

BenchMarks

THE COMMUNITY NEWSLETTER OF THE ROCKEFELLER UNIVERSITY

FRIDAY, DECEMBER 17, 2004

Announcements

SPECIAL!

Inside the strategic plan

Trustees, faculty get a preview of Paul Nurse's long term vision for the university

BY ZACH VEILLEUX

After nine months of meetings and discussion, the Rockefeller community is getting its first glimpse of the strategic plan that will chart the university's course for up to the next decade.

A 20-page document, which outlines the principal ideas contained in the plan and is the first written report to be generated since the strategic planning process began, was shown to the Board of Trustees at its November 17 meeting. Titled "Sustaining the Founding Vision in an Era of 21st Century Science," the report is derived from discussions of a working group of 11 individuals, representing both the faculty and the administration, that has been charged with developing the plan that will become the centerpiece of Paul Nurse's administration.

The document, which the working group describes as a "preview of the strategic plan," covers four key themes that will form the skeleton of the final plan. The themes concern recruiting new faculty, promoting scientific interactions, modernizing lab spaces at the north end of the campus and strengthening governance (see sidebar). "Our plan is different from many others in that it states an overall vision rather than merely presenting a list of the science du jour that tends to age quickly," says Leslie Voshall, head of the Laboratory of Neurogenetics and Behavior and a member of the working group. "It's the result of hours of open-ended discussion and it reflects not only Paul's ideas, but significant contributions from many others."

In addition to being discussed at the Board meeting, over the past six weeks the document has been shared with the Academic Council, a group of 12 faculty members elected by their peers, and the Board of Trustees' Committee on Scientific Affairs.

Discussion from these sessions, as well as questions and comments raised at the Board meeting on November 17 and at meetings with groups of faculty, will now be incorporated into the first draft of the full strategic plan.

"The preview was met with enthusiastic support at the Board meeting," says

continued on page 2

Previewing Rockefeller's future

The strategic preview document reiterates many of the principles that have driven Rockefeller over the past 103 years, and identifies four key elements that will contribute to maintaining the advantages that have led to Rockefeller's past successes and that will form the backbone of the strategic plan:

Faculty recruitment

Under the plan, the university would recruit at least 12 new heads of lab over the next six years, using an open recruitment approach to seek out the highest quality scientists within widely defined areas of specialty. This level of hiring would maintain the university's current size, and emphasis would be placed on hiring young tenure track or recently tenured scientists who are still at an early stage of their careers.



Promoting scientific interactions

Great science today is rarely conducted in isolation, the plan will assert. Expanding the Fellows Program, first begun a decade ago in the university's Center for Studies in Physics and Biology, would be an important element in the strategic plan's effort to stimulate interactions. The program would recruit young investigators primarily of a theoretical inclination to pursue independent research at Rockefeller for a three- to five-year period; they would be provided with resources and mentorship, interacting with various research groups on campus, but not reporting directly to a laboratory head. The plan also will call for enhancing postdoctoral and graduate training to promote a "bubble up" effect in which interactions between students and postdocs eventually leads to collaborations among lab heads; and a new program to encourage information sharing through programs such as the new Monday Lecture Series, retreats, visiting professorships and enhanced mentoring.



Modernization of North Campus

To address the lack of spare laboratory space, the need for many laboratories to be upgraded, and the dominance of towers, which permit fewer laboratories per floor than is ideal, the plan will propose constructing a new building between Smith and Flexner Halls, in the space currently occupied by a parking lot. The project, which would also encompass renovations of laboratory space in those two buildings, would create several floors of open, flexible horizontal space that would place labs of young and newly recruited faculty near one another to help foster interactions and encourage scientists to support one another during the early stages of launching their laboratories. The core of this "bridging" building would house meeting rooms and other communal resources.



Strengthening management and fostering transparency

In addition to changes that have already been implemented, such as an Executive Officers Group and an increased role for Academic Council in developing scientific policy, the plan will call for new mechanisms to improve the operations of resource centers and enhance communication and consultation within the university and between trustees and faculty.



Warm up to winter at the annual Rockefeller University holiday party.

