

Ground Broken for Advanced Technology Facility to Accelerate Cancer Treatments

By Frank Blanchard

Expansion space for SAIC-Frederick's technology and drug development programs drew a step closer to reality in November as ground was broken for a 330,000-square-foot building.

The planned facility will support the National Cancer Institute's (NCI's) mission of speeding up the development of new technologies and treatments for cancer patients.

"This site will be the center of an intensive new effort to bring together

government, industry, academic, and nonprofit partners, working side-by-side, utilizing technological resources second to none, to more rapidly translate our latest genetic and molecular discoveries about cancer into effective new treatments that benefit patients," said NCI Director John E. Niederhuber, M.D., who led the shovel team November 12 in breaking ground for the Advanced Technology Research Facility.



NCI Director John E. Niederhuber, M.D., told groundbreaking attendees of an intensive new effort for cancer patients.

Situated in Riverside Research Park, Frederick, Maryland, it will anchor a 177-acre research and development

(continued on page 3)

Waste Management Team Wins New Cost Savings Award at Annual Meeting

By Maritta Perry Grau

A new award was added this year to SAIC-Frederick's annual awards ceremony at the Lynfield Complex near Frederick: Cost Savings. The first recipient of this award was the Environment, Health, and Safety Waste Management Team of Paul Stokely, Bryan Malseed, William Osman, and Victor Carr.

Other prestigious awards included the Norman P. Salzman Mentoring Award honoring Dr. Haleem Issaq, and the Distinguished Career Service



From left, Larry Arthur, Ph.D., CEO of SAIC-Frederick, and Charles Koontz, head of SAIC's Information Technology and Networking Solutions Group, pause during a business discussion at the Awards Ceremony.

Awards, given to Elizabeth Baseler and Julian Bess.

Outstanding Achievement Awards went to Denzil Nelson, Trevor Broadt, Casey Matthews, Dr. De Yang, the Facilities Maintenance and Engineering Shop Supervisors Team

(Dennis Angel, Clarence Davis, Ronald Lambert, Robert Lawler, Douglas Leggett, Max Reed, Alan Spade, James Walsh, and Thomas Zimmerman), the Media Laboratory Team (Lauren Mora-Smith, Smruti Patel, and Sukanya Sathyanarayana), and the Laboratory Information Management Systems Team (Michael Beerman, Dr. Tong Li, and Aaron Rodriguez).

Special Achievement Awards were given to Sandy Gibson, Dr. Robert Kinders, the Building 310 Team (Bradley Foltz, Dr. Lucas Barr, William Wilton, Michael McGann, Lois Summers, Kim Abdinoor, Dr. Mike Baseler, Craig Robillard, Chad Hildebrand, William Lonergan, and Wade Schirmer), and the RFP Team (David Bufter, Richard Pendleton, Wanda Shook-Bartlett, Beth Kelly, John Trifone, Jill Sugden, and Kathryn Hoffman).

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Arthur's Corner**ATRF Will Promote Interactions with New NCI Partners***Larry Arthur, Ph.D.*

This issue of *News & Views* leads with the recent groundbreaking ceremony for our off-site Advanced Technology Research Facility (ATRF;

see page 1). This facility will house both the Advanced Technology Program and the Biopharmaceutical Development Program, which are currently on campus. There will also be space for some operations of the NCI Center for Cancer Research.

Research and Development Partners

NCI Director John E. Niederhuber, M.D., has been a strong supporter of this facility, and he has fostered the concept that the most effective way to take research findings from the laboratory and move them to actual use in diagnosing and treating cancer patients is to employ the best practices of government, private industry, academic, and nonprofit partners.

This new facility, which is being designed to promote interactions with these types of partners, is planned for the 177-acre Riverside Research Park, a new research and development campus in Frederick. This location will provide space for partners who wish to collocate. We have already been in discussions with potential partners and this issue cites three R&D partnerships we have already signed (see page 3).

