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**LEADING GLOBAL SCIENCE
FROM A NEW YORK BASE**

***THE BICENTENNIAL PLAN FOR THE
NEW YORK ACADEMY OF SCIENCES***

PHASE ONE

Fall 2003



Message from the CEO



In 14 years the New York Academy of Sciences will celebrate its 200th birthday. Even if we did nothing special to get there, we would still have much for which to be proud. The Academy is one of the oldest continuously operating scientific societies in the world and has earned the loyalty of leading investigators in every era – from Thomas Jefferson to Charles Darwin to Albert Einstein. Today, in an age when fewer and fewer citizens believe in membership for its own sake, we nevertheless enjoy a large, multidisciplinary, global constituency graced by many of the world’s most distinguished scientists.

Unique among the renowned professional associations of the world, we create and conduct meetings, year-round, that are at the cutting edge of new scientific endeavors such as structural and computational biology, biochemical pharmacology, emerging infectious diseases, to name just a few. And no other institution so regularly sponsors conferences at the rarely visited frontiers between science and art, science and law, and science and society.

Still, no institution can survive on the glories of its past. In a world in which transformational technologies like the Internet and social forces of all kinds are bringing wrenching change to even the most acclaimed and seemingly stable institutions, our beloved Academy cannot afford to pass the 14 years leading up to its bicentennial in a state of self-satisfaction.

I am, therefore, pleased to report that our Academy is in the process of re-discovering its core role at the center of the most vibrant city in the world. Moreover, from this unparalleled leverage point, we are poised to make important contributions to global discourse and discovery. Already, prestigious organizations the world over are forming alliances with us to enhance the cohesiveness of the global scientific community.

This transformation of the Academy has begun with our reconnection to the powerful but often insulated institutions of New York at a unique time in the city’s history. New York has been the world capitol of finance, publishing and the arts. But, despite its greatness and the extraordinary strengths of its individual universities and research hospitals, New York needs the Academy to help it achieve its goal of becoming the leading global force in the future of science, technology and medicine.

Leaders of New York’s research universities, teaching hospitals, independent research labs, foundations, corporations, city and state governments – as well as its finance and real estate communities – have recognized this fact. As a result, they’ve recently entered into partnerships with the Academy to maximize the power and benefits of the city’s splendid, but heretofore fragmented, programs in education, research, science policy and global health.

What follows is a tale of a city, its Academy of Sciences, and the larger world this Academy embraces. You will find here a description of Phase One of a 14-year, two-phase program designed to strengthen our Academy so that it enters its third century fulfilling the roles expected of it:

- Contributing to the scientific resurgence of both New York City and State
- Participating through alliances in programs that confront the world’s most challenging problems and opportunities
- Serving a growing global membership

You will be excited to hear that the first steps already have been taken:

- The Academy has developed an unprecedented partnership – **The New York Science Alliance for Graduate Students and Post Docs** – that brings together the leading institutions in the Greater New York Metropolitan area in support of New York’s young investigators, giving the city a competitive recruiting advantage and helping our young investigators to become tomorrow’s leaders.
- Scientific academies and funding agencies worldwide are joining us in the **Global Science Leaders of Tomorrow Program** – a plan to select, honor and link the best and brightest young people from throughout the world. It will help them get to know one another, profit from one another’s experience, and perhaps create lifelong friendships and collaborations that can drive scientific progress.
- The Academy is forming collaborations with leaders in print – and pioneers in the digital – dissemination of knowledge to launch our **Science Without Borders Program**. It will bring New York’s wisdom to scientists and citizens the world over and, conversely, enhance New York with wisdom from all over the world.
- Fortune 500 companies and biotechs are choosing to support and participate in the novel initiatives described above, permitting the Academy to play a major role in dismantling the unproductive, traditional barriers between academia and industry.
- The New York City Economic Development Corporation, the New York City Investment Fund and the Association for a Better New York are all partnering with the Academy in recognition of its unique capacity to convene the city’s powerful but sometimes competitive institutions and to entice industry to consider alliances that will enhance New York’s scientific development.