A new look for the holiday party.

Expect more color and less formality for this year's event. Among the changes: this year's party will take place later in the day, will last longer, and will feature finger foods rather than a full-scale buffet. A band in the Weiss Café will play everything from Sinatra to Outkast, and a more mellow piano lounge atmosphere will be set up, along with a children's play area, on the 17th floor. The celebration, organized by Communications and Public Affairs, kicks off on Tuesday, December 21, at 4 p.m. and is scheduled to end at 7:30.

Funding seminar January 12.

The Office of Sponsored Programs is offering a two-hour seminar, "Grantsmanship 101" on January 12 from 12 to 2 p.m. on the 17th Floor of Weiss. The event will cover how to search for funding, how to use the Rockefeller administrative structure, what's new with federal grants and how to work with the Finance office. There will also be a faculty panel to discuss successful grant applications, the peer review process and frequent mistakes. The free event includes lunch and is targeted to postdocs and new investigators, as well as administration, but is open to the entire RU community. The session is limited to 50 people; call x7791 to RSVP.

Happy holidays! The university will be closed December 24 and December 27 to 31.

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



Paul Nurse, President
Cathy Yarbrough, Vice President for Communications and Public Affairs
Editor: Zach Veilleux
Staff writer/editor: Betsy Hanson
Art Director: John Haubrich
New Media and Design

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Rockefeller in the News



New York Mayor Michael Bloomberg used Rockefeller University as the backdrop for his November 18 press conference to announce plans to develop a bioscience research and development complex on city-owned land near Bellevue Hospital, on First Avenue between 28th and 29th Streets. Joining Bloomberg for the press conference were **Paul Nurse**, Rockefeller trustees Henry Kravis and Russ Carson, and representatives of the city's Economic Development Corporation and the New York City Investment Fund, a private group that is committing up to \$10 million toward the development of the center. Bloomberg also took the opportunity to chat informally with Nurse and, with reporters in tow, to tour his laboratory on the 8th Floor of the Weiss Building.

Markus Stoffel appeared on National Public Radio's "Science Friday" on November 12 to talk about microRNAs and diabetes.

From Paul Nurse...

New gifts to stabilize Rockefeller finances

Earlier this year I spoke to you about the university's finances, explaining the difficulties we face. We are projecting a \$2.4 million deficit in the current fiscal year and a steadily increasing gap that could widen to as much as \$17 million over the next five years.

Today, I am happy to be able to give you some good news that begins to address these difficulties: I'm enormously pleased to announce generous gifts from two of our most devoted trustees.

A few weeks ago, Russ Carson, vice chair of the Board of Trustees and chair of its development committee, announced a new \$15 million gift to be directed to the university's operating budget. The gift will be combined with an earlier \$10 million gift from Russ and with \$20 million of an earlier \$25 million gift from David Rockefeller, a life trustee, to create a \$45 million fund.

Here's how the fund will work. Over the next 15 years, this \$45 million will be invested by Rockefeller's Investments office, and the interest will be directed to the operating budget. In addition, a portion of the \$45 million will also be directed to the operating budget each year. Together this will yield approximately \$4.5 million annually, adjusting upward for inflation, and over the 15-year period the entire \$45 million will be spent down. This creative arrangement maximizes the potential of the gift while at the same time allowing us a great deal of flexibility to fill in remaining gaps in future operating budgets. Thanks to Russ's and David's generosity, we are making good progress towards our goal of a balanced budget.

This is the first time that this type of gift, known as a "depleting endowment," has been given to Rockefeller. And the gift is remarkable for several reasons. First, Russ's new gift is the first of the new fundraising campaign that will officially begin once the strategic plan is finalized. This lead gift shows tremendous faith in the strength of the university and will help build momentum for the new campaign and attract additional donations from friends and supporters of Rockefeller once the campaign gets under way next year.

Secondly — and very unusually — the gifts, from two longtime supporters of Rockefeller, are being applied to the university's current operating costs. This is critical because it enables the university to offer other donors naming opportunities for new initiatives associated with the implementation of the strategic plan. For example, these benefactors will be able to fund and name new laboratories, professorships and fellowships, and major new construction projects.

