

Bill Neaves Fills Out Stowers Leadership Team



(Photo by Roy Inman)

Gathered in a nearly completed lab on the Stowers Institute campus, from left: **Robb Krumlauf**, scientific director; **Bill Neaves**, president and CEO, and **Nelson Pleau**, chief administrative officer.

William B. Neaves' appointment as president and CEO of the Stowers Institute fills out the leadership team as the Institute prepares for the first scientists to move into its \$200 million research facility in November 2000. To his new position, Dr. Neaves brings years of success at the University of Texas Southwestern Medical Center at Dallas – first as a lab scientist, then as a dean and eventually executive vice president for academic affairs. Signs of his successes are all over Southwestern's impressive campus, including buildings and other amenities that reflect support from private philanthropists, contented scientists and an ever-growing research portfolio.

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A L S O . . .

Dr. Douglas A. Melton, a distinguished Harvard scientist, becomes chairman of the Scientific Advisory Board of the Stowers Institute, succeeding Dr. Leroy Hood. Three new members added to the advisory group.

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Premature deaths from cancer prompt gifts to the Stowers Institute by friends of Barbara Searcy and Penny Cohn. Other individuals and institutions also join ranks of Stowers contributors.

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Neaves Has Fostered Success At Southwestern

A spectacular, story-and-a-half sculpture by Dale Chihuly greets visitors entering the new Seay Biomedical Building on the campus of the University of Texas Southwestern Medical Center at Dallas. Rising from a pool of water like a mass of shiny octopus tentacles, its 1,100 pieces of bright orange, blown glass are surprising and awesome and almost overwhelming.

This could be the showpiece of a contemporary art museum, and some might consider it a frivolous item in a building dedicated to serious science. But the sculpture is a dramatic illustration of how far Southwestern has traveled from humble beginnings in World War II-era prefabricated buildings – and of how private generosity has supported the scientific and medical vision of the institution's leaders.

Less showy examples of Southwestern's growth and development within a relatively short time are the four Nobel Prizes that have been awarded to its faculty, the dozen scientists voted into the National Academy of Sciences, and, perhaps most of all, the many physicians and scientists who find it a happy place to work. All of these things you'll hear about if you make your way around the modern campus in northwest Dallas.

Almost in the same breath you'll hear the name of William Barlow Neaves, who until recently was executive vice president for academic affairs. He worked side-by-side with Kern Wildenthal, the Southwestern President, to create the ambiance in which science and medicine could flourish – until June 2000, when Dr. Neaves joined the Stowers Institute for Medical Research as President and CEO.

Natural Leader for New Facility

The Stowers Institute saw in Dr. Neaves someone with the experience and skills to put together the pieces required for the successful launch of a new basic research facility. Supported by a \$515 million endowment created by Jim and Virginia Stowers, the Institute expects to begin scientific research in November 2000 at its \$200 million campus now being completed in Kansas City, Mo. As CEO, Dr. Neaves will work with Dr. Robb Krumlauf, who was earlier named scientific director, and with Nelson Pleau, the chief administrative officer, in building the Institute toward the point of eventually housing as many as 60 lead scientists and their research teams.

The Stowers Institute will begin operations with laboratories headed by four independent scientists in approximately 100,000 square feet of research space. Over the following three years, about 15 additional scientists will be selected to establish

laboratories. By 2004, the Institute intends to have 18-20 independent laboratories conducting basic research in aspects of developmental biology with potential medical applications.

It is natural to ask why Dr. Neaves has chosen to leave a Texas-sized institution – with a faculty of 1,000, including 200 dedicated to basic research, and new facilities rising at a dizzying pace – after so many of the obstacles to growth and excellence have been removed. The short answer is that he likes the focus that Jim and Virginia Stowers have chosen for the Stowers Institute.

Dale Chihuly sculpture at the University of Texas Southwestern Medical Center



“It may have the greatest potential of any contemporary area of biomedical science for revolutionizing how medicine is practiced in the future,” he said.

“The Stowers focus is to understand the genetic programs that build up the embryo and fetus in the first place and how those genetic programs are regulated, how they are turned on and off, and how genes that should never be active again after fetal development are inadvertently turned back on again in the adult and – for example – cause cancer. Or how the tumor suppressor genes, which should have been turned on for the rest of one's life after fetal development, sometimes are turned off and cause disease.”