In the pages that follow, you will learn more about:

- **The New York Science Alliance for Graduate Students and Post Docs**
- **The Global Science Leaders of Tomorrow Program**
- **The Frontiers of Science Program**
- **The Science Without Borders Program**
- **And, coming soon, programs breaching the boundaries between science and finance, law, and politics**

Join our growing family of supporters. Together, we can empower our Academy and its allies to become a unique, vibrant, New York-based force for change and exploration. Join us at the dawn of our Bicentennial Campaign and partner with us as we build our platform for a global conversation at the forefront of science, technology and medicine.



Ellis Rubinstein
Chief Executive Officer

Building the Bicentennial Platform

Strengthening Our New York Base



To achieve success, a campaign needs more than a visionary plan and dedicated leadership. It needs a vibrant base, highly motivated troops and key alliances. This is why New York and our Academy are coming to realize that partnerships for progress, strategic synergies, and economies of scale will be keys to our future success.

For the New York Academy of Sciences, these words aren't mere platitudes. To play a defining role as a leader of global science, the Academy is beginning at home by shoring up its New York base through the creation of sponsored affinity groups. We are:

- **Involving New York's young investigators in the Academy.** Over 6,000 are joining the Academy this year – 4600 to date. The city's graduate students and post docs will receive career mentoring and unique networking opportunities. Their careers will flourish, and they will make even greater contributions to tomorrow's society.
- **Involving New York's best and brightest scientists, engineers and clinicians in innovative programs at the cutting edge of new disciplines.** A dozen new seminar series are being launched in the hottest fields of science. Moreover, major conferences are being held on the most important topics of the day. Consider the extraordinary one-day colloquium on SARS that was organized in three weeks and that gathered to the halls of our Academy, at the height of the pandemic and for the first time, experts from every area of infectious disease and drug design.
- **Assembling alliances with the key institutions in and around the city.** Universities, hospitals, foundations, corporations, state and city agencies are seeking to achieve economies of scale and synergies of effort in support of scientific meetings; mentoring and networking opportunities for students, junior faculty members, women and under-represented minorities throughout our region; and city-based, statewide, and global development programs. They have asked the Academy to play a convening role in these efforts.
- **Creating partnerships with the leaders of New York's financial, legal and real estate communities.** Visionary citizens in New York City *outside* the city's scientific community have come to realize that the greater metropolitan area (from Princeton to New Haven and from Newark to Stony Brook) has one of the world's greatest concentrations of scientific talent. But because of traditional inter-disciplinary, inter-institutional, and inter-sector barriers, the city has never been able to properly capitalize on its scientific prowess. The Academy is being recognized as the ideal "neutral" body to bring these sectors together through meetings, workshops and city wide strategies for economic growth.
- **Identifying partners among New York's leading citizens.** Our city is blessed with visionary individuals who have achieved storied successes and who continue to invest in the programs that bring the city future greatness and contribute to mankind. As the promise of its new initiatives has become increasingly evident, many of the city's leading patrons have come to support our programs.

Enhancing Our Global Role Beyond New York

The initiatives designed to shore up the Academy's New York base have a double value: They not only serve to re-integrate the majority of New York's scientists and engineers in Academy programs, but also provide a springboard to reinvigorate our services to the global scientific community and, in so doing, to increase our already substantial global membership. Based on our special capacity to convene people and organizations across geographical boundaries, we are establishing a trio of programs – in conjunction with distinguished allies – that will markedly increase the global exchange of scientific information in innovative ways. Specifically, we will:

- **Honor "Global Science Leaders of Tomorrow"** as selected by the most prestigious organizations in their home countries. These young people will, through a Web site and annual meeting, develop lifelong friendships and collaborations.
- **Disseminate the wisdom of our most brilliant New York scientists** through a novel program of "eBriefings" – electronic summaries of the most exciting scientific conversations taking place in New York. They can be accessed anywhere in the world through the Academy Web site, and perhaps also through the Web sites of our allies. A special benefit of this program for electronic dissemination of scientific seminars and conferences would come to pass if it could be successfully adopted by other worthy institutions around the world.
- **Organize seminars and meetings throughout the world** in partnership with respected organizations that are similarly dedicated to enhancing the dissemination of scientific knowledge. One important caveat concerning this program: The goal would be most emphatically not to simply clog the scientific landscape with yet more large conferences of the traditional sort. Rather, the objective will be to adapt the special characteristics of Academy exchanges in the New York area to major science cities elsewhere in the world. These special characteristics are described in greater detail further on in this document, but they include informality of exchange, flexibility of formats, capacity to be mounted quickly, and inclusion and empowerment of young investigators.

In sum, the following pages provide a roadmap for the reinvigoration of this Academy by exploiting its historic strengths: its incubation of new scientific fields; its dissemination of knowledge at the cutting edge of science; its unique capacity in New York to serve as a neutral convener of competing groups – as well as members of the city's legal and business sectors – in the service of consensus-building; and its special capacity to serve the global scientific community.

Investing in People

Nurturing Affinity Groups in New York

In the book, *Bowling Alone*, author Robert D. Putnam describes the transformation of attitudes among today's young people, their lack of interest in joining institutions, their fierce – some might call it, selfish – individuality. Few organizations can boast that they have increased memberships among young people. This has been particularly true in the sciences and medicine. Every professional society has been losing its young people over the last decade, and the New York Academy of Sciences has been no exception.

Where will our young people be if they inadvertently isolate themselves and forego the invaluable richness of experience that comes from interacting with their peers and elders across institutional, disciplinary and geographical boundaries?

The Academy is facing this challenge head on by creating two dynamic programs designed to develop membership incentives for this generation of young investigators. The first program is targeted at the young investigators of New York City and is called "**The New York Science Alliance for Graduate Students and Post Docs.**" The second is targeted at leading young investigators across the globe. It is called "**The Global Science Leaders of Tomorrow Program.**" We'll describe the New York-based program here and reserve discussion of the global program for later in this document.

The New York Science Alliance for Graduate Students and Post Docs

The Challenge: Many of today's graduate students and post docs are interested in exploring the widest possible range of scientific career options – everything from positions in academia and industry to 'off-the-bench' careers. But too often they don't know where to start, and, at the same time, they may lack knowledgeable mentors. Moreover, the pace of change within the scientific profession is accelerating. Suddenly, the benefits of multi-disciplinary career paths, mobility and global collaborations outweigh their costs in complexity. Many university systems are coming to recognize this, but are struggling to reform their traditional systems. And the pace of these changes threatens to outstrip the ability of administrators and faculty to keep current with new needs. This means that career mentoring is likely to be pushed even further down the list of priorities as universities are constrained by inadequate budgets and staffing levels.

The Solution: To address the need for better mentoring and career development services faced by the many academic and research institutions across the region, the Academy is developing a regular program of monthly events designed to help New York's young investigators get career advice and network with their peers and with leading corporate and academic figures. Topics of such events will include:

- Careers in Industry
- Ethics in Science
- Laboratory Management
- Entrepreneurship
- Crossing Disciplinary Boundaries
- Intellectual Property Issues and Careers
- Skills Development Seminars
- Hot Field Lectures



The power of such programs to attract young investigators has been proven. Hundreds of young people respond – always a mix of graduate students and post docs from a wide range of local institutions. But because no single institution can commit the staff time and expense to initiate a monthly series of mentoring and networking events, the New York Academy of Sciences has accepted the organizational burden.

In return, the Deans of New York's universities and teaching hospitals (below) are sponsoring Student dues for first-year graduate students and first-year post docs and contributing toward the dues of all second-year and higher graduate students and post docs.

