



**Trudeau
Institute**
Annual Report
2020



THE WORK OF GENERATIONS MEETS THE CHALLENGE OF THE MOMENT.

AT TRUDEAU INSTITUTE, the story of 2020 is of SARS-CoV-2—the virus that causes COVID-19.

But that was just half of it.

Because even when we launched an unprecedented, breakneck-speed effort to study and treat COVID, we maintained all our other work. (Despite relocating our research teams throughout the facility after enacting our pandemic protocol, to ensure labs could stay open even if a team member became infected.)

That meant we continued seeking treatments for persistent tuberculosis. We also maintained our research to advance an effective vaccine to protect pregnant women from the Zika virus, and we ramped up our newest anti-viral platform to enable the next phase of our work on tick-borne illnesses, such as Powassan virus.

It was COVID, though, that dominated the headlines. And our three-pronged approach to that challenge is emblematic of the newest version of Trudeau—or Trudeau 3.0, as we call it.

- **Infectious disease research.** We leverage our expertise in immunology, virology and microbiology to convert advances in the lab into innovative therapies and vaccines. Even successful vaccines won't bring this work to a close. When SARS CoV-2 brought the world to a halt, we shifted the work of one of our newest principal investigators—who brought years of experience working on viral diseases such as Ebola—to cover that as well, incorporating our expertise in computational chemogenomics to identify promising drug candidates. COVID outbreaks are likely to be with us for years to come.
- **Biomedical research operations.** Trudeau's small size belies our capabilities. Increasingly, we are sharing our skills with world-renowned organizations that see us as a reliable, trusted partner on advanced endeavors. In this role, we carry out specialized testing and other studies for pharmaceutical companies, research institutes and other organizations. Since the beginning of COVID-19, we've worked with partners in an intense surge leveraging our expertise on preclinical studies on compounds and antibodies meant to treat the virus. In many cases, our COVID-19 work grew from already-established relationships with these partners.
- **Front-line efforts.** For many years, the groundbreaking research done at Trudeau has been known globally, in the science community—but often not in our own backyard. With COVID, that changed overnight. First, we began sterilizing masks for reuse by the first responders at Adirondack Health; shortly after, we began producing liquid needed to conduct COVID-19 tests. And then, in an unprecedented effort, we worked with Adirondack Health to open a regional testing lab in Saranac Lake. These partnerships harken back to our earliest days, when Edward Livingston Trudeau himself practiced medicine in our community.

Of all the factors that have helped this new, sustainable vision of Trudeau take root, the most important is holding this book: You. Your steadfast support has carried us to this day. As you read the stories on the coming pages, we hope you'll share our pride in the Trudeau of the present—and the Trudeau yet to come.



TODAY'S TRUDEAU

Trudeau's strength has always been an ability to get things done. And we're needed more than ever. Today, we conduct bold in-house research while helping select partners achieve their goals.



BIOMEDICAL RESEARCH OPERATIONS

Trudeau expertise powers studies of drug and vaccine candidates with partners including biopharmaceutical companies, nonprofit organizations and the U.S. government.

**2019→2020
GROWTH: 2.6X**



FRONT-LINE OPERATIONS

Our research benefits the world, but the Adirondacks are our home. When COVID-19 struck, we worked directly with local health-care partners to ease the threat.

**N-95 MASKS STERILIZED
FOR ADIRONDACK
HEALTH: 9,450**



INFECTIOUS DISEASE RESEARCH

We continue to pursue breakthroughs in tuberculosis, tick-borne diseases, COVID-19 and other threats.

**PRINCIPAL INVESTIGATORS
HIRED IN 2020: 2
(TOTAL: 8)**

To Our Friends:

When you spend countless hours in the laboratory, running test after test, mastering precise tools and poring over endless data sets, it can be easy to sometimes overlook the most important factor in achieving great science: People.

I could not be prouder of what our people accomplished in 2020.

Facing an unprecedented worldwide challenge, it would have been entirely understandable for our research teams to retreat into their own projects and leave work on SARS-CoV-2—the virus behind COVID-19—to other, larger organizations. Many of our labs are newly established, with their work hardly begun.

But our Trudeau team collectively joined to say: These are times that demand Trudeau. We can make a difference.

Trudeau has been a light through some of the greatest public health problems of the past century. We are not the same organization today that we were 50 years ago, or even 10. But acting boldly is in our DNA; it's part of what I call the Trudeau spirit. How could we not enter this fray?

