology (ETH) in Zurich. He began establishing his laboratory in Switzerland over the summer and will leave Rockefeller at the end of 2006.

Dr. Stoffel came to Rockefeller University in 1995. Previously a postdoc and assistant professor studying the genetics of diabetes at the University of Chicago, he delivered a seminar at Rockefeller in 1994 and was recruited shortly thereafter.

The Stoffel lab is involved in identifying and characterizing the genetic factors that cause susceptibility to different manifestations of diabetes. The main focus of Dr. Stoffel's research is type 2 diabetes. "I've always been interested in metabolism in a broad sense, but this disease caught my scientific interest early on because of its impact on global health, a fascinating biology and the interdisciplinary approach that is required to study this disease. It was clear to me that this was a field in which I could have some impact."

He has also played a central role in one of the largest and most widely acclaimed genetic disease studies to date. Over the last 12 years, Dr. Stoffel, Jeffrey Friedman and Jan Breslow, with a team of other

researchers, have made significant progress on a genetic catalog of the residents of the Micronesian island Kosrae, a population that is genetically isolated and therefore ideal for the study of how disease is inherited. Working with the island's health department, the scientists gathered the family and individual health histories, blood samples and other information from more than 3,000 Kosrae citizens. From these profiles the scientists have compiled an impressive list of single nucleotide polymorphisms, or SNPs, individual variations in a species's DNA sequence, often linked to hereditary disease. Dr. Stoffel will continue to participate in the Kosrae study after his move to Zurich.

Dr. Stoffel received the offer from the Institute of Molecular Systems Biology (IMSB) last year and tendered his resignation to President Paul Nurse early this spring. "What I want to do in the next 5 to 10 years is exactly what this institute wants to do," he says. "My program will be the same as it has been here, growing in the same direction, but in a new environment." His work at IMSB, as professor and head of the Laboratory of Metabolic Diseases, will occasionally include a term in the institute's revolving directorship.

All of the postdocs and the one current student in Dr. Stoffel's lab will move with him. Allegra Grossman, an instructor in clinical investigation, will take over prime responsibility for two ongoing clinical studies she and Dr. Stoffel began.

Friday lectures under way

This year's lineup includes 30 speakers from some of the world's most prestigious universities and institutions. The scientists speak about their work as part of the university's flagship lecture series. The schedule:

October 20	Oligonucleotide Therapeutics Society Meeting
October 27	Jeffrey V. Ravetch Theresa and Eugene M. Lang Professor and head, Leonard Wagner Laboratory of Molecular Genetics and Immunology, Rockefeller University <i>John M. Lewis Memorial Lecture and M.D.-Ph.D. Recruitment Day</i>
November 3	Mary Frances Lyon Head, genetics section, radiobiology unit, Medical Research Council <i>Pearl Meister Greengard Prize Lecture</i>
November 10	Bruce Beutler Professor, department of immunology, Scripps Research Institute
November 17	Charles Sawyers Chairman, Human Oncology and Pathogenesis Program, Memorial Sloan-Kettering Cancer Center <i>M.D.-Ph.D. Recruitment Day</i>
December 1	Rama Ranganathan Associate professor of pharmacology, University of Texas Southwestern Medical Center <i>William H. Stein Memorial Lecture</i>
December 8	Barbara Meyer Professor of genetics and development, department of molecular and cell biology, University of California, Berkeley
January 12	Lyman Page Henry De Wolf Smyth Professor of Physics, Princeton University
January 19	Lewis Lanier American Cancer Society Research Professor and professor and vice chair, department of microbiology and immunology, University of California, San Francisco
January 26	Paolo Sassone-Corsi Distinguished professor and chair, department of pharmacology, University of California, Irvine
February 2	Ilkka Hanski Professor, Metapopulation Research Group, University of Helsinki
February 9	Richard E. Lenski Hannah Distinguished Professor of Microbial Ecology, Michigan State University <i>Graduate Student Lecture</i>
February 16	Gunnar von Heijne Professor, department of biochemistry and biophysics, Stockholm University
February 23	Jean-Laurent Casanova Professor of pediatrics and director, Laboratory of the Human Genetics of Infectious Disease, Faculté de Médecine Necker-Enfants Malades <i>Postdoc-Student Lecture</i>
March 2	Jeffrey M. Friedman Marilyn M. Simpson Professor and head, Laboratory of Molecular Genetics, Rockefeller University <i>Rockefeller University Ph.D. Recruitment Day</i>
March 9	Leslie Vosshall Chemers Family Associate Professor and head, Laboratory of Neurogenetics and Behavior, Rockefeller University <i>Rockefeller University Ph.D. Recruitment Day</i>
March 16	Leonard P. Guarente Novartis Professor of Biology, Massachusetts Institute of Technology
March 23	Abby Dernburg Assistant professor in residence of cell and developmental biology, University of California, Berkeley
March 30	Roger Kornberg Professor of structural biology, Stanford University <i>Joshua A. Lederberg Distinguished Lecture</i>
April 6	The Wiley Prize in Biomedical Sciences
April 13	Michael Meaney James McGill Professor, departments of psychiatry and neurology and neurosurgery, and director, Program for the Study of Behavior, Genes and Environment, McGill University
April 20	Sasha Rudensky Associate professor, department of immunology, University of Washington <i>Philip Levine Memorial Lecture</i>
April 27	Phillip Sharp Institute professor and director, McGovern Institute, Massachusetts Institute of Technology <i>Richard M. Furlaud Distinguished Lecture</i>
May 4	Cynthia Kenyon Professor, department of biochemistry and biophysics, University of California, San Francisco <i>Maclyn McCarty Memorial Lecture</i>
May 11	Irving Weissman Professor, departments of pathology, developmental biology, neurosurgery and biological sciences, Stanford University School of Medicine <i>Cancer Biology Lecture</i>
May 18	Caroline R. Bertozzi Professor of chemistry and T.Z. and Irmgard Chu Distinguished Professor, University of California, Berkeley <i>Jerry A. Weisbach Memorial Lecture</i>
May 25	David Anderson Professor of biology, California Institute of Technology

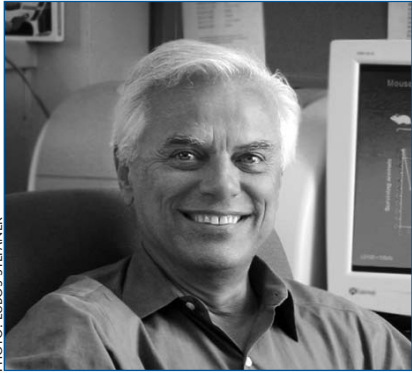
MILESTONES

PROMOTIONS, AWARDS AND PERSONNEL NEWS

Awarded:

Anirban Bannerjee (MacKinnon Lab) and **Patrick T. McGrath** (Bargmann Lab), the Damon Runyon Cancer Research Foundation Fellowship Award. The three-year fellowships are awarded to outstanding young scientists conducting theoretical and experimental research that is relevant to the study of cancer and the search for cancer causes, mechanisms, therapies and prevention. The awards were announced at the foundation's Scientific Advisory Committee review in May.

Vincent A. Fischetti, the George F. Heinrich, M.D. Keynote Lecture at the Theresa and Eugene M. Lang Center for Research and Education's "Research Day" at New York Hospital Queens, on May 19. The title of his lecture was "Using Phage Lytic Enzymes to Control Pathogenic Bacteria."



Vincent A. Fischetti, the Division M Keynote Lecture at the 106th annual meeting of the American Society for Microbiology, in May. The lecture was titled "Phage Lytic Enzymes: Novel Anti-infectives."

