

# DIRECTOR'S REPORT

In the annual reports written after the first year of tenure of all the previous directors of the Corporation and its two parent organizations particularly the annual report that I have written here from 1860 to 1863 the central concern and topic of discussion was the precarious financial status of the Corporation. Although I do not wish to appear overconfident in the current light of tremendous national setbacks in science and education I am happy that I was appointed director when finances were more secure than in previous eras. Through the efforts of John Cairns who nurtured the new reorganization of the Corporation through its first precarious years in the 1860s and particularly through the extraordinary efforts of James Watson during the last years in retirement the scientific and educational enterprise in the facilities the status of the Corporation's finances and infrastructure now parallels its outstanding historical achievements. I must owe a great debt of gratitude to James Watson for the marvelous renaissance the Corporation has undergone during his years as director and we must all be equally pleased that he continues his love affair with the Corporation as the Corporation's first resident scientist. James continues to take his work in the scientific arena very seriously for the continued success of the educational and scientific enterprise in general. It is certainly a privilege and a pleasure to work with him.

James has asked me what I have taken on what appears to be a huge administrative task while still trying to run a laboratory to study the replication of DNA. I believe that this field of research is in the vanguard of its own renaissance and there is much to do that should be extremely worthwhile. I regard it as an attractive scientific endeavor and I am reluctant to leave it to new developments that are constantly being presented. Thus scientific research will remain a high priority. At the same time however I have the opportunity to contribute to the Corporation as director is an equally excellent challenge and a privilege. There are many reasons one takes on what appears from the outside to be a considerable task but the tremendous support from many people makes the challenge a pleasure.

The Corporation has long enjoyed generous and energetic support from the local community. This support has in many instances throughout our history ensured the perpetuation and survival of the institution. It is quite common for members of the local community to contribute to the Corporation's efforts.

important for our continued strength. Like so many scientists I first came to the program or while a graduate student to present a thesis research at a meeting. The meeting was the opportunity for replication and re-orientation and there I had the opportunity to absorb an entire week of outstanding science meet the leading scientists in the field and see firsthand the impact of the program or meeting share on science throughout the world. It was a memorable experience and it allowed me to realize the importance of a strong meeting program.

Science at the program or began following the establishment of a research station that hosted scientists who then had the luxury of a summer without distraction. These researchers came to this lovely setting to pursue research and interact with others of their ilk. This naturally led to the summer courses and later to the scientific meetings which to a large extent are one of the most important and unique features of the laboratory. Both the larger scientific meetings on the main laboratory campus and the smaller meetings at the beautiful isolated site at the other side of the harbor serve the scientific community as a whole and keep us in touch with the latest developments. This aspect of our enterprise is critical to our future as a leading research institution for it is the meeting program that allows us to see firsthand the best our people can produce the scientists here endorse exposure to the scientific community as a whole. Finally our laboratory courses now span the summer months are critical to our future success as an educational institution. Not only do the courses serve the needs of the scientific community as a whole but they also broaden our intellectual base in a unique way. I often wonder how often elsewhere has emanated from discussions among participants at our meetings and courses. Important for the continued success of our academy program is the ability to provide sufficient temporary on-site housing for our visitors so that they can fully benefit from the program or meeting experience. We have certainly progressed from the makeshift tents on the lawn a feature of the meetings not so long ago.

Equally important for our educational program is the learning center in the immediate vicinity of the program or. This advanced teaching laboratory aims to educate the next generation in matters relating to environmental issues. The use of a learning center has an interesting impact in so much that the general public has to be more aware of the human activities and the potential pitfalls of the technology. This is an ongoing effort from education at an early age and therefore the programs at the learning center must continue to grow to meet these challenges. A steady source of funding for these programs is essential but unfortunately such funding is perhaps harder to obtain than research support.

Five months after attending the meeting I returned to the laboratory as a postdoctoral fellow to experience another aspect of the program or. I initially intended to stay for just two years the duration of a non-renewable fellowship but this is such a marvelous place to work in science that I simply could not say no when the opportunity arose to join the staff and stay a little longer. The laboratory then was a powerhouse for innovative research and I learned a great deal of science that has served me well over the years.

It is remarkable that throughout the laboratory's entire history the quality of science accomplished here has been outstanding and this was particularly so over the last quarter of a century. It is striking that much of this success has come from scientists who were or are in the fortunate states of their careers. Much of our scientists come here and enjoy the luxury of focusing on research without the burden of distractions so often