Academic Partners

We are particularly pleased to see the high level of interest in this project from academic institutes. For years, NCI-Frederick and two local academic institutes, Frederick Community College and Hood College, have had a close association and we—as well as the surrounding Frederick region—have benefited greatly from our interactions with them, not only from the highly qualified graduates we hire but from the opportunity for our employees to be engaged with academia.

I have been personally involved with Hood College almost from the time I started work here at Frederick. I was a charter member of the committee that established a master's degree in biomedical science at Hood College. This program was specifically designed to allow employees the opportunity to work on an advanced degree part-time while maintaining a full-time job. All the courses were offered at night, and laboratories in which to conduct thesis research were offered at Hood College, at NCI-Frederick, at the United States Army Medical Research Institute of Infectious Diseases, and at private biomedical laboratories in the area. From 1975 until 2002, I served as an associate professor at Hood and taught graduate level courses, such as Microbiology, Immunology, Virology, and Aspects of Cell Regulation, Virology, and Monoclonal Antibodies: Generation and Applications and Molecular Immunology.

Many of our scientists have also taught graduate courses in this program, and I'm sure they would agree that teaching was a very enjoyable and rewarding experience.

The new research facility and campus setting should provide additional academic opportunities to our work force. We are exploring the possibility of working with academic institutes to enable our employees to pursue advanced degrees, including Ph.D.s.

Science education is becoming increasingly important, not only for producing the next generation of researchers, but also for equipping all members of society with the understanding they need to make informed decisions about science, technology, and medicine. We all benefit from strong, productive relationships between government, business, and higher education. ↻

A handwritten signature in black ink that reads "Larry O. Arthur". The signature is fluid and cursive, with the first name "Larry" being the most prominent.

Larry O. Arthur

Chief Executive Officer of the Operations and Technical Support Contract and Associate Director of the AIDS and Cancer Virus Program, SAIC-Frederick, Inc.

Ground Broken *(continued from page 1)*

park that is expected to attract other life science, advanced technology, and education organizations that will work with the NCI toward a common goal.

The initial phase of the project will provide up to 330,000 square feet of space for offices and state-of-the-art laboratories, consolidating the Advanced Technology Program and the Biopharmaceutical Development Program, while also providing space for the Center for Cancer Research. The site will have expansion capacity for an additional 470,000 square feet, which may be occupied by life science and advanced technology NCI partner organizations.

In all, about 370 employees will move from the NCI-Frederick campus to Riverside when the building opens in early 2011. An additional 200 are expected to be hired through 2016.

“The NCI has identified an urgent need to convert basic research findings into effective cancer treatments that can be delivered to patients right away,” said Larry O. Arthur, Ph.D., chief executive officer of SAIC-Frederick. “The consolidation of our operations into modern facilities will enable us to do just that, with the specific goal of shortening timelines, reducing costs, and increasing productivity—all of which will benefit cancer patients and people at risk for cancer.”

Matan Companies of Frederick is developing a site for the new building and will work closely with NCI-Frederick to identify other potential lessees.

The project will support the NCI’s Advanced Technology Partnerships Initiative (ATPI), which is designed to overcome major challenges in translational research by bringing

together partners in government, industry, academia, and the nonprofit sector to explore novel approaches, pool resources, and avoid redundancies of infrastructure.



The proposed Advanced Technology Research Facility, an integral part of NCI’s Advanced Technology Partnerships Initiative, is expected to host NCI-Frederick laboratories, collaborators, and partners in up to 330,000 square feet.

Three R&D partnerships have already been signed under the ATPI. One involves GE Global Research’s proprietary nanoparticle diagnostic imaging agents. A separate agreement with Silicon Kinetics of San Diego, Calif., will apply a new technology for studying protein interactions in cancer



Dignitaries gather at the ATPI groundbreaking ceremony. From left: Craig Reynolds, Ph.D., associate director, NCI; Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick; David Edgerley, secretary of the Maryland Department of Business and Economic Development; NCI Director John E. Niederhuber, M.D.; and Mark Matan, principal, Matan Companies.

and AIDS. The most recent agreement will allow SAIC-Frederick scientists to use Merck & Co.’s proprietary HIV integrase inhibitors and histone deacetylase inhibitor to investigate how

the AIDS virus evades antiretroviral therapies by lying dormant for long periods before reemerging to cause infection flare-ups.