“I'm excited about pursuing that kind of highly promising, relatively narrow area of biomedical science,” he continued. “Concentrating resources in that area gives us hope that things will be accomplished at least much sooner at the Stowers Institute than they might be done elsewhere. If we're fortunate in creating the right collegial environment with the right mix of people it's not unrealistic to think that we might

occasionally do something that might not otherwise be done.”

A Happy Place to Work

That Dr. Neaves is capable of creating that “right collegial environment” is obvious in the comments of some of the scientists at Southwestern, including Steve McKnight, who commutes between Dallas and California, serving as chairman of the Department of Biochemistry at Southwestern and overseeing his own pharmaceutical company in Silicon Valley. He said:

“One of the appealing things about working here is being in a place where everyone likes each other. The quality of Southwestern, scientifically and medically, is probably second to none. Yet, the attitude is of an organization that's still trying to get better. There's almost no infighting or venal behavior. That's extremely special.”

Dr. Luis Parada, director of the Center for Developmental Biology and another of Dr. Neaves' admirers at Southwestern, observed that the Stowers Institute's “challenge of creating

something virtually from nothing is daunting,” but that in Dr. Neaves it had found someone who “catalyzed and was a key component in logarithmic growth” at Southwestern.

“I think the Stowers Institute is extremely lucky and we're extremely unfortunate to lose Bill,” he continued. “When something is perfect it's daunting to consider how things will evolve in his absence. I truly believe he understands the mind of the researcher. The quality of interaction and efficiency have been terrific. He will be sorely missed.”

“At first,” said Dr. Wildenthal, the president of Southwestern, “I wondered how, after 24 years of working with Bill, I was going to do my job and how the school was going to survive. But one of Bill's great strengths is that he has laid foundations for others to do well. He built a structure here that will last. I take comfort in that.”

“From what I have heard there is really a unique opportunity at the Stowers Institute to mold something into an organization that will make a remarkable

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From Panhandle Farm to Harvard



Bill Neaves

Bill Neaves grew up on a cattle, cotton and wheat farm near the Texas Panhandle town of Spur. He credits his mother's belief in good reading habits with helping him get into Harvard from a small high school where only four of the 24 graduates in his class went to college.

“My parents were of modest means,” he says, “but my mother subscribed to *Time*, *Newsweek*, *U.S. News & World Report*, *Saturday Review*, *Reader's Digest* and more and encouraged me to read them all from an early age. She also accumulated a large library and imparted a love of reading books to me.”

At Harvard, he earned a bachelor's degree magna cum laude, with highest honors in biology, in 1966, then entered the Medical School. A year later he switched to the doctoral program in anatomy, receiving his Ph.D. in 1969. He joined Southwestern as assistant professor of cell biology in March 1972 – in the same era as Mike Brown and Joe Goldstein, who were destined to start Southwestern on the road to national recognition as its first Nobel laureates. They were all part of a major improvement effort by a school that had had a fairly sleepy existence since its founding in 1943.

Over his first decade at Southwestern, Bill Neaves was gradually drawn into administration on a part-time basis while continuing to direct his own laboratory research in reproductive endocrinology. He was made a full professor in 1977 and that same year became associate dean of the Graduate School. He became dean of the Graduate School in 1980, then acting dean of the Medical School in 1986 and dean in 1989, the year he finally decided his future was in administration and closed his own lab.

difference, not just for Kansas City but for biomedical research and the world. Bill has the farsightedness and ability to take that opportunity and set it on the right direction and right track.”

Private Philanthropy Steps In

The collaboration between Dr. Wildenthal and Dr. Neaves really took off in 1986 when Dr. Wildenthal became president of the institution and Dr. Neaves succeeded him as dean of the Medical School. Until then, Southwestern had relied largely on state operating support and federal grants, but the new leadership set out to expand the size of the campus and the institution’s scientific and medical reach through private philanthropy.

“We have been a partnership in all regards, and inevitably one of us will take the lead in a certain task in a certain area,” Dr. Wildenthal recalled in an



interview. “I’m a little more actively involved in legislative affairs and community philanthropic affairs, and Bill has been more present on the campus on a day-to-day basis. But he

has been a leader in outreach with the community, and he has been the primary contact with private supporters with whom he developed long-term relationships.”

