

# Caltech336

T E S S M T W T E S S M T W

The campus community biweekly  
October 6, 2005, vol. 5, no. 14

## Building bonds



Members of the incoming class of 2009 got acquainted with each other at this year's Frosh Camp, held at Lake Arrowhead Resort. From top left: Students listen to instructions for a team-building exercise; get ready to lift a glass of water together, using a handkerchief; and come together for a class portrait.

## Rypisi is Caltech's excellent choice

Candace Rypisi, director of the Women's Center, has been named the Caltech winner of the 2005 Medal of Excellence. Presented by the Pasadena-based Women at Work career center, the annual award honors women from local institutions who have made outstanding contributions in the workplace and community.

She "was stunned and very honored" upon finding out she had won, Rypisi says. "I had no idea this was coming. It's very nice, and it's an honor to be recognized for something I feel so strongly about. Working toward women's success in higher education is my passion."

Rypisi has overseen the Women's Center since joining Caltech in August 2001. With a mission "to work for the advancement of women in science and engineering," the center presents programs and resources that support women's needs, and is an important participant in campus policy and administrative decision-making. In 2004-05, more than 3,000 individuals took part in nearly 100 programs and events, with more than 200 benefiting from support and advocacy services.

see Rypisi, page 6

## Benefits enrollment begins Wednesday

Election of 2006 benefits coverage is coming soon. The annual enrollment period for eligible Caltech faculty, staff, postdocs, and JPL personnel runs from Wednesday, October 12 to Friday, October 28.

On October 7, the Human Resources office will mail benefits enrollment information packages to your home address. The 2006 benefit elections will go into effect on January 1, 2006.

"Our HMO and PPO subscribers will see a few changes from the 2005 offerings," says Kurt Murdoch, a benefits analyst at Human Resources. "The enrollment process will be automated and online, just like last year." Those who need online access to complete the election process may use the computers in the Human Resources lobby at 399 S. Holliston Avenue.

In addition, Murdoch encourages everybody to attend the upcoming Wellness/Work Life Fair. Representatives from Caltech's health insurance carriers will be there to provide information about their plans and services. It's also a great opportunity to get a free health screening. The fair will take place on Friday, October 21, from 11 a.m. to 2 p.m. in Winnett quad.

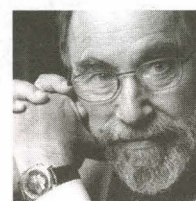
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## Baltimore to retire as president; will remain professor

Caltech president David Baltimore will retire on June 30, 2006, after nearly nine years in the post. He has agreed to remain in the position until a successor is named, and will then stay on at the Institute, returning to his research and teaching.

"This is not a decision that I have made easily," Baltimore announced to the Caltech trustees, faculty, staff, and students, "but I am convinced that the interests of the Institute will be best served by a presidential transition at this particular time in its history. By next summer we will be well along in the process of implementing our plans to strengthen the financial foundation of the Institute.

"Although our \$1.4 billion campaign is not scheduled for completion until the end of 2007, we have made remarkable progress, and successful attainment of its audacious goals will remain my highest priority. As these important endeavors near their final stages, it will be time for the Institute to once again turn to the



future, guided most effectively by the revitalizing vision and leadership of a new president."

Kent Kresa, chairman of the Board of Trustees, said, "David Baltimore's articulate advocacy of the Institute's mission has played a huge role in raising the public's awareness of Caltech as a unique national treasure. Our task ahead is to find our next president to carry this vision of excellence into the future."

Baltimore, 67, assumed the presidency on October 15, 1997. His tenure saw many significant events at Caltech. Early on, he oversaw the completion of a fundraising initiative for the biological sciences, marked by the construction of the

see Baltimore, page 6

## President addresses budget deficit

The following is adapted from President David Baltimore's September 27 e-mail memo to the campus community.

Caltech is facing a serious financial challenge: a structural deficit in the general budget on the order of \$28 million (5.6 percent of the entire budget). The division chairs, vice presidents, and I have been discussing this issue for several months, and I want to share our general assessment of the problem and how we propose to address it.

First, some background. This deficit, which concerns only our general budget (not the research budgets), has been part of the Institute's operations for decades. The shortfall has been evident in some years, but in other years has been masked by windfall revenues and temporary "fixes."

Simply put, we spend too much on the general budget and we have been borrowing money to make up budget shortfalls. By continuing to operate in this manner, the Institute will gradually lose the flexibility required to pursue its world-class research and education agenda in a changing world. To maintain Caltech's preeminence in scientific research and education, it is essential that we implement a sounder way of doing business.

Although details still need to be worked out, during the annual joint meeting of the Institute's academic and administrative

see Budget, page 6



## Parking registration under way

Registration for Caltech's new parking program is now in effect. You are encouraged to register as soon as possible since the fee system will be implemented beginning October 24 for all faculty, staff, and affiliates who intend to use campus parking lots.

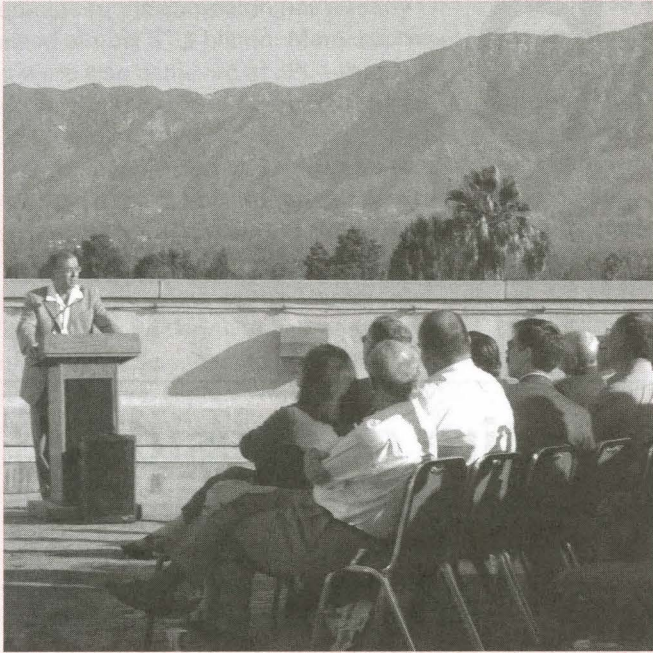
Because all vehicles parking on campus must be registered, students are required to complete the registration process now even though the parking fee will not apply to students until January 1, 2006.