In introducing people to Trudeau, I often say the organization they see today is Trudeau 3.0. Trudeau 1.0 was our original incarnation, as a sanitarium and home for tuberculosis research. As Trudeau 2.0, we worked on our own to study the immune system and combat infectious disease.

Today, as Trudeau 3.0, we remain a place where great science can be completed without distraction. Our three newest principal investigators, each of whom are featured in this report, can attest to that: Dr. Priya Luthra (coronavirus and ticks); Dr. Deb Brown (vaccine platforms, and our education leader); and Dr. Paras Jain (who becomes the third member of our core TB team, fully enabling our unique platform to discover superior shorter-course TB medicines.) Each of these three lead labs that are Trudeau's priority focus areas. At the same time, we've become a vital resource to help other institutions carry out their own translational science focused against infectious diseases, using our remarkable knowhow and special lab facilities.

These partnerships are integral to ensuring Trudeau remains a vital scientific enterprise. Our friend (and Trudeau Fellow) Dr. Stephen Thomas, chief of infectious diseases at SUNY Upstate, describes us to others as follows:

"They are not government, they are not pharma, and they are not academic. But they have the best elements from each. They are mission-driven, but they don't answer to shareholders. They can move faster than academia and the government. And they have resources like all of those entities."

As you read this report, and you see the value of the work done by our people, I hope you'll also recognize the contributions of another invaluable group: Our supporters. We are deeply grateful for all you've done to ensure Trudeau remains vital and relevant.

Sincerely,

Atsuo Kuki, Ph.D.
President and Director



In a year when science commanded the attention of the world,

we were reminded every day: No advances are possible without the people who have dedicated their lives to the quest for better health. At Trudeau, the story is no different. All our work, not just on COVID-19 but tuberculosis, tick-borne illnesses, Zika and other diseases, revolves around the men and women who work here.

With that in mind, we asked some of our researchers, technicians and staff to explain why, more than 60 years after Frank Trudeau established this institute, not just why the work they do here today is as important as ever, but also what it was like to be part of a singular moment in history, when much of the world's scientific firepower was trained on the same target.

Priya Luthra
Principal
Investigator,
SARS-CoV-2 &
Tick-Borne
Diseases


“In my very first week, we went into lockdown. Others had to stay home, but we got the COVID lab going. New labs are challenging enough; we were working with a pathogen nobody knew about. But we have the facilities, and the people, to handle it. Trudeau may be small, but we're like a special-forces team. If given a task, we can do it.”



A black and white portrait of Deb Brown, a woman with short, curly hair and glasses, wearing a plaid shirt over a turtleneck. She is smiling and holding a pair of glasses in her left hand, with her right hand in her pocket.

Deb Brown
Principal
Investigator;
Manager,
Educational
Programs

“Every spring, Clarkson University students come here for a semester. You don’t get this kind of experience as an undergraduate anywhere else; ‘I was trained at the Trudeau Institute’ carries a lot of weight. But it’s also important for the community. Whenever we show how vaccines and infectious diseases work, and why we’re wearing masks, that contributes to science literacy. These kids go on to educate their family, peers, and everyone they interact with.”

A black and white portrait of Paras Jain, a man with short dark hair and glasses, wearing a dark button-down shirt. He is holding a petri dish and a pipette, looking directly at the camera.

Paras Jain
Principal
Investigator,
Tuberculosis

“Some battles can only be won when we work together to find solutions. My personal passion is about researching efficient ways to eliminate *Mycobacterium tuberculosis*. At Trudeau, this work is not just about me—it is about what we can do collectively to eradicate TB.”

A black and white photograph of Mike Tighe, a middle-aged man with short hair and a mustache, wearing a dark button-down shirt. He is holding a small rectangular object in his right hand and a larger tray with many small compartments in his left hand. The background is dark.

Mike Tighe
Head, Trudeau
Imaging Core

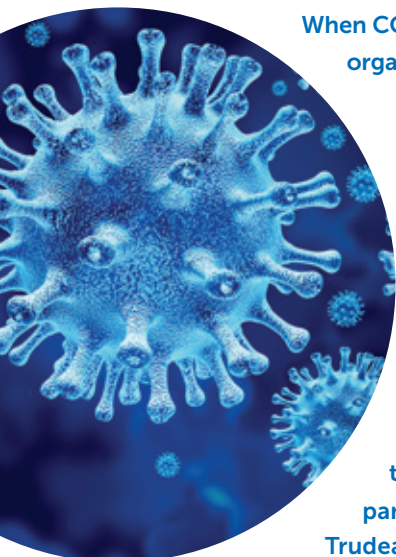
“My work helps researchers see how viruses infect cells, or how therapeutic candidates might treat infection. Often, we’re working with viruses that have been around for hundreds and hundreds of years. When you work on a new problem like COVID, there’s a rush to figure out what’s going on. It’s exciting: For people who are science geeks, it’s really interesting. And it’s a little bit frantic.”