- Albert Einstein School of Medicine
- Cold Spring Harbor Laboratory
- Columbia University
- Cornell University Weill Medical School
- CUNY Graduate Center
- Memorial Sloan-Kettering Cancer Center
- Mount Sinai School of Medicine
- New York Medical College
- New York University School of Medicine
- Pace University
- Princeton University (expected to join this autumn)
- Rockefeller University
- Stevens Institute for Technology
- SUNY Health Science Center at Brooklyn
- University of Medicine and Dentistry of New Jersey
- Yale University (expected to join this autumn)

The result is a "movable feast" of interactive learning and networking experiences for New York's best and brightest. Hundreds of students have turned out for seminars on "Interviewing Skills" (at NYU's Medical Center) and "Careers in Intellectual Property Law" (at Columbia). The value of this program – just now launching – will be greater even than its capacity to mentor our young. Germany's prestigious Max Planck Institute has requested digital versions of the seminars. And the program offers a unique recruiting advantage for the metro area's institutions, eager to boast about a program not matched in any other city.

Affinity Groups Beyond the Young



New York, for all its greatness, can be an isolating place – especially for those newly arrived in the city or even in the United States or for members of under-represented minority groups including women. Moreover, science itself challenges these groups in special, often insidious, ways: with language and cultural expectations based on the traditional cultures and with glass ceilings, to name only two contentious areas.

The Academy can serve society, its city, and the scientific community by supporting selected groups in the sciences. In partnership with individual donors, foundations and corporate partners who recognize how important it is to the advancement of science to support underrepresented groups, the Academy can develop a special home for New Yorkers wishing to get extra mentoring, to meet role models, or simply desiring to "bond" with others sharing their common backgrounds. Such affinity groups might include:

- [The New York Science Alliance for Women Investigators](#)
- [The New York Science Alliance for Underrepresented Minorities](#)
- [The New York Science Alliance for Asian Investigators](#)

In each instance, when the Academy identifies a partner in support of the concept, a small planning grant will be sought to sponsor a focus group to determine the special needs of this community. Based on the latter, the Academy will assemble a precise proposal for prospective partners in the creation of a full-fledged program for this group.

Finally, many professionals from fields allied to the sciences – teachers, lawyers, investment bankers and the like – have suggested that the Academy sponsor affinity groups for their peers so that they might learn more about science's latest breakthroughs and most controversial areas of debate from an unbiased source. Because the Academy always has been eager to contribute to science literacy, and because it already interacts with many such non-scientifically-trained professionals, it is planning to partner with major donors wishing to support the creation of:

- [The New York Science Alliance of Elementary and Secondary Teachers](#)
- [The New York Science Alliance of Lawyers](#)
- [The New York Science Alliance of Financial Leaders](#)

Investing in Wisdom

The Frontiers of Science Program

Nearly every science-literate citizen knows that cross-disciplinarity is driving progress in science, technology and medicine. It took physicists and mathematicians to enable biologists to decode the genomes being mined today; it is taking biologists and geneticists to help psychiatrists unlock the secrets of the mind ... and so forth.

Moreover, the days of individual investigators, toiling in isolation only to emerge from their labs with extraordinary breakthroughs, are nearly gone. Today, breakthroughs reported in our leading scientific journals are produced in collaborations among researchers at multiple institutions, often in cities and campuses across the globe.

Where do such collaborations begin? Where do the ideas that inspire collaborations emerge? Ever more frequently, new inspiration arises from cross-disciplinary, cross-institutional conversations. And this is why every corporate and academic research director supports mechanisms that draw together researchers from diverse institutions.

Nevertheless, to this day, even our leading academic institutions remain hampered by change-resistant, traditional structures and by insularity. Nowhere has this been truer than in New York, which is blessed by an extraordinary concentration of outstanding investigators toiling at a panoply of renowned institutions. And, yet, the science of the city has remained fractured by custom and practice ... until recently.