The redesigned Parking Services website, located at [www.parking.caltech.edu](http://www.parking.caltech.edu), holds a wealth of useful information about parking at Caltech: the new regulations, a FAQ (list of frequently asked questions and their answers), parking permit guidelines, a campus map of the color-coded parking zones, and printable registration forms for regular commuters and carpoolers.

see Parking, page 2



# NewsBriefs



**Charles Elachi, director of JPL, speaks at the dedication of a new antenna on the roof of Moore Laboratory. A collaboration between Caltech and JPL, the antenna will have several possible applications, including communicating with the Mars Reconnaissance Orbiter spacecraft and testing radio-astronomy systems.**

## Personals

### Welcome to Caltech

#### June

**Yael Sagy**, seismic data analyst, geology.

#### July

**Jill Sadler**, Web developer, geology.

#### August

**Abigail Elliott**, research technician, biology;  
**Sky Marsen**, science-writing teaching associate, humanities and social sciences.

#### September

**Luis Armendariz**, software engineer, geology; postdoctoral scholars **Jose Costa**, in the Center for the Mathematics of Information, and **Barak Dayan**, in quantum optics; **Oscar Delgado**, research support assistant, biology; **Rebecca Flowers**, postdoctoral scholar in geochemistry; **Kenneth Dwayne Giardina**, computing system and network administrator, Laser Interferometer Gravitational-Wave Observatory; postdoctoral scholars **Kevin Mahan**, in geology, and **Gaby Maimon**, in bioengineering; **Narine Malkchyan**, employment assistant, Human Resources; **Daisuke Nagai**, Sherman Fairchild Postdoctoral Scholar, physics, mathematics and astronomy; **Priyanthi Peiris**, research technician, biology; **Mikhail Rashev**, postdoctoral scholar in geophysics; **Paolo Robles**, research support assistant, biology; **Henrik Sandberg**, postdoctoral scholar in control and dynamical systems; **Gary Schindelman**, database curator, biology; **Aomawa Shields**, research assistant, Spitzer Science Center; **Kristopher Smith**, electrician, Physical Plant; **Catalin Turc**, postdoctoral scholar in applied and computational mathematics; **Kristina Valenzuela**, administrative assistant, Security and Parking Services; **Sherry Winn**, administrative aide, Development and Alumni Relations.

**Ornah Becker** became Caltech's new ombudsperson on September 12. She will oversee the activities of the Ombuds Office and be responsible for providing the entire Caltech community with confidential, informal assistance in resolving conflicts, disputes, and grievances within the Institute. A graduate of UCLA, summa cum laude in psychology, Becker also holds a law degree from Harvard Law School. She has two decades of experience dealing with workplace issues as mediator, arbitrator, counselor, and investigator, and has served as an administrative law judge with the California State Personnel Board, a senior staff counsel with the California Department of Industrial Relations, a civil rights litigator for a law firm, and special assistant to the vice president for human resources at MIT.

### Retirements

**Manuel Araya**, a carpenter in Physical Plant, retired on September 30 after 24 years at Caltech.

**Gretchen Bellin** retired on August 31 after 38 years at Caltech. She was a member of the

infrastructure/computer operations staff in the Administrative Technology Center.

**Judith Bennett** retired on August 31. A member of the Infrared Processing and Analysis Center staff, she worked in application development. She had been at Caltech for 38 years.

**Josephine Macenka** retired on July 15 after 32 years at Caltech. She was a member of the administrative staff for biology, in the Braun Laboratories.

**John Carlson**, a former member of the compensation administration staff in Human Resources, retired on August 31. He started work at Caltech in 1962 and had been on long-term disability since 1986.

### Deaths

**Evaline Gibbs** died September 26; she was 91. Employed at Caltech for 26 years, she began as a secretary in 1953 and retired in 1979 as senior administrative aide in the Kellogg Radiation Lab. After retiring, she volunteered at the Scripps Institution of Oceanography as a docent and classroom speaker. She took Spanish classes at local colleges and traveled to Mazatlan, Mexico, several times to attend further classes. Additional travels took her around the world and included visits with friends from Caltech. She lived the past 11 years in Orange County and is survived by a brother, two daughters, a stepdaughter, seven grandchildren, and 15 great grandchildren.

## Honors and awards

**Rana Adhikari**, postdoctoral scholar in Caltech's Laser Interferometer Gravitational-Wave Observatory (LIGO) Laboratory, has received the 2005 LIGO Thesis Prize. Awarded by the LIGO Lab and the LIGO Scientific Collaboration (LSC), the prize recognizes "the outstanding PhD thesis . . . based on research carried out within LIGO (either the LIGO Laboratory or the LSC)." Adhikari began working with LIGO at the University of Florida, where "he did important work in the design and specification of the input optics for initial LIGO." He continued in LIGO as a graduate student at MIT.

**David Anderson**, Sperry Professor of Biology and investigator with the Howard Hughes Medical Institute, has been selected to receive a Humboldt Research Award, which honors "the academic achievements of the award winner's lifetime." Bestowed by Germany's Alexander von Humboldt Foundation, the award can amount to a maximum of 75,000 euros. Anderson received his bachelor's degree from Harvard in 1978 and his PhD from Rockefeller University in 1983. He joined Caltech as an assistant professor in 1986, becoming professor in 1996 and Sperry Professor in 2004.

**Don Anderson**, McMillan Professor of Geophysics, Emeritus, has been inducted into the Rensselaer Polytechnic Institute Alumni Hall of Fame, which was created "to preserve and celebrate the exceptional heritage of alumni

accomplishments throughout the years."

Having received his BS from Rensselaer in 1955, Anderson came to Caltech as a graduate student, receiving his PhD in 1962 and becoming assistant professor in 1963, professor in 1968, McMillan Professor in 1989, and McMillan Professor Emeritus in 2002. He directed the Seismological Laboratory from 1967 to 1989.

**Tom Apostol**, professor of mathematics, emeritus, and director of Project MATHEMATICS!, and **Mamikon Mnatsakanian**, project assistant, have received the Lester R. Ford Award, presented on August 4 at the Summer MathFest in Albuquerque, New Mexico. The award, established in 1964 "to recognize authors of articles of expository excellence published in *The American Mathematical Monthly* or *Mathematics Magazine*," honors Apostol and Mnatsakanian for their articles "Isoperimetric and Isoparametric Problems," "A Fresh Look at the Method of Archimedes," and "Figures Circumscribing Circles." Apostol, who received his PhD from UC Berkeley, has been a professor at Caltech since 1950, and Mnatsakanian, who received his PhD from Yerevan University in Armenia, became a Caltech staff member in 1998.

**Marc Bockrath**, assistant professor of applied physics, has been selected by the Office of Naval Research Young Investigator Program to receive a Young Investigator Award, which provides up to \$100,000 per year for three years. Bockrath received his BS from MIT in 1993 and his PhD from UC Berkeley in 1999. He joined Caltech's faculty in 2002.