At the groundbreaking, Niederhuber told of comments he recently received from a leader of a prominent cancer advocacy group who was impressed by the many people working to support NCI’s mission.

“He remarked how they clearly come to work each day committed to ‘owning the cure,’”

Niederhuber said. “That’s just what the ATPI and the construction of this new facility are about: Taking a proactive approach to accelerate progress against cancer, not just by funding and conducting the research, but also by establishing the platforms—

in this case, state-of-the-art technology and drug development platforms—to turn that research into effective interventions as quickly and efficiently as possible.”

Keep Our Brand Strong; the Steps Are Simple

By Frank Blanchard

“Brand,” from the Old English *bernan*, to burn, is the permanent mark designating property ownership, often made by fire. A commercial brand marks ownership as well, but it’s also a company’s most precious symbol.

A commercial brand invokes an immediate emotional and intellectual response. It’s the feeling and understanding we get when we hear the company name or shake hands with an employee.

The importance of a strong, unified brand cannot be understated for clearly and consistently communicating a company’s essence, for reinforcing core messages, and for supporting business strategies.

“Your brand resides within the hearts and minds of customers, clients, and prospects. It is the sum total of their experiences and perceptions,” marketing consultant Laura Lake writes.

Two recent developments have SAIC-Frederick taking a close look at its brand: one comes from our customer, the other from our parent.

The Advanced Technology Partnerships Initiative and other NCI initiatives require SAIC-Frederick to have increasingly more contact with third parties, including those in industry, government, academia, and the nonprofit sector. A strong company brand makes these contacts more effective in achieving NCI goals.

At the same time, our corporate parent, SAIC, is launching its first branding campaign and calling on subsidiaries for support. In response, SAIC-Frederick will begin adopting and adapting elements of the corporate brand to strengthen our own brand and

make it more effective in accomplishing NCI objectives.

A brand “consists of all the interactions a company has with the world around it,” says John Mauney, SAIC vice president of branding and advertising. This includes outreach materials—advertisements, trade show booths, Web sites, and brochures. It also includes a company’s behavior—how a company supports the local community, how employees welcome visitors to company facilities, how customers are greeted on the phone, and how effectively a company solves problems.

A successful brand depends on each of us. It is how we talk about the company with customers, colleagues, friends, and family. How we present our company to the public in advertisements, brochures, publications, Web sites, trade shows, and events, all provide the opportunity to build or degrade the brand.

To get started in supporting the SAIC-Frederick brand:

- Be consistent in how you describe the company. Use the official company mission statement in your written and verbal communications: SAIC-Frederick, Inc., under contract to the National Cancer Institute at Frederick, conducts research and development to accelerate the translation of basic research discoveries into products that will advance the prevention, diagnosis, and treatment of cancer, infectious diseases, and associated public health concerns.
- Use the new company logo in your print materials. Follow design guidelines for print, broadcast, display, and other communications media. Scientific Publications, Graphics & Media staff can assist: ncispgm@mail.nih.gov.



Frederick

SAIC-Frederick has a new, cleaner logotype developed by corporate SAIC as part of its new branding effort. All subsidiaries will have new logos that tie in with the updated corporate mark. Please begin using the new logo as you develop new materials for your programs.