The winds of change began to blow across New York City's institutions even before September 11, 2001, and after it, there is a sense of oneness that has surely never existed among the science establishment of this city. Take the case of the partnership in structural biology – led by a consortium of New York's investment bankers and invested in by all of New York's institutions. About \$40 million was raised to create a world-class nuclear magnetic resonance facility in a former gym at the City University of New York – a facility now being used by researchers from the greater metropolitan area that is putting New York "on the map" in this important field.

Another version of this landmark success has taken place with the Academy. In 1999, two young and very prominent Rockefeller University investigators in structural biology – John Kuriyan and Steve Burley – concluded that their field might see more rapid advances if leading researchers from throughout the metropolitan area – and their students and post docs – would come together for seminars graced by globally-significant speakers and followed by informal conversations over pizza, sandwiches and beer. Hoping to achieve greater breadth of attendance than might happen if Rockefeller acted as host, they asked the Academy to sponsor such events. Quickly, the number of attendees from throughout the city swelled to the point where larger auditoriums had to be borrowed because the Academy's meeting rooms couldn't accommodate the hundreds of participants.

Facilitating Conversations



Such experiences are not unique to science where energetic researchers in new fields have started clubs that have, in some cases, spawned new professional societies. But in the history of science, such successes have been scattered and unpredictable. Could the Academy clone this success to the benefit of New York's scientific community? We believe the answer is yes. Indeed, the Academy believes that New York could assume a leading position across the entire range of innovative research without requiring investments in the many millions of dollars required to underwrite the creation of core facilities. We are convinced that, by simply facilitating – in a comprehensive program – conversations among the extraordinarily talented researchers here in this city we can trigger a catalytic reaction among New York's brilliant investigators.

Specifically, the New York Academy of Sciences proposes to expand upon two successful seminar series that followed the creation of the Structural Biology "Discussion Group." Those were in the fields of Vision and in Bioinformatics and Computational Biology. Now we plan to develop and nurture a strategically targeted program of a dozen ... and, eventually, a score ... of new discussion groups at the leading edge of science.

Called **The Frontiers of Science Program**, this effort will be composed of leading and visionary scientists located in New York and throughout the world. Leading scientists are already being asked to identify the hottest and most promising areas of investigation. Academy staff members are seeking out bright and energetic young researchers in New York who work in these hot fields. They will compose **The New York Scientific Leadership Council** whose job it will be to sponsor the creation of conversation groups in each area. From such groups, seminars and meetings will emerge, sponsored by the Academy and, often, organized in partnership with the Academy's partner institutions: foundations, government agencies and corporations. The products of these inter-institutional events will include:

- **Private exchanges** limited to conversation group members.
- **Recorded seminars** deliverable via the Internet to the Academy's global membership and capable of catalyzing meetings around the world (see next section).
- **Printed summaries and papers** in *Transactions* and *Annals*.

This program already is well beyond its formative stages. The Academy staff is forming the New York Scientific Leadership Council and is beginning to develop a list of candidate areas for the first set of new discussion groups in emerging infectious diseases, Alzheimer's and related neurodegenerative diseases, RNAi, genome integrity, neuroimmunology, and nanotechnology. In addition, we are prioritizing the following, tempting nominations for new discussion groups:

Under Consideration

- Advanced Drug Delivery
- Advanced Pattern Recognition
- Aging
- Agricultural Biotechnology
- Analytical Sciences
- Animal Models of Disease
- Biochemical Pharmacology and Drug Discovery
- Bioterrorism
- *C. elegans* Biology
- Cell Engineering, including stem cells, cell therapy, etc.
- Chemical Biology
- Computational Neuroscience
- Cognitive Neuroscience
- Cytoskeletal Pharmacology
- Depression and Anxiety
- Diabetes
- Glycobiology – Glycomics
- Grid-Based Computing
- Imaging Analysis and Recognition in Physical and Biological Sciences
- Immunomodulation and Neuroendocrinology
- Linear Accelerator Imaging
- Mega-Modeling
- Neuroeconomics
- Neuroethics
- Neurosignaling and signal transduction
- Obesity
- Pain
- Pharmacoeconomics
- Pharmacogenetics
- Photonics – medical applications
- Quantum Information
- Robotics
- Skin Biology
- Surface Chemistry
- Systems Biology
- Toxicology – mechanisms and predictive models
- Transcription factors
- Vaccinology and drug development