Finally, and perhaps most important, the gifts recognize that it will take efforts from everyone — trustees, administration, faculty, staff, students and postdocs — to solve our budget problems. In comments he made at November's Board meeting, Russ made it clear that he wants his gift to acknowledge the sacrifices and contributions he sees others on campus making. He wants in particular to send to the faculty a message of encouragement to play their part in addressing our financial difficulties.

I would like to join Russ in this, and to thank him and David Rockefeller for their gifts. I know that faculty and staff will continue to make real efforts to increase external income wherever possible, recognizing these extraordinary acts of generosity on the part of our trustees.

Here's the Nobel. Now Explain It to Your Grandmother.

By CLAUDIA DRIEFUS

Life and how it functions, is at the center of Dr. Günter Blobel's research. Specifically, he studies proteins and the mechanisms that permit them to move within the cells of living organisms. For his efforts, he was chosen as the sole recipient of the Nobel Prize in Physiology or Medicine in 1999.

A cellular biologist, Dr. Blobel enjoys lively conversations in the confines of his laboratory office at the Rockefeller University in Manhattan, each day he arrives at work accompanied by his three English setters.

Through the interview, the dogs roamed about the Blobel's office. But it seems that was all part of their training.

In his mid-60s, Dr. Blobel, 68, is married to Laura Maraghi, the proprietor of Escherich's, a Manhattan Italian restaurant in the Theater District known for its rooftop terrace. So when the dogs are working as Dr. Blobel's assistants, they are working as Dr. Blobel's assistants.

Your good friend Richard Axel will be leaving the Stockholm shortly to accept his half of the 2004 Nobel Prize in Medicine. He is being awarded the award with the biologist Leslie Brock. As a scientist yourself, have you offered him any advice?

A: I advised him to go early so that he could enjoy it all better and really get into the mood. If you go early, you don't have so much to do, and you can enjoy the musical performances, the beautiful view from the sky of Stockholm. But Richard doesn't have the time. He will only get three or four days. I told him to be in a hurry.



Dr. Günter Blobel contributed his 1999 Nobel Prize money to Dresden, which he remembers from 1945.

To greatly simplify, we found that proteins cannot build on ZIP codes. But they then move to specific cellular addresses. Because of the ZIP coding, the proteins can traverse membranes by moving through channels to get to the areas where they are needed.

Was there a moment when you felt you understood the process?

A: I think by the beginning of the 1980s, I had the feeling that there was this mechanism in the cells, the ZIP code.

Even then, not all of the details of that mechanism were known. We had hypothesized about it. That's why some people at the time criticized me, because I had made a lot of hypotheses. Later, they were probably angry because we obtained data that confirmed the hypothesis.

There was a 50-50 chance I was right. But the idea about the ZIP code was also unclear. I kept asking myself, "If I were to design a system, how would I do it?"

The thing that people criticized me for most was the idea that proteins can go through a channel in the membrane that opens up protein itself. Even friends criticized this. They said, "I like your idea with the ZIP code, but I wish you wouldn't have proposed a channel, because it's too foolish."

Was there a specific moment when you thought you had the complete answer?

A: There was no one moment. With every couple of years in the lab came another little break of information, and each one added to the basic idea that there is a ZIP code that is being recognized and then targeted to a membrane, and then the ZIP code.

The December 7 *New York Times* featured an interview with **Günter Blobel**. Part of the *Science Times*' "A Conversation With..." series, authored by science writer Claudia Driefus, the piece focused on Blobel's research as well as his donation to rebuilding the city of Dresden, and his advice to Richard Axel, one of this year's Nobel laureates: "I advised him to go [to Stockholm] early so that he could enjoy it all better and really get into the mood," said Blobel.

Bruce McEwen was quoted in the November 30 *Science Times* section, commenting on research that links the psychological stress of caring for a disabled child with physical changes at the molecular level.