**Hossein Jadvar**, a visiting associate in bioengineering who has been working with Liepmann Professor of Aeronautics and Bioengineering **Mory Gharib**, has received a five-year, \$3.3 million grant from the National Cancer Institute. Entitled "FDG PET-CT in Metastatic Prostate Cancer," it received a top priority percentile score of 1.2 percent. An assistant professor of radiology and biomedical engineering in USC's Keck School of Medicine, Jadvar has also added a master of public health degree from Harvard to his University of Michigan PhD and University of Chicago MD.

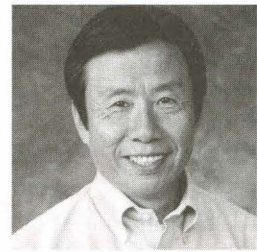
**Peter Mason**, visiting associate in physics, has received the Cryogenic Engineering Conference's 50th Anniversary Award for "exemplary contributions to the CEC during the first 50 years." A retired member of JPL's technical staff and a former Caltech professor, Mason has received numerous NASA awards and other honors related to cryogenics. He received his BS in 1951, his MS in 1952, and his PhD in 1962, all from Caltech.

**John Preskill**, MacArthur Professor of Theoretical Physics, has been invited by Harvard University to be a Morris Loeb Lecturer this spring. He will give a series of lectures on quantum information science. Preskill received his bachelor's degree from Princeton University in 1975 and his master's and PhD degrees from Harvard, in 1976 and 1980, respectively. He joined Caltech's faculty as an associate professor in 1983, and was appointed professor in 1990 and named MacArthur Professor in 2002.

**Eric Van de Velde**, director of library information technology, has been named a recipient of a 2005 Meritorious Service Award by the American National Standards Institute (ANSI). According to the institute, he "has provided committee leadership and command of the ANSI process. His work in the emerging field of digital libraries led to the ANSI/NISO OpenURL standard, which has given institutions such as libraries and archives a tool to open their collections and make them accessible in new ways. He is now focused on identifying, developing, and deploying software and information services that enhance the library-user experience."

**Alexander Varshavsky**, Smits Professor of Cell Biology, has been elected to the Academia Europaea. An academy of humanities, letters, and sciences, its membership is by invitation only. Varshavsky earned his BS from Moscow State University in 1970 and his PhD from Moscow's Institute of Molecular Biology in 1973, and he has been Smits Professor at Caltech since 1992.

**Leroy Hood**, visiting associate in biology, has received the 2005 Bio-IT World President's Award, which was presented at the annual Bio-IT World Best Practices dinner, held June 28 at the National Press Club, in Washington, D.C. A former Caltech professor of biology and chair of the biology division, Hood is currently president of the Institute for Systems Biology. He received his BS in 1960 and his PhD in 1968, both from Caltech, and an MD from Johns Hopkins University in 1964.



## New trustee named

Milton Chang, managing director of Incubic, a venture capital fund, has been elected a Caltech trustee.

An Institute alum (PhD '69) Chang has spent most of his career as an entrepreneur, executive, and investor in numerous technology companies. After earning his PhD in electrical engineering, he joined Northrop as a research engineer. From 1971 to 1988, he was vice president, and later president and CEO, of Newport Corporation and then president, CEO, and chair of New Focus Inc. In 2000 he co-founded Incubic, in Mountain View, California, to expand his venture activities.

Chang received Caltech's Distinguished Alumni Award in 2002, and was also named a Distinguished Alumnus by the University of Illinois, where he earned his bachelor's degree. He has also received the Laser Institute of America's Arthur Schawlow Medal, the International Society for Optical Engineering's George Goddard Award, and Laurin Publishing's Excellence in Photonics Award.

A former president of the Institute of Electrical and Electronics Engineers' Lasers & Electro-Optics Society, Chang is a fellow of the Optical Society of America and the Laser Institute of America, and a member of the Committee of 100, an association of Chinese American business and community leaders.

### Parking, from page 1

Completed forms may be returned to Parking Services via campus mail (MC 200-63). Those who have Oracle access may register entirely online.

Commuters are invited to stop by the Rideshare Fair, scheduled for Friday, October 7, for practical advice on alternative forms of commuter transportation, such as carpooling, vanpooling, and cycling. Representatives from municipal bus and light-rail systems will be there to promote the money-saving and gas-conserving benefits of public transportation.

The Rideshare Fair takes place in Winnett Quad during Rideshare Week, which runs from October 3 to 7. Dozens of prizes will be given away to commuters who pledge to share the ride for at least one day that week. Just drop off the pink pledge card at the Parking Services table. The Grand Prize is an on-campus parking permit valid for parking in any regular, unreserved space. This prize is valued at \$420.

### Important dates

Registration:

October 3–14

Distribution of hard-copy permits:

October 10–19

### Distribution sites

Any one of the following distribution sites will be able to verify your registration information and issue your permit:

- Winnett, south side
  - October 10 and 11, 9:00 a.m.–4:00 p.m.
- Beckman Institute lobby
  - October 12 and 13, 9:00 a.m.–4:00 p.m.
- Millikan Library boardroom lobby
  - October 14 and 17, 9:00 a.m.–4:00 p.m.
- Avery courtyard
  - October 18 and 19, 9:00 a.m.–4:00 p.m.



# October 10–16, 2005

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## Monday, October 10

### Aeronautics Seminar

101 Guggenheim Lab, Lees-Kubota Lecture Hall, 1 p.m.—“Mars to Earth Transportation for Geology Samples,” John Whitehead, Lawrence Livermore National Laboratory.

### Biophysics Lecture Series

153 Noyes, Sturdivant Lecture Hall, 4 p.m.—“Intercellular Communication in the Adaptive Immune System,” Professor Arup Chakraborty, chemical engineering department, MIT.

### Ulric B. and Evelyn L. Bray Seminar

25 Baxter, 4 p.m.—“Instrumental Variable Estimation of Nonlinear Errors-in-Variables Models,” Susanne Schennach, assistant professor, department of economics, University of Chicago.

### Geological and Planetary Sciences Seminar

155 Arms, Robert Sharp Lecture Hall, 4 p.m.—“Kerogen Redux: The Recycling of Ancient Sedimentary Organic Carbon in Modern Sedimentary Systems,” Professor Neal Blair, department of marine, earth, and atmospheric sciences, North Carolina State University.

### High Energy Physics Seminar

469 Lauritsen, 4 p.m.—“An Inclusive Look at Charmless Inclusive B Decays,” Gil Paz, department of physics, Cornell University.

### Applied Mathematics Colloquium

101 Guggenheim Lab, Lees-Kubota Lecture Hall, 4:15 p.m.—“Some Examples of Equation-Free Computation for Complex/Multiscale Systems: Coarse Dynamic Renormalization,” Professor Yannis Kevrekidis, department of chemical engineering and Program in Applied and Computational Mathematics, Princeton University.