A black and white photograph of Kathleen Lanzer, a woman with short blonde hair and glasses, wearing a dark floral patterned blouse. She is smiling and holding a small rectangular object in her right hand. The background is dark.

Kathleen Lanzer
Trudeau Research
Network Scientific
Coordinator

“COVID proved we could come together as a team and say: We’re going to contribute. We’ve had a lot of it-takes-a-village days. And some days are really long. Because once you go in the lab and put on all that garb, you’re not coming out—PPE shortages are real. You have to communicate well in order to work safely. At the end of the day, it’s pretty gratifying.”

A YEAR FOR THE AGES



When COVID-19 struck, Trudeau Institute was like many other organizations: Scrambling to ensure it could simply operate.

But unlike most other organizations, Trudeau has staked its very existence on easing the scourge of disease. It wasn't long before the Institute made the commitment to join the worldwide fight against COVID—first by helping Adirondack Health, the region's leading healthcare institution, protect the community. And then by throwing its research might into the effort.

In their own words, Trudeau President and Director Atsuo Kuki, Trudeau Chair Dorothy Federman, and Adirondack Health CEO Sylvia Getman reflect about the uncertainty of the earliest days of the pandemic, the partnership that resulted and what this challenge augurs for Trudeau's future.

In early March 2020, Trudeau activated its pandemic response plan, launching a fast-moving chain of events.

Atsuo Kuki: We put into place protective measures to keep our staff as safe as possible, as we are experts in both sterilization techniques and personal protective equipment. It wasn't long before we realized we could help front-line health workers. Two early creative breakthroughs came from our technical staff: They suggested using rigorous sterilization methods for the hospital's N-95 masks, and producing the testing liquid needed by the hospital for COVID-19 tests. I knew these contributions were the right thing to do. But while normally we do things very methodically, now we were going to do things very quickly. The impact of supplying thousands of vials of COVID testing liquid was felt swiftly, as the uninterrupted testing helped the North Country demonstrate required criteria for regional reopening.

While this kind of clinical partnership was unlike anything Trudeau has done in recent years, nobody hesitated.

Dorothy Federman: This crisis matched our obvious ability to make a difference in a moment where people wanted to be helpful and useful. It utterly matched the needs of the community. I mean, what luck for the region! We're not clinical, and it's not our mission. But that's part of our legacy. Edward Livingston Trudeau and Frank Trudeau were medical doctors, and our community is integral to what we are. We're not just high on the hill.

Adirondack Health knew as early as February 2020 that restocking critical supplies would become difficult; soon after, those prospects grew even darker.

Sylvia Getman: It became clear, by the third week in March, that we needed to identify new sterilization measures for masks. We thought such a process would involve UV light. But we learned from our counterparts at Trudeau they had the capability to use vaporized hydrogen peroxide to reprocess larger quantities, with shorter turnaround times.

My primary responsibility as Adirondack Health's president & CEO is to do everything possible to keep our em-

ployees and patients safe. In those early, dark days, we had no way of knowing if "everything possible" was going to be sufficient. The day that first batch of sanitized masks came back from Trudeau, there was almost an audible sigh of relief across the organization.

That initial assistance led to an even bigger project: Working with Adirondack Health to raise hundreds of thousands of dollars and install COVID-19 testing equipment at the hospital.

AK: I had the sense that Trudeau could do more, and that Saranac Lake could do more. So I started to call people in my network. I asked the question: What is the biggest contribution that will change the course of our ability to survive this pandemic? And all of those contributions were front-line, real-time contributions.

In October, Trudeau and Adirondack Health opened a regional COVID testing lab. While it's staffed by Adirondack Health personnel, Trudeau scientists will also be able to scout for future viral threats long after the COVID-19 crisis passes.