David D. Ho, **Michel C. Nussenzweig**, **Jeffrey V. Ravetch** and **Ralph M. Steinman**, a Bill and Melinda Gates Foundation grant. The grant was awarded in August from a fund established to create an international consortium of researchers to accelerate the pace of HIV vaccine development. Dr. Ho's project is titled "Harnessing Dendritic Cells and Innate Immune Activation Signals to Guide HIV-1 Vaccine Development."

Named:

Paul Nurse, fellow of the American Academy of Arts and Sciences, an independent policy research center currently focused on issues including science and global security, social policy, the humanities and culture and education. The Academy announced the election April 24.

Promoted (academic appointments):

Sandra Barral-Rodriguez, from postdoctoral associate to research associate, Ott Lab.

Vasco Barreto, from postdoctoral associate to research associate, Nussenzweig Lab.

Eduardo Butelman, from research assistant professor to research associate professor, Kreek Lab.

Jennifer Darnell, from research assistant professor to research associate professor, Robert Darnell Lab.

Roxana Georgescu, from postdoctoral associate to research associate, O'Donnell Lab.

Chiara Indiani, from postdoctoral associate to research associate, O'Donnell Lab.

Radmila Janjusevic, from postdoctoral associate to research associate, Stebbins Lab.

Fei Ji, from postdoctoral associate to research associate, Ott Lab.

Markus Landthaler, from postdoctoral fellow to research associate, Tuschl Lab.

Mirjana Lilic, from research associate to senior research associate, Stebbins Lab.

Wan-chun Liu, from research associate to research assistant professor, Nottebohm Lab.

Anthony Lombardino, from postdoctoral fellow to research associate, Nottebohm Lab.

Brian Reed, from postdoctoral associate to research associate, Kreek Lab.

Daniel Reuman, from postdoctoral associate to research associate, Joel Cohen Lab.

Russell Romeo, from postdoctoral fellow to research associate, McEwen Lab.

Fekrije Selimi, from postdoctoral associate to research associate, Heintz Lab.

C. Erec Stebbins, from assistant professor head of laboratory to associate professor head of laboratory, Stebbins Lab.

Hiroyuki Takai, from postdoctoral fellow to research associate, de Lange Lab.

Hired:

Suresh Alahari, visiting professor, Hatten Lab.

Laura Andrus, visiting scientist, Rice Lab.

Zafia Anklesaria, research assistant, Kapoor Lab.

Robert Anthony, postdoctoral associate, Ravetch Lab.

Diana Argibay, research assistant, de Lange Lab.

Loren Bach, research assistant, Heintz Lab.

Donna Baird, LARC supervisor, LARC.

Madeline Barbosa, animal attendant, LARC.

Selvin Barrett, assistant telecommunications technician, Telecommunications Services.

Catharine Boothroyd, postdoctoral associate, Young Lab.

Sean Brady, assistant professor head of laboratory, Brady Lab.

Noreen Buckley, clinical research nurse practitioner, Robert Darnell Lab.

Joel Butterwick, postdoctoral associate, MacKinnon Lab.

Daniel Calarese, postdoctoral associate, Rice Lab.

Silvia Cappello, postdoctoral fellow, Gaul Lab.

Marina Caskey, instructor in clinical investigation, Steinman Lab.

Henry Chandler, Windows system administrator, Information Technology.

Anna Charalambous, postdoctoral associate, Steinman Lab.

Po Yu Chen, research assistant, Tuschl Lab.

Rico Chen, purchasing systems analyst, Purchasing.

Zhilei Chen, postdoctoral associate, Rice Lab.

Ping Chi, visiting fellow, Allis Lab.

Maria Eugenia Chiappe, postdoctoral associate, Hudspeth Lab.

Jaehoon Choi, postdoctoral associate, Steinman Lab.

Michael Clarke-Pearson, research assistant, Brady Lab.

Philip Coffino, visiting professor, Simon Lab.