## Tuesday, October 11

### Caltech Library System Presents: Web of Knowledge

Sherman Fairchild Library, multimedia conference room, 2 to 3:30 p.m.—The Web of Knowledge offers the extensive Web of Science database for science, engineering, humanities, and social science, plus Journal Citation Reports. This session will cover linking to full-text articles, navigating, exporting records, conducting searches, and more. Information and registration: <http://library.caltech.edu/learning/default.htm>.

### Institute for Quantum Information Seminar

74 Jorgensen, 3 p.m.—Topic to be announced. Professor Lawrence Schulman, department of physics, Clarkson University.

### Mechanical Engineering Seminar

206 Thomas, 3 p.m.—“Equation-Free Modeling for Complex, Multiscale Systems,” Professor Yannis Kevrekidis, department of chemical engineering and Program in Applied and Computational Mathematics, Princeton University.

### Applied Mathematics Colloquium

306 Firestone, 4 p.m.—“The Weighted Least Action Principle,” Professor Jacob (Koby) Rubinstein, mathematics department, Indiana University, Bloomington.

### Ulric B. and Evelyn L. Bray Seminar

25 Baxter, 4 p.m.—“How Does the Brain Make Simple Economic Decisions?,” Antonio Rangel, assistant professor of economics, Stanford University.

### General Biology Seminar

119 Kerckhoff, 4 p.m.—“Takin’ Out the Trash: Cellular Strategies for Garbage Disposal,” Professor Ron Kopito, department of biological sciences, Stanford University.

## Wednesday, October 12

### Environmental Science and Engineering Seminar

142 Keck, 3:40 to 5 p.m.—“Interactions of Aerobic Bacteria with Minerals and Metals,” Professor Patricia Maurice, department of civil engineering and geological sciences, University of Notre Dame.

### Astronomy Colloquium

155 Arms, Robert Sharp Lecture Hall, 4 p.m.—“The Tenth Planet,” Michael Brown, professor of planetary astronomy, Caltech.

### General Biology Seminar

119 Kerckhoff, 4 p.m.—Topic to be announced. Dr. Karl Svoboda, Cold Spring Harbor Laboratory.

## Thursday, October 13

### Chemical Engineering Seminar

106 Spalding Lab, Hartley Memorial Seminar Room, 4 p.m.—“Systems Engineering Approaches for the Analysis and Design of Complex Metabolic Networks,” Professor Vassily Hatzimanikatis, chemical engineering department, Northwestern University.

### Civil Engineering Seminar

206 Thomas, 4 p.m.—“Investigation of Damage to Engineered Structures in Hurricane Katrina from a Multihazard Perspective,” Keith Porter, member of the professional staff, Caltech.

### Von Karman Lecture Series

JPL, von Karman Auditorium, 7 p.m.—“Looking at Clouds from Both Sides: Clouds in Art and Science,” Graeme Stephens, principal investigator, CloudSat Mission, JPL.

## Friday, October 14

### High Energy Theory Seminar

469 Lauritsen, 11 a.m.—Topic to be announced. Professor Amihay Hanany, department of physics, MIT.

### ESE & Society Discussion Group

151 Arms, Buwalda Room, noon—Bring your own lunch. Dessert will be provided.

### High Energy Theory Seminar

469 Lauritsen, 1 p.m.—Topic to be announced. Thomas Levi, department of physics and astronomy, University of Pennsylvania.

### Fluid Mechanics Seminar

101 Guggenheim Lab, Lees-Kubota Lecture Hall, 3 p.m.—Topic to be announced. Eric Petersen, assistant professor, department of mechanical, materials, and aerospace engineering, University of Central Florida.

### Ulric B. and Evelyn L. Bray Seminar

25 Baxter, 4 p.m.—“Understanding Bias in Nonlinear Panel Models: Some Recent Developments” and “Higher Order Efficiency of Bias Corrections,” Jinyong Hahn, professor of economics, UCLA.

### Inorganic-Organometallics Seminar

151 Crellin, 4 p.m.—“Ventures in Palladium-Catalyzed Enantioselective Oxidation: The Kinetic Resolution of Secondary Alcohols,” David Ebner, graduate student in chemistry, Caltech.

### Kellogg Seminar

Lauritsen Library, 4 p.m.—Topic to be announced. Professor Guy Savard, University of Chicago and Argonne National Laboratory.

### Von Karman Lecture Series

Pasadena City College, 1570 E. Colorado, the Vosloh Forum (south of Colorado on Bonnie), 7 p.m.—“Looking at Clouds from Both Sides: Clouds in Art and Science,” Graeme Stephens, principal investigator, CloudSat Mission, JPL.

### German Language Film Series

Baxter Lecture Hall, 7:30 p.m.—*Schultze Gets the Blues* (2003) is in German, with English subtitles.

## Saturday, October 15

### SURF Seminar Day

Winnett quad, 9 a.m. to 5 p.m.—SURF students give oral or poster presentations of their summer research projects at this annual event. Registration: 9 a.m. The schedule of presentations can be found after October 7 at [www.surf.caltech.edu](http://www.surf.caltech.edu), and will be available at the registration table at the event. The \$20 registration fee includes materials, presentations, lunch, and refreshments. Information: Student-Faculty Programs Office, 395-2885 or [sfp@caltech.edu](mailto:sfp@caltech.edu).

## Explore your career options

It’s that time of year: the rustle of autumn leaves . . . crisp breezes . . . and the need to look for a job. No worries—the Fall Career Fair is here.

This year’s event will be held on Wednesday, October 12, from 10:30 a.m. to 2:30 p.m. on the Bechtel Mall (just west of Millikan Library). Open to the Caltech community, the fair is especially aimed toward undergrads, grad students, and postdocs, and provides an opportunity to gather information, speak with company representatives, and drop off résumés in a festive, informal setting.

Not just for those seeking full-time work, the Fall Career Fair is also a great place for first- and second-year undergrads to familiarize themselves with companies and learn about summer internship opportunities.

As of press time, new and notable companies scheduled to participate included Bose Corporation, Dreamworks Animation, Teach for America, and T-Mobile, and some of the longtime regulars were Northrop Grumman, Mitchell Madison Group, Microsoft, and several national labs: MIT Lincoln, Los Alamos, and Lawrence Livermore.

For more information, as well as the schedule for on-campus company presentations and interviews during the week of the fair, visit [www.career.caltech.edu/students/events/cday.htm](http://www.career.caltech.edu/students/events/cday.htm).

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# October 17–23, 2005

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## Monday, October 17

### Caltech Library System Presents: A Field Guide to GenBank and NCBI Molecular Biology Resources

Broad Center Rock Seminar Room, 8:30 to 11:30 a.m.—NCBI biologists Peter Cooper and Emir Khatipov will lecture on GenBank and related databases, effective use of Entrez databases, BLAST, genome data, and recent NCBI updates. A two-hour, hands-on computer workshop will be held at various times following the lecture; times and locations will be announced during the lecture. Open to grad students, postdocs, faculty, and other molecular biology researchers. Advance registration is required. Go to <http://oliphaunt.library.caltech.edu/forms/cls-classes>.

