

The post of dean of research at Johns Hopkins is quite a visible one, and individuals in that position get a lot of calls from headhunters. I surely did. For the most part I did not find the jobs pitched at me very interesting, certainly not more so than the job I was in. But when I was approached about the position of Hauptman-Woodward CEO I was immediately excited by the prospect, even though it took me a couple of days to understand why. The attraction was the chance to get much closer to the practice of science. The research profile and directions of the HWI faculty are so close to my own training and background that it seemed as though I could talk to most of them in a truly knowledgeable way about what they do. The possibility made me realize how much I missed the research part of my career that I left behind when I became a dean. This congruence of interests also suggested a role for the CEO as one who enables HWI research from a very informed base. Ability to help faculty find new research directions or mechanisms of support is promoted by detailed understanding of what they do.

My first visit to Hauptman Woodward strengthened the good impression I had developed from a distance. One highlight was my interview with Dr. Hauptman. As I entered his office I noticed on his bookshelf a copy of the famous monograph containing the results on which his Nobel Prize was based. I mentioned to him that my first assignment when I joined a research lab in graduate school was to read the book and present to the group in lab meetings. He asked me what I had thought of it at the time, and this led to a 20 minute discussion of pretty hard-core crystallography. This was not an interview in any normal sense, but I emerged thrilled at having had the conversation. I do not know how Dr. Hauptman emerged, but he was enormously cordial.

A second wonderful impression emerged from the set of talks I had with HWI faculty members. For the most part we talked about two general topics; their research interests, and their view of what the most important issues facing the Institute were. What was remarkable is how the faculty avoided using that topic to address their individual needs. Instead they all talked about points that were important to HWI or to the faculty as a whole. This collective response demonstrates the high level of *esprit de corps* that characterizes the Institute. Members respect it and each other. As well,

during this visit a lot of wonderful staff work came to my attention, including beautiful graphics illustrating HWI research themes, and wonderfully rapid computer support. This commitment from everyone at HWI makes it much easier to attack the real difficulties that face it.

This visit also revealed how much the Buffalo community values HWI. Many very busy people outside HWI found time to meet with me to discuss HWI with me, and to fill me in on many issues. The event taking place right now emphasizes the community's connection to HWI, and I look forward to getting to know all of you who are interested in HWI and its work.

So I am approaching the job of CEO with zest and intellectual involvement, and with confidence that HWI will prosper in the coming years. It will be difficult to match the performance of the CEOs who have preceded me. But both George and Herb are being generous in their support, and the wonderful faculty and staff that they have built represent a valuable legacy to a new CEO. Thanks, guys.