DF: Our newest machine is open-channel, which means you can develop new tests on it. If a future virologist at Trudeau has samples that need that kind of machine, it can be an asset to recruit a person, to look for funding, to help biomedical science. That machine isn't just for clinical medicine.

Trudeau researchers have ramped up their efforts to study how COVID-19 works, built a platform for a targeted search for new anti-viral medicines, and have partnered with other institutes that benefit from Trudeau's specialized teams to accelerate projects to prevent and treat COVID-19.

AK: The most important reflection is that all of this capability, our infrastructure, is only as good as our teams. And the teams really stepped up. People in the community should be really proud of the staff; all of this is only made possible because

of their enormous dedication. This was very hard work to do—the intensity and speed of bringing up a very large number of research protocols all at once.

SG: I think it was comforting for community members to know that at Adirondack Health, and at Trudeau Institute, in those big brick buildings on the edges of town, there were world-class professionals working around the clock to solve problems and keep everyone safe. And there still are.

Once this crisis passes, what will be next?

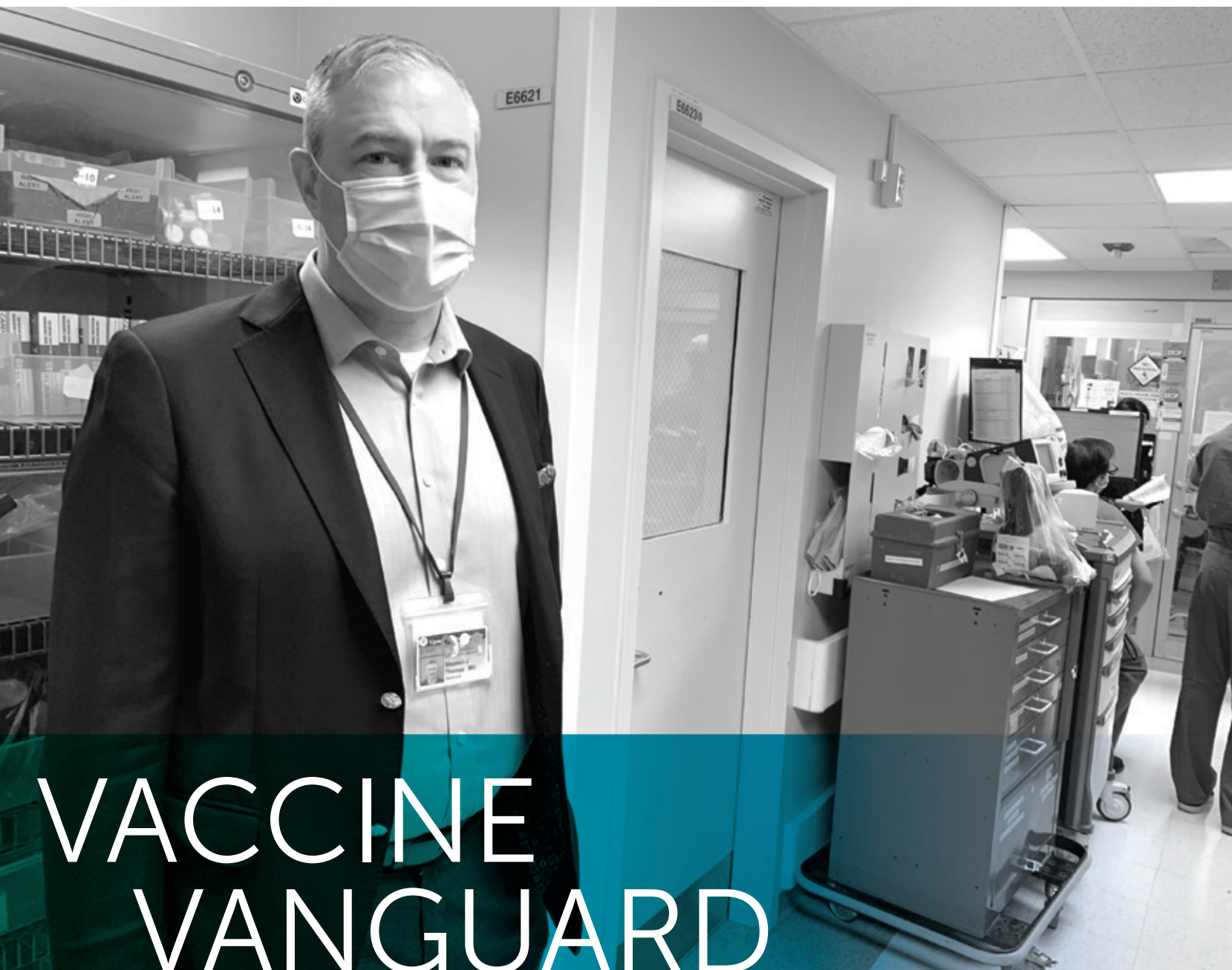
SG: There will be many more opportunities to align bioscience and healthcare delivery. While it is somewhat rare to see those opportunities present in a location as rural as ours, it is exciting, and incredibly beneficial to the North Country.