### Ulric B. and Evelyn L. Bray Seminar

25 Baxter, 4 p.m.—Topic to be announced. Patrick Bajari, professor of economics, University of Michigan, Ann Arbor.

### High Energy Physics Seminar

469 Lauritsen, 4 p.m.—Topic to be announced. Professor Benjamin Grinstein, physics department, UC San Diego.

### Applied Mathematics Colloquium

101 Guggenheim Lab, Lees-Kubota Lecture Hall, 4:15 p.m.—“High Order Methods for Discontinuous Solution of Hyperbolic PDE,” Professor Wai Sun Don, applied mathematics, Brown University.

## Tuesday, October 18

### Carnegie Observatories Colloquium Series

William T. Golden Auditorium, 813 Santa Barbara Street, 3:30 to 5 p.m.—“Cosmological Simulations of Clusters of Galaxies: Status, Problems, Challenges,” Professor Andrey Kravtsov, department of astronomy and astrophysics, University of Chicago. Refreshments.

### Chemical Physics Seminar

147 Noyes, Sturdivant Lecture Hall, 4 p.m.—“Shedding Light on the Building Blocks of Life, One by One,” Mattanjah de Vries, professor of physical chemistry, chemistry and biochemistry, UC Santa Barbara.

### General Biology Seminar

119 Kerckhoff, 4 p.m.—Topic to be announced. Dr. Nils-Goran Larsson, division of metabolic diseases, department of laboratory medicine, Karolinska Institute.

## Wednesday, October 19

### Environmental Science and Engineering Seminar

142 Keck, 3:40 to 5 p.m.—“Microbial Surfaces Interact Strongly with the Environment: A Microscopist’s View,” Professor Terrance Beveridge, department of molecular and cellular biology, University of Guelph.

### Astronomy Colloquium

155 Arms, Robert Sharp Lecture Hall, 4 p.m.—“Spitzer View of Star Formation in the Large Magellanic Cloud,” Professor You-Hua Chu, department of astronomy, University of Illinois at Urbana-Champaign.

## Thursday, October 20

### Caltech Library System Presents: Chemical Compound Data Searching

Sherman Fairchild Library, multimedia conference room, 2 to 3:30 p.m.—A quick review of searching for chemical compound data in a wide variety of both print and online resources, including Combined Chemical Dictionary, DIPPR, J. Phys. Chem. Ref. Data, ChemFinder, Kirk-Othmer, Ullmann’s Beilstein Crossfire, and Scifinder Scholar. A comprehensive handout is provided. Information and registration: <http://library.caltech.edu/learning/default.htm>.

## Friday, October 21

### High Energy Theory Seminar

469 Lauritsen, 11 a.m.—Topic to be announced. Washington Taylor, professor of physics, MIT.

### ESE & Society Discussion Group

151 Arms, Buwalda Room, noon—Bring your own lunch. Dessert will be provided.

### High Energy Theory Seminar

469 Lauritsen, 1 p.m.—Topic to be announced. Yuji Okawa, Laboratory for Nuclear Science, MIT.

### Thesis Seminar

151 Crellin, 2 p.m.—“Protein Modification through In Vivo Incorporation of Noncanonical Amino Acids,” Marissa Mock, graduate student in chemistry, Caltech.

### Fluid Mechanics Seminar

101 Guggenheim Lab, Lees-Kubota Lecture Hall, 3 p.m.—Topic to be announced. Noel Clemens, associate professor, department of aerospace engineering, University of Texas at Austin.

### Ulric B. and Evelyn L. Bray Seminar

25 Baxter, 4 p.m.—Topic to be announced. Eran Shmaya, Tel Aviv University.

### Inorganic-Organometallics Seminar

151 Crellin, 4 p.m.—“New Rhodium-Catalyzed Reactions for Five- and Seven-Membered Ring Synthesis,” Travis Williams, postdoctoral scholar in chemistry, Caltech.

### Kellogg Seminar

Lauritsen Library, 4 p.m.—Topic to be announced. Professor Gail McLaughlin, physics department, North Carolina State University.

## Seed journalist to kick off SASS

The Social Activism Speaker Series will begin its 2005–06 season on Wednesday, October 19, with *Seed* magazine journalist Chris Mooney.

Specializing in “issues at the intersection of science and politics,” Mooney is the Washington correspondent for *Seed*, an award-winning bimonthly that strives to raise public interest in science and to highlight science’s place in the global community. His talk, “The Republican War on Science,” takes its title from his book of the same name, in which he discusses how the Republican Party has misused science to further its political agenda. The free public event will begin at 8 p.m. in Ramo Auditorium.

Other speakers in this year’s series will be Steve Barr, founder of Green Dot Public Schools, a California charter school system, on November 17; renowned poet, activist, and educator Nikki Giovanni on February 9; and Jack DuVall, founding director of the International Center on Nonviolent Conflict, on May 11. For more information, visit <http://sass.caltech.edu>.

Now in its seventh year, the Social Activism Speaker Series was founded to call attention to current social and political issues by inviting prominent activists to share their perspectives. A particular goal is to reach students, who will become future leaders in science and industry, by creating “an environment at Caltech that encourages reflection on the ethical and moral issues scientists face in our society.”

The 2005–2006 series has been made possible with support from the Moore-Hufstедler Fund, the Administrative Committee on Diversity and Minority Affairs, Student Affairs, Campus Life, the Diversity Program Fund, the Alumni Association, the GSC, ASCIT, Jack and Edith Roberts, and the Caltech Y.

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# CampusEvents

## Monday, October 10

### Standard First-Aid/CPR/AED

Brown Gym classroom, 7:30 a.m. to 5 p.m.—Standard first-aid, cardiopulmonary resuscitation (CPR), and automatic external defibrillator (AED) training will be offered by Caltech’s Safety Office in conjunction with the American Red Cross. Fee: \$25 for materials. Registration: 395-6727 or safety.training@caltech.edu.

### Pasadena Symphony’s Clazzical Notes: “What Becomes a Legend?”

Ramo Auditorium, 7 p.m.—Clazzical Notes, an adult educational outreach program sponsored by the Pasadena Symphony, will present a free evening of music and discussion among renowned musicians to bridge the gap that currently exists between the jazz and classical music communities. The guest artist will be guitarist John Pisano. No tickets or reservations are required. Information: <http://events.caltech.edu/events/event-2564.html>.