Investing in Global Partnerships

The Science Without Borders Program



The New York Academy of Sciences – despite its name and geographical base – has a long history as an international organization. Charles Darwin joined even though he may never have attended an Academy meeting. In the early 1990s, once the Cold War had ended and as the disposable income of European and Asian scientists rose, the Academy’s non-U.S. membership increased accordingly. But in recent years, for lack of programs addressing the needs and demands of our large international membership, the numbers of European and Asian members has fallen just as rapidly as they had risen.

But our fractured world desperately needs organizations that can bring us together. And science itself has never been more global – its very success depends on international collaborations.

With this in mind, the Academy is reinvigorating its capacity to bring the world more closely together through several innovative initiatives.

The Global Science Leaders of Tomorrow Program

Working in partnership with the Academies and funding agencies of other countries, the Academy plans to establish a global standard for selecting and honoring, on an annual basis, young investigators of special promise. The power of this concept lies in its capacity to:

1. Attract young people into science by developing an annually burgeoning cadre of honored role models in the sciences – role models whose careers could, in turn, be publicized by each participating country to students in the secondary school systems of those countries.
2. Retain the best and brightest by providing them with a special honor that encourages loyalty both to their nation and to their pursuit of scientific breakthroughs.
3. Enhance global collaboration by providing a forum within which the scientific leaders of tomorrow will get to know one another early in their careers and, in some cases, develop ongoing scientific partnerships.
4. Exhibit the greatness of the intellectual capital in each participating country.
5. Provide the participating academies and funding agencies with a special emotional link to young people, many of whom will be future leaders and, in the case of the academies, future members.

The path to all this is through a program that is to be co-branded by all participating national partners and that will have at least three components:

1. A peer-reviewed system of selecting the most accomplished young scientists for annual honors.
2. A special Web site hosted by the NYAS but equally branded by all partner organizations that will provide the young scientists with research news, career-mentoring information and special communication links among them.
3. At least one annual meeting where the Global Science Leaders of Tomorrow can meet one another and establish lifelong friendships.

Expressing support for this plan to date are the following organizations:

- U.S. National Academy of Sciences
- Royal Society
- French Academy of Sciences
- INSERM
- Deutsche Forschungsgemeinschaft
- Max Planck Gesellschaft
- European Science Foundation
- Chinese Academy of Sciences
- Chinese Academy of Medical Sciences

The eBriefings Program

Amplifying the wisdom gathered in New York is – as previously discussed – a top priority of the Academy. But how can one do this effectively? In the old universe of the 20th century, some seminars and meetings were codified through publications such as the Academy's *Transactions*, while some conference organizers published full papers in the form of conference proceedings and in books such as the Academy's own *Annals*.

While these forms of publication succeeded to some degree in preserving wisdom, they were limited in their capacity to disseminate that wisdom. One important reason is that the audience for such publications is limited by the time it takes for the publications to be issued, by the relatively small budgets for marketing available to their publishers, and by the feeling of information-overload all of us have in our "Information Age."

A glimmer of hope emerged at the dawn of Internet age when conference organizers saw the potential of simply Web-casting talks to the huge potential audience that couldn't physically attend the event. But the truth has been that Web-casting has been of limited use. It takes a truly dedicated person to want to sit through the entire length of a lecture, watching a talking head and some PowerPoint slides.