A new weight-loss drug called rimonabant, not yet approved in the U.S. or elsewhere, is nonetheless in the news. In the December 5 *New York Times* **Jeffrey Friedman**, who was not involved with the development of the drug, said that it "is the first in what I think will be a wave of rational therapies," but cautioned that there are still issues concerning its safety and efficacy.

An October 19 *New York Times* article on the clash between scientists and the Bush administration quoted **Jesse Ausubel**. He said that some bitterness could stem from researchers' being excluded from circles that were open to them under previous administrations, "so these people who believe themselves important feel themselves belittled."

The Scientist profiled **Sarah Schlesinger** in its November 22 issue. Schlesinger, who is research associate professor in the Ho and Steinman labs, is testing a DNA-based vaccine to prevent HIV infection.



Strategic plan continued

Corporate Secretary Jane Rendall, also a member of the working group. "The Board felt the ideas in the document offered a rounded vision for the university that contained both a philosophy for pursuing world-class science and a practical strategy for fostering it."

Faculty, likewise, have embraced what they've seen. "The faculty I've spoken with both formally and informally have shown uniform support for the major points in the plan, particularly with respect to the notion of recruiting faculty

members without respect to discipline," says Mike Young, vice president for academic affairs. "In many ways this reflects the principles the university used to operate under many decades ago, when faculty were scattered across a wide array of disciplines and had an enormous amount of flexibility to form unlikely collaborations and run in truly novel directions."

This first draft of the full strategic plan will be presented to the Board of Trustees at its March meeting and will be

shared with the university community in the spring. This consultation will include "town-hall"-type meetings with sections of the campus. Based on feedback from the first draft, a final draft will be prepared which will be submitted for Board approval in June 2005.

Paul Nurse also encourages comments, suggestions and criticism from all members of the campus community about the ideas described in this story. Please address feedback to Jane Rendall at rendallj@rockefeller.edu.

The birth of an award

A Nobel laureate pays tribute to the mother he never knew — and the first ever Pearl Meister Greengard Prize is awarded to a highly regarded French embryologist

BY BETSY HANSON

Within hours of learning that he had won the 2000 Nobel Prize in Physiology or Medicine, Paul Greengard decided to dedicate his portion of the cash award to the memory of a stranger.

The stranger was his mother.

“To this day we have not been able to rake together too many facts about Pearl Meister Greengard,” says Ursula von Rydingsvard, Greengard’s wife. “We have a few descriptions — she was beautiful, she read a lot, she enjoyed taking baths, she had thick dark hair. She was intelligent and curious. We know very little else.”

After she died giving birth to Greengard, his father and stepmother raised him as their own. Greengard wasn’t told of his biological mother’s existence until he was 21, and even then, his parents kept him from trying to make contact with her family. Pearl Meister’s tombstone is Greengard’s and von Rydingsvard’s only tangible connection to her.

Greengard had been thinking about an appropriate way to honor his mother for several years, so the Nobel windfall simply gave him a fitting moment. Knowing that she lived at a time when most women had few opportunities for advanced education or intellectual endeavors, and also that women have historically faced obstacles to scientific careers, Greengard and von Rydingsvard decided to use the money to found an annual award dedicated to raising the visibility of women scientists whose achievements in biomedical research merit international recognition. The Pearl Meister Greengard Prize was born.

Greengard actually began the fund for the award in 1998 when he received a \$50,000 prize from the Metropolitan Life Foundation. He matched it with \$50,000 of his own money, and others contributed to the fund through Rockefeller’s Development office. Greengard’s share of the Nobel Prize, however, helped boost the endowment to a level that would support an annual prize. And his new prominence as a Nobel laureate helped bring attention to the prize.

Last month the prize was awarded for the first time, to French embryologist Nicole Le Douarin. Le Douarin, who pioneered methods for following the fates of individual cells as they migrate to take their proper places in a developing bird embryo, is permanent secretary of the French Academy of Sciences and professor of the Collège de France.

The prize was presented at a ceremony in Caspary Auditorium by U.S. Supreme Court Justice Sandra Day O’Connor, who became the first female member of the U.S. Supreme Court in 1981. “In my own time, and my own life, I’ve witnessed a revolution in opportunities for women in this country,” said O’Connor. “The talents of women in science are going to be encouraged by this prize.” Greengard stipulated that each year the Pearl Meister Greengard Prize will be presented by a woman who has distinguished herself in law, politics, the arts or the sciences.