- Use the current company description that changes from time to time as we expand our capabilities and refine priorities:

SAIC-Frederick, Inc., is the prime contractor for the National Cancer Institute’s research and development center in Frederick, Md. This is a national laboratory dedicated to rapidly translating basic research into new technologies for diagnosing, treating, and preventing cancer and AIDS. SAIC-Frederick maintains a full suite of advanced technologies in areas such as nanotechnology, genomics, and imaging; operates the federal government’s only drug and vaccine manufacturing facilities; operates the high-performance Advanced Biomedical Computing Center; and supports more than 300 clinical trials for patients in the United States and around the world. SAIC-Frederick is a wholly owned subsidiary of Science Applications International Corporation (SAIC), a Fortune 500® company (NYSE: SAI).

We are many divisions, directorates, and laboratories, but we are all one company with one brand, supporting one institute with one overarching goal: to reduce, and ultimately eliminate, the suffering and death caused by cancer and AIDS. 

Fortune 500 is a registered trademark of Time, Inc., in the United States and/or other countries.

Second Policies and Procedures Seminar Set for February 19

By Maritta Perry Grau

Do you have the tools you need to write an effective policy or procedure? Where does your assignment fit in the documentation pyramid? What are the best practices in writing an effective

policy or procedure? Which templates do you need? What's the process for writing and submitting your policy or procedure?

Learn all this and more at a new Lunch 'n' Learn seminar designed for SAIC-Frederick employees. The seminar will be held February 19, from 12 p.m. to 1 p.m., in the large conference room, Building 426.

Attendees in the fall seminar said that they liked the “variety of subject—quality, tips, and process,” including details such as information about standard formatting, and the detailed examples used in slides and sample procedures. Others commented that the seminar was “very comprehensive... well paced, not too long,” and that it was “easy to follow, and questions [were] answered efficiently.” 🌀

SAIC-Frederick Reaches Out to the Community

Frederick Memorial Hospital, just a few blocks away on Seventh Street, is one of the community groups that SAIC-Frederick supports through donations. Some time ago, the plaque pictured at right was installed as a mark of SAIC-Frederick's gift-giving. The plaque is located outside a patient room on the third floor of the hospital. 🌀



AED Machines Installed around NCI-Frederick

Automatic external defibrillators (AEDs) were installed around NCI-Frederick during the week of December 8, 2008. According to an e-mail sent to NCI-Frederick employees, the AEDs installed throughout the facility operate slightly differently than those that were originally ordered. NCI-Frederick Protective Services Officers have been trained to operate the machines. NCI-Frederick employees who were previously trained were given the opportunity for training on the new machines on January 7 and 22. Comprehensive training for additional new volunteers will be offered in late January and February. 🌀



An AED machine is installed in Building 362.

Conference and Events Planning Offers Free, Professional Service

By Maritta Perry Grau



Karen Kochersberger

At first glance, it would seem simple to invite a guest speaker or set up a conference. Reserve the auditorium, order some flyers from Scientific Publications, Graphics & Media (SPGM), and you're done. Not quite.

Before you invite your next guest speaker or plan your next conference, you might want to consider the free services offered by Conference and Events Planning.

Professional Planners—At Your Service

Karen Kochersberger and Julia Lam are professional conference planners. Their expertise saves you time and ensures that your event complies with guidelines that affect government funding. And—their services are free of charge. They work closely with you to develop your event efficiently and to provide cost savings in planning and setting up conferences at NCI-Frederick, NCI-Bethesda, or at off-site locations.

They work with Finance, Accounts Payable, Travel, and Purchasing to ensure conferences are in compliance

with guidelines that affect government funding. In addition, the conference planners keep up-to-date with new regulations. Their experience in hotel negotiation and meeting facilities enables them to get the most favorable rates for both guest sleeping rooms and meeting and exhibition facilities.

Helping You Deliver a Superior Conference

“Whether managing entire projects or serving as a seamless extension of your team, we can help you deliver a superior conference,” Kochersberger noted. The team assists you with every aspect of your event. “Working closely with SPGM, we can also help with the coordination of graphic design, editing, photography, printed materials, and on-screen presentation development, among other things,” she explained.

