As the year covered by this report came to a close, we reached the end of the new century's opening decade. In the brief interval of 10 years, the American economy soared, crashed, and then soared and crashed again. And yet here at Cold Spring Harbor Laboratory, we remained on a remarkably even keel, blazing a trail forward on multiple fronts. One of the virtues of scientific research is that it does not come to an abrupt halt in hard times. Without a doubt, we are able to do more when all of the economic arrows are pointing upward. ut it is a measure of the strength of our institutions that progress in science does not correlate, at least over the short-run, with the condition of the economy.

he challenges posed by the current recession have been by ities. he magnificently designed Hillside Laboratory buildings
with 0 more space in which to perform their work. We will be adding faculty as funding permits, thereby enhancing our already world-class programs in cancer, neuroscience, and plant genetics research, as well as building a new center of e pertise in the field of uantitative biology.

All of this is possible because of groundwork we laid in the first years of the decade. tensive planning, coupled with both public and private generosity, enabled a plan made in boom times to come to fruition during a trough. Although I am fond of pointing out that science moves ine orably forward, it is important to ualify that science of the caliber performed at Cold Spring Harbor Laboratory is possible only because of careful forethought, periodic assessment of trends in research, and philanthropy that drives innovation.

As I survey the road gdd

the growing global population, development of methods with which to sustain ecosystem function and biodiversity, creation of sustainable and economical alternatives to fossil fuels, and continued progress toward medicines that are increasingly coupled to individual e perience and genetics.