DF: This will be the first pandemic of the 21st century. There will be more. There's world travel, and climate change, and a lack of trust in public health. But for Trudeau, I think our approach to COVID-19 will mark an inflection point. I think this could mark the beginning of Trudeau being really secure, and sustainable, and special.

AK: It's definitely the beginning of new opportunities. The Trudeau enterprise is very naturally suited to leadership contributions that impact the community. Our enterprise is always greater than the bricks and mortar. The Trudeau spirit, with both the scientific and regional purpose, endures.



Dorothy Federman, M.D., chair,
Trudeau's Board of Trustees



COURTESY SUNY UPSTATE

A YEAR BEFORE DR. STEPHEN THOMAS WAS TAPPED TO LEAD THE GLOBAL TRIAL OF THE PFIZER/ BIONTECH VACCINE,

he joined researchers at the Trudeau Institute to issue an all-too-accurate prediction:

"It was about Disease X," he said of the paper they published in 2019. "The next pandemic. It's probably going to be a virus, it's probably going to be a respiratory virus, it's probably

going to jump from animals to humans, and it's going to be economically devastating. And that's exactly what happened."

Thomas, the chief of infectious diseases at SUNY Upstate Medical University and a Trudeau fellow, didn't know when that pandemic would strike. But he was ready. "When Pfizer came calling, we were in a position to not just say 'yes,' but 'hell yes.'"

As lead investigator, Thomas helped Pfizer prepare trial data for regulatory agencies, which gave an emergency use authorization to the vaccine late last year. His experience working on a once-in-a-lifetime pandemic crystallized a couple of basic concepts for him:

Being prepared to pivot to the next big thing takes a lavish investment in people and infrastructure. And the speed of working on a global chal-

Trudeau, he said, excels at both. 'They've got the fancy cameras and microscopes and labs,' Thomas said. "But the most important thing, obviously, is the people that they're investing in."

lenge like COVID is unlike anything he's ever encountered.

Trudeau, he said, excels at both. "They've got the fancy cameras and microscopes and labs," Thomas said. "But the most important thing, obviously, is the people that they're investing in."

Thomas is working on Zika research with Trudeau. He is also helping to plan Trudeau's second Global Health Summit planned for the fall, an event that will bring together some of the world's most notable scientists and clinicians. He tells potential partners that the institute, unburdened by much of the red tape that plagues government and academia, has made the investments necessary to focus on tackling big problems when they arise. And that's never been clearer than now.

"Trudeau said, we're a boutique group in the Adirondacks, and this is a huge pandemic, but we're jumping in the pool with everybody else and we're going to do our part," Thomas said. "To me, that speaks volumes. There's no problem too big or environment too competitive that they're not willing to jump in and participate. That's huge."

Read the "Disease X" paper here: <https://pubmed.ncbi.nlm.nih.gov/31500964/>

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U.S. Sen. Kirsten Gillibrand visited Trudeau in July 2020, taking special interest in our ongoing efforts to fight COVID-19. Following a tour with Trudeau President Atsuo Kuki, Sen. Gillibrand delivered remarks to a group of supporters and staff. "They're doing fundamental research on COVID. And if we want to have vaccinations, cures and other treatments, the work they do here is essential," she said.

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REGIONAL TESTING LAB DONORS

Our partnership with Adirondack Health to combat COVID-19 on a local level was a bright spot in a challenging year. These generous donors helped establish the Stoltz Infectious Disease Testing Center at the Adirondack Medical Center, which allows the hospital to process COVID-19 tests swiftly, on site, without relying on overwhelmed and distant labs. We're grateful for their support.

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Renowned immunologist Barry Bloom spoke about the COVID-19 vaccine at the 2020 Ralph M. Steinman Memorial Lecture. Bloom, named an honorary trustee at the lecture, was introduced by Trudeau Fellow Dr. William Jacobs. Support for the lecture provided by the Staritch Foundation and Mr. and Mrs. J. Michael Ritchie.