“Dr. Le Douarin is a true pioneer in the field of developmental biology,” said Rockefeller President Paul Nurse at the October 27 ceremony in Caspary Auditorium. “Her revolutionary discoveries are helping to solve one of life’s great mys-

teries — how a single fertilized egg cell can give rise to a very complex living organism.”

“Women have made enormous strides in science, but they are not yet receiving awards and honors at a level commensurate with their achievements,” says Greengard. “It is my hope that by focusing attention on the accomplishments of women scientists, the Pearl Meister Greengard Prize will increase the likelihood that they will receive further recognition, including the Nobel Prize.”

A committee chaired by Rockefeller President Emeritus Torsten Wiesel unanimously chose Le Douarin to receive the first Pearl Meister Prize. Early in her career Le Douarin discovered that a peculiarity of the nucleus of quail cells could become the basis of a marking technique for following the migration and fate of cells in a developing embryo that contains cells from both quail and chick. Cells transplanted from a quail embryo into a chick embryo, and vice versa, could be followed through the organism’s development.

Among other experiments, Le Douarin transplanted cells from the neural crest — a ridge-shaped cluster of embryonic cells — from quail into chick. These cells migrate throughout the developing bird to give rise to the peripheral nervous system, the nerve tissue that transmits sensation and motor information back and forth from the body to the brain and spinal cord. In addition, Le Douarin showed that precursor cells within the neural crest were multipotent, and that the pathway of migration determined the type of cell into which the precursor cells developed. Le Douarin also made groundbreaking contributions using this technique to investigate the development of the blood and immune systems.

Le Douarin, who has also been elected to the U.S. National Academy of Sciences and the Royal Society in Britain, said, “This prize is exceptional because of its human content.” She is the recipient of many prestigious honors, including the Kyoto Prize in Advanced Technology, the Louis Jeantet Prize for Medicine, and the Louisa Gross Horwitz Prize from Columbia University.

In 1988 she became the third woman admitted to the Collège de France in its nearly 500-year history. The French Academy of Sciences today includes only nine women among its 200 members. “Both of these institutions were and still are imposing temples of pure machismo,” Le Douarin says.

Le Douarin attributes her success to early encouragement from her mother, a school teacher who instilled in her a passion for learning and arranged for her to attend the Sorbonne rather than the university closer to the family’s home in Brittany. After obtaining an undergraduate degree in natural sciences in 1954, however, Le Douarin did not continue on to graduate school. Rather, like many well-educated women of her generation, she got a job teaching high school, and she and her husband began raising a family.

After a few years of teaching she realized that she wanted to continue her education and do research. At age 29, while still teaching, she began working part-time in the laboratory of renowned embryologist Etienne Wolf. This led to research for which she was awarded a doctorate. In 1966 she and her



A tale of two prizes. Above, Paul Greengard after the announcement of his Nobel Prize in 2000, when he declared his intention to found the Pearl Meister Greengard Prize. Below, the October 2004 ceremony at which it was first awarded, to French embryologist Nicole Le Douarin (right). U.S. Supreme Court Justice Sandra Day O’Connor (center) made the official presentation.



husband, also a scientist, moved to the University of Nantes where they were both appointed professors. But when they arrived, the dean refused to follow through with Le Douarin’s appointment because he disapproved of a married couple as professors. Wolf — a powerful person in the scientific and academic community — intervened, and Le Douarin retained her appointment.

“It was done, but it was not without consequences,” Le Douarin says. She was given a heavy teaching load, no lab space and no budget for research.

Working at a bench in her husband’s laboratory, Le Douarin was nevertheless able to pursue research that was eventually recognized and funded. In 1972 she began to gain an international reputation when she gave a series of lectures in Canadian universities. When Wolf retired in 1975 as director of the CNRS Institute of Embryology, Le Douarin was appointed to replace him, largely on the recommendation of the influential American embryologist James Ebert.