The Center for Cancer Research, Office of Rare Diseases, National Institutes of Health (NIH), and Office of Dietary Supplements, NIH, sponsored the second Triennial Symposium on Proline Metabolism in Health and Disease in 2007 at NCI-Frederick. Kochersberger coordinated the symposium, working with Andy Hu of the University of New Mexico, David Valle of the Johns Hopkins University School of Medicine, and Dr. James Phang, Laboratory of Comparative Carcinogenesis, NCI-Frederick.

“Other than the choice of speakers for the scientific program, Karen was in charge of everything, including web site, travel, accommodations, refreshments, program, etc. She paid attention to every detail to make the meeting a success. All the organizers and participants were very happy with the meeting. A complete issue of Amino Acids (Vol. 35, No. 4) was dedicated to the scientific proceedings. If I am organizing another meeting on the Frederick campus, I have every confidence that Karen would help make it a success,” Phang commented.

Covering All the Bases

- Site and meeting facility selection
- Invited attendee travel and lodging
- Budget and cost tracking
- Invoice payment and reconciliation
- Supplier contract negotiations (hotels, caterers, promotional items, etc.)
- Meeting and event Web site development
- Online and on-site registration
- On-site staffing
- Project management and support
- Audiovisual coordination and staging
- Name tags, signage, graphics, and proceedings production coordination
- Special events coordination
- Pre/post-event surveys and analysis
- Reporting

For information or to start planning your conference, visit the Conference Planning Services web site listed below, or use any of the following contacts:

Conference Planning Services
web site: web.ncifcrf.gov/campus/ConferencePlanning/default.aswp

E-mail: conferenceplanning@mail.nih.gov

Karen Kochersberger, conference and events planner

301-228-4027; fax: 301-228-4038

Julia Lam, conference and events planner

301-228-4141; fax: 301-228-4038 ☎

New CFO Brings Global View of Finance

By Ashley Hartman



Ken Carpenter

When Ken Carpenter interviewed for his current position as chief financial officer (CFO), he was impressed by the people he met and by the organization's mission.

"The reason I eventually chose to come here—the people I met during the interview were just an outstanding and dedicated group of leaders, and the mission is something I can absolutely believe in and support," Carpenter said. "I've had more than one family member who has died of cancer."

Prior to coming to NCI-Frederick, Carpenter worked for Arinc, Inc., as the vice president of Finance. He also worked for Nortel Networks, eventually becoming CFO for Nortel Government Solutions, and he served in the U.S. Army for 21 years.

"Nortel gave me a global view of a dynamic financial organization [and] how finance should partner with and support critical business endeavors," Carpenter said. As CFO at Nortel, Carpenter had the opportunity to lead the entire financial function: general accounting, risk management, corporate treasury functions, and pension management.

During his time at Nortel Networks, Carpenter worked and lived in North Carolina; Toronto, Canada; and Paris, France, where "I was responsible for Nortel's Middle East and African financial operations. I did travel extensively in those regions," he said.

In his new position, Carpenter oversees Accounts Payable, Budget and Cost

Management, Financial Analysis Support to Administrative Systems, Payroll, and General Accounting. Previously, these departments were under Contracts and Administration. Under the recent reorganization, they are now part of the Financial Management Directorate. "The contract has gotten big enough to require a more acute level of financial oversight," Carpenter said.

Carpenter said teamwork and leadership skills he gained from his military service have benefited him outside of the military. "I've learned to rely on good people knowing what needs to get done and who use their skills and judgment to do it; a team is more effective and adaptive than an individual," Carpenter said. "From a leadership position, my job is to provide an audience for different, sometimes conflicting or competing, stakeholders and then provide the direction needed to accomplish something that is important to the overall success of the company." 🔄

The Controller: Agent for Change

By Nancy Parrish

Editor's note: In our last issue of News & Views, we highlighted the Accounts Payable/Travel Department's achievement of Platinum Certification status (News & Views 14[4]:8, 2008). This achievement was reached with the support of their manager, Kathy Hoffman, controller.