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To recognize our generous donors who have made a commitment to the future of the Trudeau Institute through their estate planning, we have established The Founders' Society. This vital component of the Institute's advancement programs is our primary mechanism for building the endowment.

The Trudeau Institute gratefully acknowledges its supporters who, through their thoughtful planned gifts, enable our research to continue into the future. If you would like to include the Institute in your future estate plans, or have already, please notify us so that we ensure your wishes are met and acknowledged properly.

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The Trudeau Institute acknowledges the National Institutes of Health for its vital ongoing support. As the nation's primary federal agency for conducting and supporting medical research, the NIH shares the Institute's mission to make medical discoveries that improve health and save lives.

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Influenza, Aging, Ferret & Vaccine Technology. TRN Senior Principal Immunologist and Leader, Viral Immunity Program.

Deborah Brown, Ph.D.

Vaccine Translational Science.

Manager, Joint Educational Programs.

Paras Jain, Ph.D.

Molecular Geneticist

In-Jeong Kim, Ph.D.

Vaccine Translational Science.

TRN Senior Immunologist and

Leader, Flavivirus Research Platform.

Priya Luthra, Ph.D.

Viral Diseases Research & Translational Science

William W. Reiley, Ph.D.

Chief Scientific Officer, TICRO

BioServices. Member, TB and

Influenza Program.

Felix Sheinerman, Ph.D.

Head of Chemogenomics

Brian Weinrick, Ph.D.

TB R&D Program, Lead Investigator

POSTDOCTORAL FELLOWS

Gaelle Guiewi, Ph.D.

SENIOR RESEARCH TECHNICIANS

Tres S. Cookenham III, A.A.S.

Debra K. Duso, A.A.S.

Kathleen G. Lanzer, B.S.

TRN Scientific Coordinator

Paula A. Lanthier, A.A.S.

Alan D. Roberts, B.S.

Frank M. Szaba, B.S., B.A.

Michael P. Tighe, A.A.S.

Head, Trudeau Imaging Core

ADJUNCT PRINCIPAL INVESTIGATORS

Ilia Ichetovkin, Ph.D.

High-complexity infectious diseases and molecular oncology clinical diagnostics (CLIA). Highland Park, N.J.

Saravanan Thangamani, Ph.D.

SUNY Empire Innovation Professor, SUNY Upstate Medical University.

Director, SUNY Center for Environmental Health and Medicine. Director, Vector Biology Laboratories. Syracuse.

Jerrold Ward, DVM, Ph.D.

Chief, Infectious Disease Pathogenesis, Comparative Medicine Branch, NIAID, NIH (retired). Distinguished Member, American College of Veterinary Pathologists, Montgomery Village, Md.

RESEARCH TECHNICIANS

Derek Bernacki

FACS Coordinator

Madeline Clark, M.S.

Laura Cole, B.S.

Timothy Low-Beer, B.S.

Lea Maney, B.S.

Stanzin Idga, B.S.

Lawrence W. Kummer, B.S.

Tricia Lang, B.S.

Shania Muncil, B.S.

Natalie Oberding, M.A.P.S.

Kelsey Travis, B.S.

LABORATORY OPERATIONS

Jody L. Hart, B.S.

Manager, Technical Services

Jon M. Law, Sr.

Manager, Facilities

Lynn M. Ryan, B.A.

Manager, Occupational Health & Safety

Amanda A. Schneck, B.A.

Manager, Animal Facilities

ANIMAL TECHNICAL SERVICES

Jenna Friers, B.S.

Animal Health/Veterinary Technician

Jody L. Hart, B.S.

Manager, Animal Technical Services

ANIMAL HUSBANDRY

Nicole Beaudoin

Animal Care Technician 2

Jeremy Ellis, B.S.

Animal Care Technician 1

Jonathan A. Lauber

Animal Care Technician 2/Sterilization Technician

Jill E. Miller, A.A.S.

Animal Care Technician 2

Amanda A. Schneck, B.A.

Manager, Animal Facilities

Toni F. Vincent

Animal Facilities Clerk

William T. White

Animal Care Technician 2

HOUSEKEEPING

Timothy T. Harrigan, A.A.S.

Billi Jo Symonds

Housekeeping Supervisor

Kerry White

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Maintenance Carpenter

Shawn R. Boyer

Boiler Operator

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Manager, Facilities

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Electrician

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Equipment/Grounds Technician

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Beth Devaney, A.A.S.