Today’s generation faces new challenges, according to Le Douarin. “I have had the pleasure of initiating a number of young

people into scientific research,” she says. “Several were women and many are brilliant. They have not been exposed, at least overtly, to the difficulties encountered by my generation. But difficulties still exist for them, especially if they nurture the highly legitimate desire to raise a family. Nevertheless the number of women in science has increased because they do both, work and family, since research is a passion which makes its lovers able to move mountains.”

When Greengard announced that he was putting his Nobel funds toward a prize for women scientists, he received many letters of congratulation. “Forty percent of the letters came from women,” he says, “and every one of them emphasized their gratitude for the prize — for the public acknowledgment of the difficulties faced by women in science.”

“At the time Ursula and I made the decision to found the prize, I had greatly underestimated the extent to which women still feel this discrimination. I was aware intellectually of discrimination, but I wasn’t aware of the emotional impact the prize would have.”

milestones

PROMOTIONS, AWARDS AND PERSONNEL NEWS

Promoted:

Giulia B. Celli, from postdoctoral associate to research associate, de Lange Laboratory.
Uta-Maria Ohndorf, from postdoctoral associate to research associate, MacKinnon Laboratory.
Kristin Tarbell, from postdoctoral associate to research associate, Steinman Laboratory.
Francis Valiyaveetil, from postdoctoral associate to research associate, MacKinnon Laboratory.

Hired:

Mohammad Rashedul Ahsan, postdoctoral associate, Leibowitz Laboratory.
Aude Antignac, postdoctoral associate, Tomasz Laboratory.
Fabienne Brilot, postdoctoral associate, Münz Laboratory.
Sreekanth Chalasani, postdoctoral fellow, Bargmann Laboratory.
Chieh Chang, postdoctoral fellow, Bargmann Laboratory.
Nikolaos Chronis, postdoctoral associate, Bargmann Laboratory.
Chiou-Fen Chuang, postdoctoral associate, Bargmann Laboratory.
Laura Donlin, postdoctoral associate, Tarakhovskiy Laboratory.
Michael Durney, postdoctoral associate, Werner Laboratory.
Marie Flamand, visiting associate professor, Rice Laboratory.
Maria Gallegos, postdoctoral associate, Bargmann Laboratory.
Jessica Graves, development assistant I, Development.

Paul Hakimpour, research assistant, Papavasioliu Laboratory.
Massimo Hilliard, postdoctoral fellow, Bargmann Laboratory.
Mei Huang, research support assistant, Gene Targeting Resource Center.
Charles Karan, manager, High Throughput Screening Resource Center.
Joanna Kondratowicz, development associate, Development.
Akimitsu Komishi, postdoctoral fellow, de Lange Laboratory.
Ravi Krishnaraj, research assistant, James Darnell Laboratory.
Monika Lachner, postdoctoral associate, Allis Laboratory.
Erika Layfield, development assistant I, Development.
Jean Lehmann, postdoctoral fellow, Libchaber Laboratory.
Zhiying Li, postdoctoral associate, Friedman Laboratory.
Hang Lu, postdoctoral fellow, Bargmann Laboratory.
Rebecca Lynch, research assistant, Steinman Laboratory.
Zurab Ninish, research assistant, Nussenzweig Laboratory.
Syeda Shazia Nuzhat, instructor in clinical investigation, Stoffel Laboratory.
Jose Manuel Rodriguez, postdoctoral associate, Breslow Laboratory.
Arnold Ruiz, plumber, Plant Operations Maintenance Shop.
Eugene Sanik, research assistant, Steinman

Laboratory.
Raymond Schmidt, mechanic III, Plant Operations Power House.
Hyuk-Soo Seo, postdoctoral associate, Blobel Laboratory.
Benjamin Short, postdoctoral associate, Fuchs Laboratory.
Rachael Stone, communications and public affairs assistant, Communications and Public Affairs.
Thomas von Hahn, postdoctoral associate, Rice Laboratory.
Todd Wells, digital printing and production specialist, New Media and Design Resource Center.
Dawnnica Williams, research assistant, Rice Laboratory.
Leigh Wilson, visiting fellow, Hatten Laboratory.
Anton Xavier, research assistant, Collier Laboratory.
Jun Xu, postdoctoral fellow, Chua Laboratory.
Yun Zhang, postdoctoral associate, Bargmann Laboratory.
Manuel Zimmer, postdoctoral fellow, Bargmann Laboratory.