Master Tutoring Brings in Some of Perot’s Millions

A few years before taking over the top administrative posts at Southwestern, Kern Wildenthal and Bill Neaves had the benefit of some education from a master at fundraising – the late Ralph Rogers. He was CEO of Texas Industries, a concrete and steel company, and had been a major fundraiser for the startup of Children’s Television Workshop and Sesame Street. He met Drs. Wildenthal and Neaves through civic activities and was impressed with the research and medical work being done at Southwestern.

As Dr. Neaves recalled, Mr. Rogers showed up at their offices one day and said he had decided to give them some “tutelage” in raising money. “He said, ‘It’s really very simple. You’ve got to do your homework. You’ve got to know who has money they can afford to give away. You’ve got to know what kind of causes they’re interested in. And you’ve got to know who is the right person to ask them for a major gift.’ ”

Then he showed them a copy of that morning’s Dallas newspaper with a headline saying that Ross Perot had received an \$8-million out-of-court settlement in a suit he had filed over a soured real estate deal. “Ralph said, ‘Today, Ross Perot has \$8 million that he didn’t have yesterday. He doesn’t need it.’ He said Ross Perot appreciates world-class operations and Southwestern was a world-class operation,

so he was going out to Perot’s office to get that \$8 million for Southwestern.”

The dubious Drs. Neaves and Wildenthal said that sounded wonderful and they could hardly wait for the \$8 million.

“Late that afternoon,” Dr. Neaves said, “he came back with an incredibly sheepish look on his face.” Ross Perot had told him that, regardless of how good Southwestern might be, he wanted to be convinced that the “public’s perception” of Southwestern was that of a world-class operation. He would know that, Mr. Perot said, only when he read “great things” about Southwestern on the front page of the *New York Times*.

That was in the spring of 1984. In October 1985, Drs. Mike Brown and Joe Goldstein won the first of Southwestern’s Nobels, news that made the front page of the *New York Times*. About mid-morning of that day, Ralph Rogers stopped by Southwestern with the newspaper in hand and said he was on his way to collect on Ross Perot’s promise.

That afternoon, he returned with a commitment for – not \$8 million but \$20 million. 🌳

The success of their efforts can be seen in the \$500-million endowment that now supports Southwestern’s work, along with state and federal money.

“We’re very fortunate to have a lot of major donors who have gotten behind the concept of basic research and supported it with their own money,” Dr. Neaves said in an interview in his Dallas office before moving to Kansas City and the Stowers Institute. “They’ve recognized that the best way to solve human disease problems in the long run is to invest in basic research that may not have a payoff in their lifetimes. It’s really been one of Kern’s talents to convey – to people who are interested in curing cancer or another disease – the integrity and credibility of going for ultimate solutions through basic research.”

That approach to fundraising has brought Southwestern more than \$100 million from one anonymous donor in gifts of various sizes. In addition, Harold Simmons, Dallas’ famous corporate raider, has made gifts totaling \$40 million, Ross Perot gave \$20 million, and Nancy Hamon, the widow of an oil man, gave \$25 million for a building that bears their names. Sarah and Charles Seay, whose fortune comes from insurance investments, gave about \$20 million toward the building that bears their name – and paid for the Dale Chihuly sculpture. The million-dollar gifts are almost too numerous to count.

Southwestern has had a lot of major donors who’ve recognized that the best way to solve human disease problems in the long run is to invest in basic research that may not have a payoff in their lifetimes.

– Bill Neaves

Most recently, Southwestern was able to create a \$52 million fund, known as the Endowed Scholars Program, to pay for equipping the labs of five new assistant professors each year. Equipping new labs is very expensive, so the income from this fund allows Southwestern to compete to hire young scientists with exceptional credentials and potential. Almost half of the \$52 million came in the form of a challenge grant from one anonymous donor.

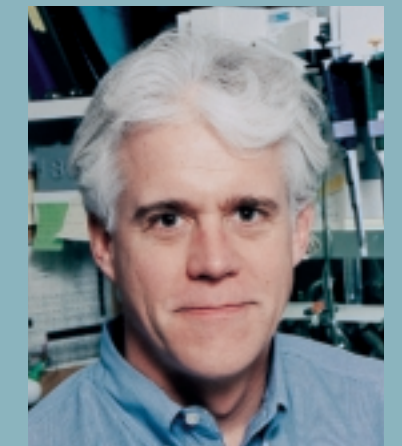
“The policy we have sort of lived by,” explained Dr. Wildenthal in describing his approach to fundraising, “has been to focus first on quality and internal program efforts to make sure there is something worth supporting. Only then will you have long-term success in raising dollars. Only once on track could we say to potential supporters that we were on our way to building something they would be proud to be part of.”