Kathy Hoffman

Soft-spoken and unassuming, Kathy Hoffman is a powerful force behind many of the recent changes in the General Accounting and Accounts Payable/Travel

Departments. "People who know me say that I'm a real agent for change," she said in a recent interview.

"I like to take advantage of technology to make systems and processes more efficient," she said. Hoffman's primary target for improvement is paper flow, and if she can take a shortcut, she will. "If paper moves from A to B to C, I see if I can get it to move from A to C," she said.

For example, travel expenses are now reimbursed through individual paychecks, rather than by separate payments. She has also begun Automated Clearing House (ACH) payments to vendors; IMPAC (the Visa card issued by the General Services Administration for government purchases) statements are now received electronically; and she is setting up electronic billing with major vendors, beginning with Federal Express. These

improvements have eliminated much paperwork and processing.

Now she's working on an electronic travel and expense system for employees to submit and track expenses online, as well as a scanning and imagery system for Accounts Payable to record and track invoices.

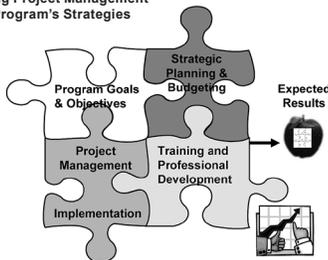
Hoffman enjoys her work because "every day is different." She loves learning something new all the time, and it shows in her impressive list of degrees and certifications. With a BS in business and finance from Mount Saint Mary's University, Hoffman also holds a CPA degree, and certificates for CGAP (Certified Government Auditing Professional), CIA (Certified Internal Auditor); APM (Accredited Payables Manager); and holds a master's certificate in government contracts. "Right now, I'm taking a break," she said with a laugh. 🔄

Project Management

Use Strategic Planning Skills to Achieve Program Success

By Jiwan Giri

Linking Project Management
with Program's Strategies



Source: Center for Performance Assessment,
www.MakingStandardsWork.com

Senior leaders struggle relentlessly with limited resources, unclear program requirements, unrealistic project deadlines, and other factors beyond their control. Although leaders rely on their vast experience to develop strategic

plans, imperfect environments require careful execution of those plans. Project management methods combined with sound strategic planning skills can help executives fulfill strategic missions with an integrated approach.

A multi-year landmark study commissioned by the Project Management Institute and conducted by researchers Janice Thomas, Ph.D., and Mark Mullaly, P.M.P., showed that project management does deliver value. Listing the characteristics that contribute to value, they said, “The elements that create value were described as: satisfaction; project and organizational alignment; consistent use of good practices; better results of processes and projects; better business

outcomes; and realization of tangible and intangible benefits.” (See www.pmi.org/Value/default.htm)

Using a sound program management framework that combines strategic planning, budgeting, and project management, you can achieve your program mission and strategic goals. However, you also need buy-in at the senior level, followed by training and professional development at the operational level. Senior leaders can help ensure that projects are aligned with the company’s strategic mission by clearly communicating program strategies to each employee through project management. 🌐

Thomas and Mullaly, July 14, 2008, Researching the Value of Project Management, Live Coverage from the Project Management Institute (PMI) Research Conference in Warsaw, Poland, www.pmi.org/Value/default.htm.

Quality Assurance

Establish Internal Control Through Documented Procedures



By Steve Harshman

Quality assurance is about preventing errors and minimizing variability within processes and procedures.

Therefore, it is not surprising that the focus of most quality programs is to establish internal control of operations so performance is consistent and predictable. But in terms of your day-to-day activities, what does internal control really mean? For one thing, you must consider the work you perform as a process, which means you take process “inputs,” perform your

work, and generate “outputs” that are then delivered to your customer.

We have all heard that “what goes in is what comes out,” so when we control our process inputs, we are also controlling what we deliver to our customer. No matter what you do for NCI-Frederick, your process “inputs” are people, supplies, equipment, and procedures; so these are the things that need to be controlled. In this issue, we will focus on the control of procedures as a way to control process inputs.