Awarded:

Fernando Nottebohm, the 2004 Karl Spencer Lashley Award of the American Philosophical Society, "in recognition of his fundamental contributions in identifying the organization and function of the avian brain systems for learning and executing birdsong." Nottebohm is Dorothea L. Leonhardt Professor and head of the Laboratory of Animal Behavior.

Yaoming Huang, a GlaxoSmithKline Drug Discovery and Development Research Grant for his work to design a single protein to block three steps in the process by which HIV enters cells. Huang, an assistant professor in David Ho's laboratory at the Aaron Diamond AIDS Research Center, shares the \$250,000 award with two other scientists.

Ali Brivanlou, a gold medal for best presentation at the Third Surugadai Life Science Symposium, sponsored by the Medical Research Institute, Tokyo Medical and Dental University, in Japan. Brivanlou's presentation, titled "Molecular Basis of Stemness in Human Embryonic Stem Cells," was delivered on November 19. Brivanlou is head of the Laboratory of Molecular Vertebrate Embryology.

E.G.D. Cohen, decorations for his appointment by the Queen of the Netherlands to Ridder in de Orde van de Nederlandse Leeuw (Knight in the Order of the Lion of the Netherlands). The ceremony was performed by Cora Minderhoud, Consul General of the Netherlands in New York City, on November 17. From the citation (translated from Dutch): "This high honor was bestowed upon you because you can be qualified as someone who has performed activities in an excellent manner, through which society has benefited in very important ways. In the first place, the international top level of your scientific achievements in statistical physics. This was recently confirmed by the awarding of the Boltzmann medal, and also by your contributions to the collaboration of American and Dutch universities and institutes and the stimulation of Dutch top investigators." Cohen is an emeritus professor.

www.rockefeller.edu, revamped

The screenshot shows the revamped homepage of The Rockefeller University. At the top, there is a panoramic photo of the Rockefeller campus. Below the photo is a navigation bar with links for Research, News, Events, Academics, Hospital, Resource Centers, Giving, Departments, and About. The main content area is divided into several sections: News (with recent articles dated December 01, 2004, November 05, 2004, and October 12, 2004), Research Laboratories, Graduate School, Hospital, Awards & Honors, and Giving Opportunities. The page is displayed in an Internet Explorer browser window with the address bar showing http://www.rockefeller.edu/.

The most striking characteristic of the university's newly redesigned homepage is the panoramic photo of the Rockefeller campus that's splashed across the top of the page.

"We wanted to convey a better sense of the university's identity to our visitors. That's why we went with an image of the university set against the backdrop of New York City, and why we made room for more news and more content on the homepage," says Gale Kremer, lead Web producer and architect in Information Technology.

"We designed the site with our external audiences — prospective students and collaborators, donors, journalists, potential research subjects and other members of the public — in mind, so the new page emphasizes the breadth of what goes on at Rockefeller. The hospital, graduate program and laboratory pages are more prominent, and newsletters, awards pages and interactive media are just one click away," says Alyssa Gelbard, director of operations and special projects for the Office of Communications and Public Affairs, which worked with IT on the project.

"From a technical perspective, it utilizes more sophisticated Web technology than the old site," says Tony Popowicz, IT's director of desktop, scientific and web services. "By using modules and storing the content in a database rather than on a static page, we've made the site easier to update and more flexible."

The redesigned homepage, which is the first update to the Rockefeller homepage in three years, is just the first phase of a larger strategy — under way since September — to streamline Rockefeller's Web presence.

In the next phase, IT and Communications and Public Affairs are developing a more functional internal homepage, accessible only to the Rockefeller community, that will feature prominent one-click access to commonly used internal resources such as the directory, calendar, HR and scientific resource centers.