Southwestern’s record, both in science and fundraising, helps explain why the Stowers Institute has found both inspiration and a leader there. 🌳

New Members of Scientific Advisory Board



Susan L. Lindquist, University of Chicago



Eric N. Olson, University of Texas Southwestern Medical Center



Charles J. Sherr, St. Jude Children’s Research Hospital

Article on the following page.

Harvard Scientist Assumes Advisory Chair



Douglas A. Melton

A Harvard scientist, Dr. Douglas A. Melton, has been named to head the expanded Scientific Advisory Board of the Stowers Institute as the Institute prepares to open the doors of its research campus late this year. The Advisory Board will play a major role in selecting additional scientists to join those already named to lead Stowers laboratories.

Dr. Melton, who joined the Advisory Board in early 1999, took over the chairman's position after Dr. Leroy Hood resigned both the chairmanship and his membership on the Board. Dr. Hood, who played a formative role in developing the research focus of the Stowers Institute, also resigned his endowed chair at the University of Washington School of Medicine to concentrate on creation of his own research center, the Institute for Systems Biology, in Seattle.

The Scientific Advisory Board is responsible for maintaining the Stowers Institute's commitment to scientific excellence. That includes ratification of all appointments and re-appointments of independent scientists, ensuring that the highest standards are consistently applied. In addition, the board will

advise the Institute regarding current and future research programs and will assist in identifying potential candidates for appointment to the scientific staff.

Dr. Melton is chairman of the Department of Molecular and Cellular Biology at Harvard University, the Thomas Dudley Cabot Professor in the Natural Sciences and a Howard Hughes Medical Institute investigator. He is also co-director of Harvard's recently created Center for Genomics Research, an effort that shares many founding principles of the Stowers Institute's research mission, including a focus on systems-based, multidisciplinary research.

Three New Board Members

Coinciding with Dr. Melton's appointment, three other scientists with national reputations were added to the advisory body. They are:

- **Dr. Susan L. Lindquist**, the Albert D. Lasker Professor of Medical Sciences in the Department of Molecular Genetics and Cell Biology at the University of Chicago and a Howard Hughes Medical Institute investigator;
- **Dr. Eric N. Olson**, who holds the Nancy and Jake Hamon Distinguished Chair in Basic Cancer Research in the Department of Molecular Biology at the University of Texas Southwestern Medical Center at Dallas; and
- **Dr. Charles J. Sherr**, Herrick Foundation Chairman of the Department of Tumor Cell Biology at St. Jude Children's Research Hospital in Memphis, Tenn.

Continuing members of the Board, in addition to Dr. Melton, are Dr. Eric Davidson, Norman Chandler Professor of Cell Biology at the California Institute of Technology, and Dr. Michael Levine, Professor of Genetics and Developmental Biology at the University of California-Berkeley.

"Dr. Melton's acceptance of the chairmanship of the Scientific Advisory Board comes at a crucial moment in the

establishment of the Institute's operations in Kansas City," said Dr. William B. Neaves, new president and CEO of the Stowers Institute. "In the near future, a dozen independent scientists will be recruited to head laboratories at the Institute's new campus, and no one will be appointed without ratification by the Scientific Advisory Board. Having a scientist of Dr. Melton's stature leading the Board is of paramount importance to the credibility and success of the Institute's research programs."

Stellar Credentials

Dr. Melton and all of the other members of the Scientific Advisory Board are members of the National Academy of Sciences and have distinguished records of research and publication in scientific journals.

Jim Stowers, who with his wife, Virginia, has provided most of the \$515 million endowment supporting the Stowers Institute, praised Dr. Hood's contributions over five years in helping to organize the Institute. "We are deeply grateful to Dr. Hood for the inspiration and vision he provided as chairman of the Advisory Board to the Stowers Institute," Mr. Stowers said. "Along with other Board members, Lee helped bring our vision into sharper focus, define our scientific mission, and guide our initial research direction. He was the ideal visionary necessary for the birth of the Stowers Institute, and we wish him success in his new venture."