Enter Columbia University's Digital Knowledge Ventures group. Created in 2000 to assist Columbia's professors to digitize their lectures and create student-friendly e-classes and e-seminars, DKV has grown into a large enterprise, creating over 100 e-seminars since its inception. DKV's editors – working in all fields, not only science and medicine – are developing multi-media presentations that capture the spirit and content of a professor's individual lecture or entire course without forcing the student to sit through the actual lecture in real time.

Together, the Academy and DKV have created templates – one presenting a world-class meeting on SARS; the other on Careers for scientifically trained young people in Intellectual Property – for new ways of disseminating knowledge throughout the world to busy individuals, be they in science or in other fields where they need to be briefed on science. The Academy's staff is creating other such eBriefings. Topics include autism and the roots of adolescent violence, for example. This program, which is being supported by Fortune 500 companies for their scientists, will revolutionize the services the Academy provides to scientifically literate citizens across the globe.

Global Meetings Program



Yet another alliance that will empower the Academy to harvest and disseminate scientific knowledge the world over is being forged with the Nature Publishing Group (NPG), part of the Macmillan family of companies, which also includes *Scientific American*. Owners of the world-renowned scientific journal, *Nature*, in addition to nearly 50 other high-quality specialty journals, NPG has agreed to co-sponsor with the Academy meetings and seminars in cities throughout the world ... and then to develop novel dissemination methods to transmit the wisdom of those meetings.

This alliance between one of the world's premier distributors of scientific knowledge and the world's most active organizer of multidisciplinary and cutting edge scientific gatherings cannot help but substantially increase the pace of scientific achievement throughout the world. In that way, the Academy will not only assure itself of continuing financial health through member services, it will substantively serve the needs of science and society in our new century – a worthy accomplishment for the coming Bicentennial celebration!

Become an Academy Partner

We hope you have found the programs described in the preceding pages exciting and worthwhile. The plan has been designed to develop, between now and the Academy's Bicentennial in 2017, an organization without parallel in its capacity to serve science and society. Implementing the plan's exciting, innovative components, however, requires partners willing to step forward and make the commitment that counts. The process of revitalizing the Academy is an ongoing one that not only requires the kind of vision and hard work outlined in the plan, but also the financial commitment from a wide range of partners – individuals, corporations, foundations, government agencies, and other organizations. In order for the Academy to continue its history of excellent programs, publications and services and to successfully launch our new programs and initiatives, your generous support will be required.

How can you help? Thanks to the power of this plan, the Academy has already attracted the support of many Fortune 500 companies. And, we look forward to alliances with many more. By working closely with each individual organization, we are able to create partnerships that meet the needs of both the sponsor and the Academy. Corporate sponsorship offers organizations a variety of benefits which can include: special access to the Frontiers of Science program, Academy memberships for company researchers, corporate site licenses for the Science Without Borders program (including eBriefings and *Annals*), and a seat on the prestigious CEO's Council, to name just a few. Moreover, many prominent foundations have embraced our plan by providing funding in support of conferences, educational programs, and new initiatives. And, we look forward to building relationships with other philanthropic organizations in the near future.

Other opportunities for Academy partners include support for new efforts that pay homage to two of the Academy's most loyal and distinguished leaders. **The Torsten Wiesel Young Investigators Program** will provide graduate students and post docs with career mentoring, networking opportunities and free access to the latest research discussions of the Academy. **The Joshua Lederberg Science Without Borders Program** uses both the Internet and global alliances in support of conferences and other activities to foster the rapid exchange of research findings in the frontier fields of science.

Partnership opportunities on an individual level include five new categories of donors, each featuring a variety of privileges and special gifts:

- **Charles Darwin Associate (\$1,000-\$4,999)**
- **Charles Darwin Benefactor (\$5,000-\$9,999)**
- **Bicentennial Club Member (\$10,000-\$24,999)**
- **Bicentennial Club Patron (25,000-\$99,000)**
- **CEO's Council (\$100,000+)**

For further information on any of these programs, contact Karen Horting, 212/838-0230, x400 or email khorting@nyas.org.



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