Allison Cohen, administrative assistant, Gadsby Lab.

Jules Cohen, research associate, Krueger Lab.

Stuart Cohnen, data center systems engineer, Information Technology

Jillian Corion, LARC supervisor, LARC

Laura Crocenzi, teacher, Child and Family Center

Kamruz Darabi, postdoctoral associate, Krueger Lab.

Rachel David, research assistant, Vosshall Lab.

Elena Dhima, animal technician, Heintz Lab.

Kelsey Dixon, development assistant, Development.

Oliver Dreesen, postdoctoral associate, George Cross Lab.

Elizabeth Ducat, clinical research nurse, Kreek Lab.

Wilson Echeverria, animal attendant, LARC.

Xiaoxuan Fan, research support assistant, Flow Cytometry Resource Center.

Isobel Feber, laboratory administrator/administrative assistant, Young Lab.

Bethany Francis, archival assistant, Archive Center.

Armin Gamper, postdoctoral fellow, Roeder Lab.

Jessica Garcia, laboratory manager, Breslow Lab.

Steven Gaston, animal attendant, LARC.

Maria Geffen, fellow in physics and biology, Feigenbaum Lab.

Carlen Gelfond, development assistant, Development.

Alexis Glick, office assistant, Development.

Yi Gong, postdoctoral associate, de Lange Lab.

Lisa Goodwin, administrative receptionist,

Telecommunications Services.

Ava Griffith, administrative assistant, Dhodapkar Lab.

Marie Guirand, custodian, Plant Operations Custodial Services.

Marina Gusel, laboratory administrator, Allis Lab.

Ruben Herrador, mail room supervisor, Mail Room.

Katherine Heyman, research assistant, Simon Lab.

Sara Higerson, laboratory administrator, Tarakhovsky Lab.

Nawshin Hoque, research assistant, Hatten Lab.

Christina Hughes, postdoctoral associate, Allis Lab.

Charleen Hunt, animal technician, Greengard Lab.

Michelle Hunter, research assistant, Rice Lab.

Gulayse Ince Dunn, postdoctoral associate, Robert Darnell Lab.

Akiko Ishii, research assistant, Mombaerts Lab.

Colin Jackson, research assistant, Kreek Lab.

Ummeey Johra, Java programmer, Hospital Informatics.

Betsy Joy, data entry and accounts payable clerk, Finance Accounting Services.

Jae Kim, research assistant, Steinman Lab.

Sang Hee Kim, postdoctoral fellow, Chua Lab.

Skirmantas Kriaucionis, postdoctoral associate, Heintz Lab.

David James Lee, visiting fellow, Chait Lab.

Linda Li, research assistant, Funabiki Lab.

Xiaoling Li, postdoctoral associate, Gaul Lab.

Xuan Li, research support assistant, Gene Targeting Resource Center.

Zhao Li, research assistant, Heintz Lab.

Jennifer Loveland, administrative assistant, Information Technology.

Xiangdong Lu, postdoctoral fellow, Roeder Lab.

Janos Ludwig, visiting scientist, Tuschl Lab.

Canhua Luo, senior applications programmer, Information Technology.

Vernon Lynch, security guard, Security.

Mathieu Marchand, research support specialist, Bio-Imaging Resource Center.

Allyn Mark, visiting professor, Friedman Lab.

Rosemary Marlow, executive assistant, Investments.

Eugene Martin, postdoctoral associate, Pfaff Lab.

Eduardo Javier Martinez, postdoctoral associate, Kapoor Lab.

Hector Martinez, research assistant, Greengard Lab.

Petri Marttinen, grants manager, Finance Accounting Services.

Leslie McKenzie, laboratory administrator, Kreek Lab.

Christopher McLeod, manager HR information systems, Human Resources.

Libby Mejia, laboratory helper, Gotschlich Lab.

Katherine Mitterling, research assistant, McEwen Lab.

Michelle Moh, research assistant, Rice Lab.