### West Coast Swing

Winnett Center, 8:30 p.m.—This eight-week series, which began on October 3, will show you all you need to know to burn up the dance floor. No partner or experience is necessary. Fee: \$8 per class, \$6 for students; \$56 for the series, \$40 for students.

## Tuesday, October 11

### Adult, Child, and Infant First-Aid and CPR Training

Brown Gym classroom, 1 to 5 p.m.—Adult, child, and infant first-aid and CPR training will be offered by Caltech’s Safety Office in conjunction with the American Red Cross. Fee: \$30 for materials. This is a two-day class; to receive certification, you must attend today and on Thursday, October 13. Registration: 395-6727 or safety.training@caltech.edu.

### Amnesty International Letter Writing

Athenaeum Rathskeller, 7:30 p.m.—Caltech/Pasadena AI Group 22 will host an informal meeting to write letters on human-rights abuses around the world. All are welcome. Refreshments. Information: (818) 354-4461 or [lkamp@lively.jpl.nasa.gov](mailto:lkamp@lively.jpl.nasa.gov). Visit our website at [www.its.caltech.edu/~aigp22](http://www.its.caltech.edu/~aigp22).

### Volleyball

vs. La Sierra University , 7:30 p.m.

## Wednesday, October 12

### CPR/AED Recertification

Brown Gym classroom, 7:30 a.m. to noon—CPR recertification training will be offered by Caltech’s Safety Office in conjunction with the American Red Cross. There is a small fee for materials. Registration: 395-6727 or safety.training@caltech.edu.

### Fall Career Fair

Bechtel Mall, 10:30 a.m. to 2:30 p.m.—An informal opportunity for students of all levels as well as postdocs to gather company information, speak with company representatives, and drop off their résumés.

### Boundaries for Beginners: Identifying Boundaries and Breaking Down Barriers in New Relationships

Brennan Conference Room, third floor, Center for Student Services, noon—Join our discussion on starting new relationships and learn how to develop boundaries without creating barriers from the beginning. Light lunch provided. Reservations: 395-3221 or [wcenter@studaff.caltech.edu](mailto:wcenter@studaff.caltech.edu). Cosponsored by the Women’s Center and Staff Education.

### Laboratory Safety 101

118 Keith Spalding Building, 3 p.m.—This course is designed to prepare incoming researchers to work in a laboratory at the Institute. Issues include laboratory organization, emergencies, injuries, general laboratory safety, and more. Space is limited. Please call 395-6727 or e-mail [safety.training@caltech.edu](mailto:safety.training@caltech.edu) to reserve a place.

### Men’s Soccer

vs. Pomona-Pitzer College , 4 p.m.

## Thursday, October 13

### Reel Women’s Film Series: Living With Pride: Ruth Ellis at 100

Center for Student Services, second floor common area, noon—Chronicling the life of a 100-year-old African American lesbian, this documentary offers a unique opportunity to experience a century of history through the eyes of an inspiring woman. In celebration of National Coming Out Day, this screening is cosponsored with Prism. Reservations: 395-3221 or [wcenter@studaff.caltech.edu](mailto:wcenter@studaff.caltech.edu).

### Intermediate Competitive Ballroom Dance

Winnett Center, 8:45 p.m.—With a focus on technique and style, this class is designed for bronze- or silver-level dancers. The eight-week series, which began on October 6, is split into Standard and Latin. The regular price for both is \$80; the student price is \$50. For Standard or Latin alone, the regular price is \$40; the student price is \$25. Team membership is not required.

## Saturday, October 15

### Men’s Water Polo

vs. Whittier College , 11 a.m.

### A Woman’s Best Defense

Center for Student Services, second floor common area, 1 to 5 p.m.—Each woman has the power to decrease her chances of becoming a victim of violent crime. This introductory workshop features skills for avoidance, deterrence, and resistance of physical and verbal assault. Reservations: 395-3221 or [wcenter@studaff.caltech.edu](mailto:wcenter@studaff.caltech.edu).

### 3 Jammin’ Gents

Beckman Auditorium, 8 p.m.—Nitty Gritty Dirt Band founder John McEuen, legendary entertainer and film-score composer David Amram, and Nashville fiddler Buddy Spicher will team up for an evening of traditional Americana, folk, and jazz. See Caltech Public Events contact information on this page.

## Sunday, October 16

### Beginning Competitive Ballroom Dance

Winnett Center, 2 p.m.—This eight-week series for beginners, which began on October 9, is split into Standard and Latin. The regular price for both is \$80; the student price is \$50. For Standard or Latin alone, the regular price is \$40; the student price is \$25.

### Lagerstrom Chamber Music Concerts

Dabney Lounge, 3:30 p.m.—The Janaki Trio will perform works by Penderecki, Beethoven, Schubert, and Dohnányi. Admission is free. Information: <http://events.caltech.edu/events/event-2821.html>.

### Amnesty International Book Discussion Group

Vroman’s Bookstore, 695 E. Colorado Boulevard, second floor, 6:30 p.m.—This month’s book is *Snow*, by Orhan Pamuk. All are welcome. Sponsored by Caltech/Pasadena AI Group 22. Visit Group 22 at [www.its.caltech.edu/~aigp22](http://www.its.caltech.edu/~aigp22).

## Monday, October 17

### West Coast Swing

Winnett Center, 8:30 p.m.—This eight-week series, which began on October 3, will show you all you need to know to burn up the dance floor. No partner or experience is necessary. Fee: \$8 per class, \$6 for students; \$56 for the series, \$40 for students.

## Wednesday, October 19

### Supervisory Update: Beaver Wisdom for Caltech Supervisors

Avery Library, 8 a.m. to noon—As Caltech supervisors, managers, and team leaders, you are responsible for the success of your work group. This fast-paced workshop will provide you with information and tools to help you effectively manage your group. This class will be repeated today from 1 to 5 p.m. Registration: 395-3204, [staffeducation@caltech.edu](mailto:staffeducation@caltech.edu), or [http://hr.caltech.edu/Education/super\\_courses/supervisory\\_update.htm](http://hr.caltech.edu/Education/super_courses/supervisory_update.htm).

### Office Ergonomics Training

118 Keith Spalding Building, 3 p.m.—This course discusses ergonomic design of office environments, specifically computer use. Low-budget techniques are emphasized in helping computer users alter their workstation to a “user-friendly” environment. Space is limited. Please call 395-6727 or e-mail [safety.training@caltech.edu](mailto:safety.training@caltech.edu) to reserve a place.

### International Women’s Safety

Center for Student Services, second floor common area, 7 p.m.—Have you ever been in a situation where you felt threatened and did not know how to communicate your concerns? The Women’s Center and International Student Programs Office are cosponsoring this workshop to introduce cultural differences in communication styles as well as to present strategies for presenting yourself and your feelings more assertively. Reservations: 395-3221 or [wcenter@studaff.caltech.edu](mailto:wcenter@studaff.caltech.edu).