Procedures are an important component of the overall document structure within an organization, and they define how we accomplish the work. Whether you work in a research lab, manufacturing facility, clinical setting, shop, warehouse, or office, documented procedures are crucial if you expect to standardize and control your work.

Documented procedures themselves must also be controlled so they cannot be arbitrarily changed, although the

procedures should be reviewed regularly to make sure that they accurately reflect the way the work is to be performed. When changes are required, the revised documents should receive management approval, and then the revisions must be communicated to staff members so they can implement the changes.

Documented procedures provide assurance that the work will be completed the same way every time, regardless of who is performing the work. That is, of course, if the documented procedures are also part of an employee training program, something key to controlling the “people inputs,” the topic of the April column.

If you would like to learn more about how to write procedures and how they are reviewed and approved at SAIC-Frederick, please attend the Lunch ‘n’ Learn session scheduled for February 19, 2009 (see the Training Schedule, page 24). 🌐

On Effective Communication

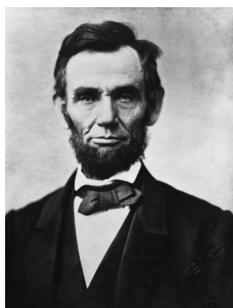
How Abe Lincoln Got It Right...and Wrong!

By Ken Michaels

On November 19, 1863, President Abraham Lincoln gave an oral presentation at the dedication of the Soldiers National Cemetery a few miles north of here. The *Gettysburg Address*, as we now know it, is an elegant example of oratorical excellence; arguably the most famous speech in American history. On that crisp November day in southern Pennsylvania, Honest Abe got it right.

He got it right by being brief. Lincoln was not the featured speaker, and not a particular favorite of Pennsylvania Governor Andrew Curtin, who sponsored the event. Edward Everett, one of the nation's foremost orators, was the principal speaker, and he held forth nonstop for two hours. When it came

time for Lincoln's turn at the lectern, he delivered his message in less than two minutes. It's hardly a wonder that his speech was more appreciatively received than Everett's, which is long forgotten. As someone once said, if you want your speech to go over well, always remember the "Three Bs" ... be sincere, be brief, and be seated.



He got it right by using language that the audience understood. Seventy-six percent of the 267 words in Lincoln's short speech are of five letters or less.

Plain talk, in my view, is an underrated tool for effective communication. Jargon, technospeak, and (especially in government) acronyms can act as "speed bumps" on the pathway to understanding, particularly when overused. True, in a gathering of

scientists, it makes more sense to say "DNA" than "deoxyribonucleic acid," because it's a virtual certainty that all present recognize that very common acronym. Caution, however, is advised in the use of less well-known abbreviations.

He got it right by situating his main message between an interesting opening and a powerful conclusion. "Four score and seven" is infinitely more interesting to the ear, and the brain, than "eighty-seven." And his concluding line packed one heckuva punch: "... government of the people, by the people, for the people shall not perish from the earth." Wow.

But he also got one thing wrong, when he said, "The world will little note nor long remember what we say here ..." As senator Charles Sumner commented a year-and-a-half later, "The world noted at once what he said, and will never cease to remember it." That November day, Abe Lincoln really got it right. 🌀

Supergraphic

Elizabeth Webb: One of Many Puzzle Pieces

By Ashley Hartman

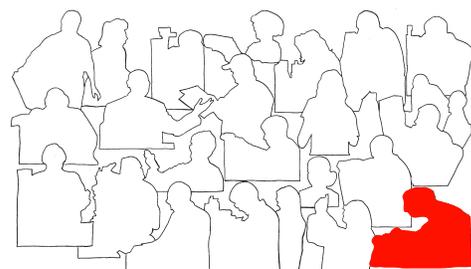
Fourteen years ago, Elizabeth Webb, warehouse specialist at the Vaccine Pilot Plant, decided to continue her family tradition of working at Fort Detrick.