James Moseley, postdoctoral associate, Nurse Lab.

Tariq Mukhtar, postdoctoral associate, Strickland Lab.

Marta Murcia, visiting fellow, Coller Lab.

Lisa Neff, instructor in clinical investigation, Breslow Lab.

Yi Nong, senior research associate, Greengard Lab.

Sonoko Ogawa, member of the adjunct faculty, McEwen Lab.

Yong Seok Oh, postdoctoral associate, Greengard Lab.

Tolulope Ojo, research assistant, Tuschl Lab.

Santos Ortiz, security guard, Security.

Rene Ott, postdoctoral fellow, Ravetch Lab.

Teresa Outlaw-Johnson, assistant director, Child and Family Center.

Peter Parthenis, painter, Plant Operations Carpenter Shop.

Jose Peraita, mechanic III, Plant Operations

Power House.

Silvia Piccinotti, research assistant, Vosshall Lab.

Oreste Piro, visiting professor, Magnasco Lab.

Jonathan Plenn, research assistant, McKinney Lab.

Maureen Pollina, clinical research nurse, Hospital Nursing Inpatient.

Debra Poulter, executive assistant, Greengard Lab.

Mildred Ramos, animal attendant, LARC.

Romeo Rougei, research assistant, Kreek Lab.

Daniel Riveline, visiting professor, Nurse Lab.

Susanne Roberts, research assistant, Munz Lab.

Ivy Rogers, housing assistant, Housing Office.

Dragana Rogulja, postdoctoral associate, Young Lab.

Judy Russo, administrative assistant, Archive Center.

Michael Scahill, research assistant, George Cross Lab.

Jennifer Schmidt, postdoctoral associate, Greengard Lab.

Agnel Sfeir, postdoctoral associate, de Lange Lab.

Mariano Sigman, member of the adjunct faculty, Magnasco Lab.

Marcello Siniscalco, member of the adjunct faculty, Ott Lab.

Sozanne Solmaz, postdoctoral fellow, Blobel Lab.

Douglas Spangler, laboratory technician, Lederberg Lab.

Rudolph Spangler, member of the adjunct faculty, Lederberg Lab.

Lindsey Sperzel, research assistant, Rice Lab.

Elizabeth Spiteri, research associate, Auerbach Lab.

Carmen Stan, research support assistant, Heintz Lab.

Aleksandra Stefanovic, postdoctoral associate, Hudspeth Lab.

Kaori Takai, research assistant, de Lange Lab.

Zhanyun Tang, postdoctoral fellow, Roeder Lab.

La Keesha Taylor, head teacher, Child and Family Center.

Richard Templeton, research assistant, Konarska Lab.

Merilee Teylan, research assistant, Greengard Lab.

Benjamin Timney, postdoctoral associate, Rout Lab.

Brian Treanor, security guard, Security.

Kate Vallee, laboratory administrator, Strickland Lab.

Sandhya Vasan, instructor in clinical investigation, Steinman Lab.

Srinivas Voruganti, HRMS applications developer, Information Technology.

Stewart Walther, research assistant, Heintz Lab.

Joshua Weinger, postdoctoral fellow, Kapoor Lab.

Ruth Williams, science writer, Rockefeller University Press.

Travis Williams, research assistant, Robert Darnell Lab.

Jamie Winshell, laboratory manager, Allis Lab.

Patricia Wolfe, purchasing assistant, LARC.

Xiaoyang Wu, postdoctoral associate, Fuchs Lab.

Masato Yano, postdoctoral associate, Robert Darnell Lab.

Hana You, research assistant, Rice Lab.

Melanie Yuen, research assistant, Muir Lab.

Ekaterina Zafranskaia, research support assistant, Gene Targeting Resource Center.

Yanzhen Zhang, research assistant, Roeder Lab.

Xiaopan Zuo, postdoctoral associate, Steinman Lab.

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