### Caltech Y Social Activism Speaker Series

Ramo Auditorium, 8 p.m.—“The Republican War on Science,” Chris Mooney. Chris Mooney is Washington correspondent for *Seed* magazine and author of the recently published book *The Republican War on Science*.

## Thursday, October 20

### Off the Clock: Art on Your Own Time

Dabney Lounge, 10 a.m. to 3 p.m.—This campus-wide exhibition features staff art and hobbies.

### Laughter Yoga

Center for Student Services, second floor common area, noon—Laughter Yoga is a global movement for health, happiness, and world peace that blends ancient Yoga practices with the science of laughter research. Studies show that these techniques can strengthen the immune system, reduce stress, and alleviate high blood pressure. Sebastien Gendry of the American School of Laughter Yoga will explain the history and research behind the movement, as well as providing examples. Reservations: 395-3221 or [wcenter@studaff.caltech.edu](mailto:wcenter@studaff.caltech.edu).

### Intermediate Competitive Ballroom Dance

Winnett Center, 8:45 p.m.—With a focus on technique and style, this class is designed for bronze- or silver-level dancers. The eight-week series, which began on October 6, is split into Standard and Latin. The regular price for both is \$80; the student price is \$50. For Standard or Latin alone, the regular price is \$40; the student price is \$25. Team membership is not required.

## Friday, October 21

### Arctic Mission: Climate on the Edge

Beckman Auditorium, 10 a.m.—At the front line of climatic change, the Arctic acts as a barometer of global warming. In this film, climatologists, glaciologists, astrophysicists, and oceanographers explain how climate experts predict a dramatic increase in the planet’s temperatures over the next century. See Caltech Public Events contact information on this page.

### Off the Clock: Art on Your Own Time

Dabney Lounge, 10 a.m. to 3 p.m.—This campus-wide exhibition features staff art and hobbies.

### Health and Wellness Fair

Winnett quad, 11 a.m. to 2 p.m.—Caltech’s health-insurance carriers and various vendors will be on campus to provide information and health screenings.

## Saturday, October 22

### Men’s Soccer

vs. Whittier College, 11 a.m.

### Men’s Water Polo

vs. Cal Lutheran University, 11 a.m.

### Shangri-La Chinese Acrobats

Beckman Auditorium, 8 p.m.—This multifaceted and multicultural production features dazzling acrobatic displays, formidable feats of daring and balance, explosive kung fu, brilliant costumes, and a touch of Chinese comedy. See Caltech Public Events contact information on this page.

## Sunday, October 23

### Beginning Competitive Ballroom Dance

Winnett Center, 2 p.m.—This eight-week series for beginners, which began on October 9, is split into Standard and Latin. The regular price for both is \$80; the student price is \$50. For Standard or Latin alone, the regular price is \$40; the student price is \$25.

### Coleman Chamber Concert

Beckman Auditorium, 3:30 p.m.—The Endellion String Quartet will perform works by Haydn, Tippett, and Beethoven. See Caltech Public Events contact information on this page.

## Mondays

### Penultimate Frisbee

Fox Stanton Track and Field, 12:15 p.m.—An informal recreational group who play pickup games of Ultimate Frisbee at lunchtime on Mondays, Wednesdays, and Fridays. No experience is needed. Information: <http://mailman.its.caltech.edu/penultimate>.

## Tuesdays

### Preschool Playgroup

Tournament Park, 10 a.m. to noon—Song and storytime, crafts and free play for toddlers and preschoolers (from walking to age 4). Sponsored by the Caltech Women’s Club and open to Caltech/JPL community members only. Information: 578-0890 or [s\\_l\\_miller@hotmail.com](mailto:s_l_miller@hotmail.com).

### Caltech Tai Chi Club

Winnett lounge, 7:30 p.m.—Meets Tuesdays and Fridays weekly. Sessions are free. Information: [www.its.caltech.edu/~taichi](http://www.its.caltech.edu/~taichi).

## Wednesdays

### Wednesdays in the Park

Tournament Park, 10 a.m. to noon—Every Wednesday there’s conversation and coffee for parents and caregivers, and playtime and snacks for children. Stop by and make new friends from around the world. Sponsored by the Caltech Women’s Club and open to Caltech/JPL community members only. Information: 791-4225 or [mcsutton@hotmail.com](mailto:mcsutton@hotmail.com).

### Penultimate Frisbee

Fox Stanton Track and Field, 12:15 p.m.—An informal recreational group who play pickup games of Ultimate Frisbee at lunchtime on Mondays, Wednesdays, and Fridays. No experience is needed. Information: <http://mailman.its.caltech.edu/penultimate>.

## Thursdays

### Baby Furniture and Household Equipment

234 S. Catalina, 10 a.m. to 1 p.m.—Loans of kitchen and household necessities and baby furniture are made to members of the Caltech and JPL communities. Open on Thursdays from 10 a.m. to 1 p.m. No appointment is necessary. Information: 584-9773 or [furnpool@caltech.edu](mailto:furnpool@caltech.edu).

## Fridays

### Penultimate Frisbee

Fox Stanton Track and Field, 12:15 p.m.—An informal recreational group who play pickup games of Ultimate Frisbee at lunchtime on Mondays, Wednesdays, and Fridays. No experience is needed. Information: <http://mailman.its.caltech.edu/penultimate>.

### Caltech Tai Chi Club

Winnett lounge, 7 p.m.—Meets Tuesdays and Fridays weekly. Sessions are free. Information: [www.its.caltech.edu/~taichi](http://www.its.caltech.edu/~taichi).

### Caltech Chess Club

Page House dining room, 8 p.m.—Be you master or novice, you will enjoy the chess club’s weekly meetings. Information: [www.its.caltech.edu/~citchess/](http://www.its.caltech.edu/~citchess/).

## Public Events information and tickets

395-4652, 1 (888) 2CALTECH, or [events@caltech.edu](mailto:events@caltech.edu). Individuals with a disability: 395-4688 (voice) or 395-3700 (TDD). Visit Public Events at [www.events.caltech.edu](http://www.events.caltech.edu).



**Baltimore, from page 1**

Broad Center for the Biological Sciences. He launched the current \$1.4 billion capital campaign, which has included receipt of the largest gift ever to higher education, \$600 million from the Gordon and Betty Moore Foundation. With two years remaining, the campaign has already raised almost \$1.1 billion. Many successes were also achieved at JPL—managed by Caltech for NASA—including the Mars Exploration Rovers.

