For much of its 116-year history, and particularly during the last thirty-five years, Cold Spring Harbor Laboratory has provided an environment for science of the highest quality. As we stand on the verge of the largest single expansion in the Laboratory's history, it is worth reflecting on how this culture of achievement is fostered.

The value of science can be assessed subjectively by the benefits it brings to society, such as advances in human health. There are more objective measures, such as the rate at which a research group's publications are cited by other scientists. y this measure, the Laboratory stands at or near the top of an elite group of international institutes and universities. ut important science can also be so visionary that it is overlooked or misunderstood. The pioneering genetics research done at Cold Spring Harbor in the 1 40s and 1 50s by arbara McClintoc was not highly cited because it was so forward-loo ing, and in fact, two decades had passed before the scientific community as a whole came to appreciate the wor for which arbara eventually won a Nobel Prize in 1 83. Even today, our plant biologists are still discovering molecular intricacies of the phenomena arbara described.

Outstanding science is produced when the most able investigators wor in an intellectual culture of the right ind. A successful research scientist needs talent but must also have a passion for exploring by as ing uestions and doing experiments. And passion is truly required, for the life of a scientist is demanding on time, intellectual effort, and family life. Thus equipped, a successful scientist must wor in an environment that promotes freedom of exploration, because it is the imagination of an individual that generates new ideas and

utstanding an institution such as ours, with so many talented scientists conducting creative scientific research, requires the crucial acquisition of sufficient financial resources to enable researchers to pursue their ideas without constant worry about future funding. Modern science is expensive, time-consuming, and labor-intensive. Our scientists need the money to take on bold challenges—the kind that get federal funding only after an initial breakthrough. For this reason, a large percentage of the highly innovative research at Cold Spring Harbor is now funded by philanthropy. Such funds are much appreciated, but unrestricted endowment would provide essential funds for research infrastructure, start-up costs for new investigators, and support for new projects.

Maintaining the financial resources necessary to sustain outstanding science is our great-