Born in Chicago, Dr. Melton earned a bachelor's degree in honors biology from the University of Illinois, then went to Cambridge University in England as the recipient of a Marshall Scholarship. He earned a B.A. in history and philosophy of science at Cambridge and remained there to earn a Ph.D. in molecular biology at Trinity College and MRC Laboratory of Molecular Biology. He joined the Harvard faculty in 1981.

Early Deaths Prompt New Gifts of Hope

Barbara Searcy and Penny Cohn probably never met, but their deaths from cancer a few weeks apart this past spring produced similar outpourings of gifts to the Stowers Institute from their family, friends and co-workers. Seeing two women die in their prime years – Barbara after fighting cancer for years, Penny just a few months after being diagnosed with a particularly virulent form of the disease – donors realized that gifts to the Stowers Institute were a way to help discover the underlying causes of cancer through basic research.

Jack Searcy, Barbara's husband, has been a mainstay of the construction team building the Stowers research campus. As field superintendent for Cates Sheet Metal, he has overseen the installation of the big ductwork by about a dozen sheet metal workers. While he was coming to work everyday on the Stowers work site, his wife was going through treatments for cancer that flared and subsided repeatedly until it finally killed her.

When that happened, Jack's colleagues on the job site, more than 400 people from J.E. Dunn, the general contractor, and numerous subcontractors, took up a collection in her memory. Construction workers collected cash – stacks of ones, fives, tens, twenties – and the suppliers and firms sent checks, and one day in June Jack brought the collection upstairs to the Institute offices to open a **Hope Shares**SM account in Barbara's name.

After Penny Cohn died on April 25, her husband, William Cohn, listened to the words of a physician friend and decided that the Stowers Institute was one of the rays of hope to stop premature deaths like that of his wife. He listed the Stowers Institute as a recipient of contributions in lieu of flowers. As a result, gifts in memory of the former physical therapist came

from people who had worked with her, from those who knew her through her charity work, from family friends and friends of her sons, and even from an old college boyfriend.

The combined gifts in honor of both women easily exceeded the \$1,000 required to open **Hope Shares**SM accounts, the method the Stowers Institute for Resource Development uses to track

For trusting us with your memories and your hopes, we at the Stowers Institute say Thank You.

the value of individual contributions as they grow over time as part of the endowment supporting the work of the Institute.

Other people and institutions also made gifts during this period, led by the first \$100,000 payment on the previously announced half-million-dollar commitment by the Dunn Family Foundation. Tom and Nancy Juda, through their family foundation in Los Angeles, sent a \$25,000 contribution along with a handwritten note saying, "Continue the good work." It was the third gift of that size from the Judas, continuing support that has its roots in the longtime friendship and business relationship between Felix Juda, Tom's late father, and Jim Stowers, founder of the Institute with his wife, Virginia.

Hope SharesSM

The following contributions of at least \$1,000 were received between Jan. 1, 2000, and July 31, 2000.

INDIVIDUALS:

Peggy B. and William M. Lyons, Shawnee Mission, Kan.
Mary Kay McPhee, Kansas City, Mo.
Jan and Robert E. Peterson, Kansas City, Mo.
Carol Diane and Charles Tritschler, West Lafayette, Ind.

FOUNDATIONS and BUSINESSES:

Dunn Family Foundation, Kansas City, Mo.
Tom and Nancy Juda Foundation, Los Angeles, Calif.
LABCONCO Corporation, Kansas City, Mo.
Michael J. Rainen Family Foundation, Shawnee Mission, Kan.

IN MEMORY OF:

Alice J. "Penny" Cohn, Prairie Village, Kan.
Barbara R. Searcy, Lee's Summit, Mo.

Every attempt has been made to assure the accuracy of the above list. We believe that all gifts of at least \$1,000 since Jan. 1, 2000, have been included. In case of error or omission the Stowers Institute wishes to be advised.

Built on the Desire to Offer Hope

- ◆ *Hope to people whose genes condemn them to a long battle with cancer.*
- ◆ *Hope to parents who wake in the night to tend a diabetic child, then toss and turn as they wonder what the future holds for their son or daughter.*
- ◆ *And hope to adult children who see parents sliding into the lost land of Alzheimer's and wonder how they – both the afflicted and those who love them – will find their way out.*

We seek to conquer these and other diseases through basic biomedical research into the way genes determine our biological fate and how they can be altered to prevent or slow disease.

***Our symbol is a tough and wiry tree, which embodies
the survival of hope against adversity.***

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