Other events during Baltimore's term have been the acquisition of the former St. Luke Medical Center in northeast Pasadena; the funding of the design-development phase of the Thirty Meter Telescope; and the establishment of the Information Science and Technology (IST) initiative. He has worked to increase diversity on campus, particularly by bringing more women into administration, and his concern for the quality of undergraduate life led to the appointment of the first full-time vice president for student affairs and a \$3 million fund for enhancing student life. During the last year, he has served on the Independent Citizens Oversight Committee for the California stem cell initiative.

Ben Rosen, an alumnus and former trustee chairman, said, "During his years of leadership at Caltech, David Baltimore elevated the already considerable reputation and strengths of the Institute. The faculty is stronger than it has ever been. The students are smarter, more diverse, and better rounded. The facilities have been substantially augmented to meet the growing needs of leading-edge research. JPL has achieved triumph after triumph. And the ambitious capital campaign that began during his period in office, led by his energetic fund-raising skills, will assure that future Caltech needs are met and our goals achieved."

In a written announcement to the campus and its trustees, Baltimore said, "It has been a privilege to serve as president of Caltech and a pleasure to work with the dedicated and remarkable Caltech faculty, staff, students, trustees, and alumni. The administration in place at Caltech is an extraordinary group, and I will retire with full confidence in their abilities to effect a smooth transition. During my time in the president's office, I have worked to keep Caltech the unique and highly effective university that was imagined into existence by George Ellery Hale almost 100 years ago. Its dedication to excellence has been undiminished, requiring that it continually be in flux, reaching for the altering frontiers of knowledge. The great gift from Gordon and Betty Moore has provided the resources for maintaining our momentum and was truly a defining event of my time as Caltech's president."

Baltimore, who received a Nobel Prize for his work on the genetic mechanisms of viruses in 1975 at age 37, has contributed widely to the understanding of cancer, AIDS, and the molecular basis of the immune response. While at Caltech, he has continued to operate his biology lab and has announced important findings, including a new methodology to help fight cancer, a highly effective gene therapy that prevents HIV from infecting individual cells in the immune system, and a new methodology for producing transgenic mice. In June, his proposal "Engineering Immunity Against HIV and Other Dangerous Pathogens" received a \$13.9 million grant from the Grand Challenges in Global Health initiative, awarded by the Bill & Melinda Gates Foundation.

The recipient of the National Medal of Science in 1999 from President Bill Clinton, and the Warren Alpert Foundation Scientific Prize in 2001, Baltimore has joined a new global effort to create an HIV vaccine, and has helped raise Caltech's visibility by contributing opinion pieces to the media on numerous issues of science and public policy.

Baltimore has several outstanding administrative and public policy achievements to his credit. In the mid-1970s, he played an important role in creating a consensus on national science policy regarding recombinant DNA research. He served as founding director of MIT's Whitehead Institute for Biomedical Research from 1982 until 1990, and was president of Rockefeller University in 1990–91. An early advocate of federal AIDS research, Baltimore cochaired the 1986 National Academy of Sciences Committee on a National Strategy for AIDS, and in 1996 was appointed head of the National Institutes of Health AIDS Vaccine Research Committee.

Feynman Professor of Theoretical Physics Kip Thorne, who chaired the faculty search committee that selected Baltimore, feels Baltimore has accomplished what the committee hoped for. "We attracted David to Caltech to provide leadership in a period of change—changing relations to the federal government, changing ties to the private sector, and a growth in biological sciences at Caltech—while maintaining our traditional strengths," he said.

"He has led us through this superbly well, and has been a remarkable intellectual force on campus. His presidential shoes will be hard to fill, but I'm tremendously pleased he will remain as a professor, liberated to contribute more strongly to the intellectual life of the Caltech community."



Candace Rypisi

**Rypisi, from page 1**

In nominating Rypisi (pronounced rep-ish) for the award, one contributor called her "a dedicated, compassionate, and innovative leader and mentor on campus," under whose leadership "the Women's Center has flourished as one of the most active offices on campus." Another wrote, "She is the quintessential role model for women at Caltech and in the community. Her commitment, expertise, and engaging style have resulted in her being extremely effective, respected, and well liked."

Currently pursuing her doctorate in higher education at USC, Rypisi is also a Caltech Y board member who has worked in Mexico with students on Alternative Spring Break. She previously was on the board of Girls' Resource Network, a local girls' advocacy organization.

Rypisi will be honored along with other winners at the 2005 Medal of Excellence luncheon on October 14 at the Westin Hotel. The keynote speaker will be Monica Lozano, publisher and CEO of *La Opinión*, the nation's largest Spanish-language daily newspaper.

Women at Work is a nonprofit center that provides job and career resources in a supportive environment, helping women in the greater Los Angeles area recognize and attain their full employment and earnings potential.

**Oops!**

**Due to a communication error, a number of departments received duplicate issues of 336, some addressed to individuals and others in unlabeled bundles. We apologize for any inconvenience. Future issues will arrive in bundled deliveries.**

**Budget, from page 1**

leadership on September 24 and 25, individual actions were proposed that together will solve the problem. No expenditure or segment of the campus community was exempt from our consideration. Thus, subject to final approval by the Board of Trustees, expected changes will include increasing income from the utilization of our property at the former St. Luke Medical Center and from campus filming; increasing other revenue sources; replacing some printed materials with electronic communication; restructuring, and in some cases reducing, administrative and divisional operations; modifying employee and student health insurance programs; and increasing tuition and fees for students in coming years. The new parking program is also part of the solution.

However, the news is not all bad. These actions will create a more efficient and resilient Caltech, enabling us to respond effectively to inevitable changes in the world economy and government policies. The budget deficit will no longer be a recurring problem. Students will continue to receive a first-class education, while living in upgraded housing and receiving the most financial aid our assets allow. Employees will receive salary increases this year and in coming years. Most importantly, Caltech will continue to be the unique and vibrant institution it has always been.

The decisions made at the meeting will eliminate the general budget structural deficit by 2008, with the majority of the actions being put in place during the coming fiscal year. I want to stress that no one campus constituency—staff, faculty, or students—will bear an unfair share of the reductions or changes. This problem affects the entire campus community and we will all share in the solution. Each of us can also contribute through such simple actions as turning off unneeded lights and equipment and judiciously using supplies.

The deficit-reduction plan is still in progress, so I ask your understanding of the general nature of this letter. We know you will have many questions, and we intend to communicate with the campus regularly as the plan evolves and implementation begins. In addition, a question-and-answer list that will address many of your concerns is available at [budgetinfo.caltech.edu](http://budgetinfo.caltech.edu). In the meantime, we encourage you to discuss these issues with your supervisors and division leadership. We also welcome any suggestions about how we might deal with the budgetary problem.

From your daily interactions, you know how special Caltech is, and how important it is that the Institute continue (to quote our mission statement) "to expand human knowledge and benefit society through research integrated with education." I am convinced that, working together, we will emerge a more adaptive institution that will face the future with undiminished vitality.

# Caltech 336

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