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Senior Systems Administrator

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Payroll Specialist

Adam J. Mayville

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Jeremy Rensing, B.S.

Manager, Accounting

Lynn M. Ryan, B.A.

Manager, Occupational Health & Safety

Kelsey Stanton, B.A.

Executive Administrative Assistant

Kelly Stanyon, M.L.S.

Associate Manager, Human Resources

DONOR PROFILE



TO MANY PEOPLE, TUBERCULOSIS is an abstraction—a disease in America's past, or something that affects people elsewhere. To Priscilla Goss, it's an elemental part of her story. And it kindled decades of support of the Trudeau Institute.

Her father, Louis Mackay, came to Saranac Lake in 1930 to rehabilitate from the disease. Early on in his time here, he met Helen Jensen, a young woman from New Jersey visiting a mutual friend. They fell in love but courted from afar, because

it took her two days to drive north in her Ford Model A.

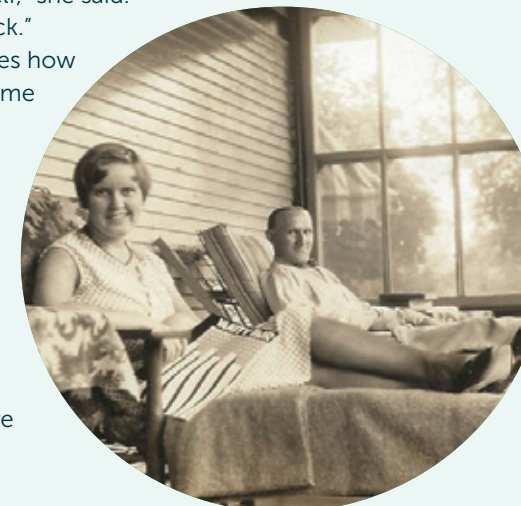
Mackay stayed in a succession of cure cottages. ("To the day he died, he slept on an open-air porch at our house," Goss said.) They married shortly after he finally recovered, in 1936. Priscilla, named for that mutual friend, was born in 1943.

In 1991, Goss received a surprise bequest from a longtime family friend who had met her parents in Saranac Lake. She knew exactly how to honor them: By passing it to Trudeau. "I came to see Frank Trudeau himself," she said.

"We had tea in the library and I gave him the check."

And she hasn't stopped giving, because she sees how the institute improves the lives of others in the same way that her father benefited from E.L. Trudeau's life's work.

She sees COVID as a stark reminder of the need for dedicated researchers to face down a constellation of threats: Lyme disease, Zika, Powassan. "The Institute studies so many different aspects of infectious disease, and all of it is so important for the world," said Goss, who moved to the Adirondacks with her late husband in 2002 and remains here today. "This is the future of health. I want to be a part of that."



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Florian Krammer, Ph.D.
Professor, Icahn School of Medicine at Mount Sinai



STATEMENT OF FINANCIAL POSITION

FISCAL YEARS ENDED DECEMBER 31

ASSETS	2020	2019
Cash & cash equivalents	\$900,004	550,399
Grants receivable	1,510,786	6,225,304
Investments, at fair value	12,191,384	10,683,161
Other assets	250,549	302,507
Property, plant and equipment, net	14,050,607	15,176,287
Funds held in trusts	3,989,250	3,668,254
TOTAL ASSETS	32,892,580	36,605,912
LIABILITIES		
Accounts payable and accrued expenses	\$343,223	275,945
Deferred revenue	22,156	—
Capital lease obligation	—	205,000
Loan payable	—	75,000
TOTAL LIABILITIES	365,379	555,945
NET ASSETS		
Unrestricted:		
Available for operations	21,584,832	24,782,161
Internally designated/Edward C. Brewster Fund	4,000,000	4,000,000
Total unrestricted	25,584,832	28,782,161
Temporarily restricted	404,192	1,050,625
Permanently restricted:		
Endowments	1,444,261	1,444,261
Funds held in trusts	3,989,250	3,668,254
Francis B. Trudeau Chair	1,104,666	1,104,666
Total permanently restricted	6,538,177	6,217,181
TOTAL NET ASSETS	32,527,201	36,049,967
TOTAL LIABILITIES AND NET ASSETS	32,892,580	36,605,912



TRUDEAU INSTITUTE
Transforming Medicine Together