Webb's career at SAIC-Frederick began as an animal caretaker. She also worked in the Central Repository and conducted research for the Clinical Services Program.

"I began my career with SAIC-Frederick immediately after graduating [from] high school. I have ... gotten the chance to perform a wide

variety of duties—from research, to administrative support, to biological maintenance, to receiving and inventory control—all relating to cancer research," Webb said.

Some of Webb's current duties include shipping and receiving, storing and distributing products, filling orders, and maintaining warehouse inventory.



After finding out through some friends that her picture was included in the supergraphics montage on the walls of Building 549, Webb said she felt honored.

"NCI-Frederick is made up of puzzle pieces that can only fit together with all the parts! Each job, each duty, all work toward the same goal: finding a cure for cancer, AIDS, and other diseases. So I think the photo montage did a great job highlighting a diverse variety of these 'puzzle pieces.'" 🌀



2009 Fitness Challenge

Fitness Matters!

By Mary Carol Fleming

Coming soon to SAIC-Frederick: a rock climbing wall and healthier foods on campus. These are just a few of the additions to the 2009 Fitness Challenge. So make joining the challenge a part of your New Year's Resolutions.

What's new?

First, you will be encouraged to renew or begin health-minded behaviors and to participate in fun, healthy, and informative activities.

Second, throughout the year, you can attend Lunch 'n' Learn presentations about local hiking trails, dance movement, nutritional cooking, stress

management, and parenting. You can even get physical by rock climbing—a rock climbing wall will be set up on campus in the spring.

Third, Occupational Health Services will expand the current biometric screenings to include a bone density screening.

Fourth, healthier foods on campus and in vending machines will make eating well an easier option.

Fifth, more frequent contests and prizes to keep you motivated are in the works.

And that's not all!

The new fitness program will sponsor team participants in a variety of community fitness events, such as the March of Dimes Walk-a-Thon, the American Cancer Society Relay for Life®, Walk-n-Wag, the Frederick Marathon, and the In the Streets Run.

The Fitness Challenge Web site is being updated to simplify your initial registration and how you track pounds lost, miles logged, and hours of other fitness activities. Check in regularly at saic.ncifcrf.gov/fitnesschallenge for events, workplace presentations, and team support groups.

As this newsletter went to press, the contest for naming the 2009 Fitness Challenge had not yet concluded, so check the web site to see which name was chosen.

Fitness is a challenge but also a great opportunity to have fun, socialize, and feel good. Make this *your* year of feel-good fitness. Fitness does matter! 🌟

Congratulations to the 2008 Fitness Challenge Winners

The greatest percentage of weight lost

First place: Lana Cross, Clinical Research Program

Second place: Robin Dewar, Applied and Developmental Research

Third place: James Albert, Clinical Research Program

The most miles traveled

First Place: Dwayne Neal, Vaccine Clinical Materials Program

Second Place: Wayne Helm, Facilities Maintenance and Engineering

Third Place: Terri McLellan, Laboratory Animal Sciences Program

The most hours logged in other fitness activities

First Place: Terri McLellan, Laboratory Animal Sciences Program

Second Place: William Lonergan, Facilities Maintenance and Engineering

Third Place: Stephanie Henderson, Laboratory Animal Sciences Program 🌟

Fitness Facts to Keep You Motivated

By Maritta Perry Grau

If you can't go surfing in Hawaii during these winter months, try surfing the 'Net for motivation to keep those New Year's fitness resolutions.

Helpful Web sites:

Track your food intake, check out the breakdown into fats, salt, carbohydrates, etc., and analyze physical activities to assess your fitness: mypyramid.gov

Get statistics and advice from the President's Council on Physical

Fitness and Sports: www.fitness.gov/resources_factsheet.htm

Find the right exercise for you at Medline Plus Exercise and Physical Fitness: www.nlm.nih.gov/medlineplus/exerciseandphysicalfitness.html

Assess your region's fitness through a compilation of U.S. health statistics: findarticles.com/p/articles/mi_m0675/is_n5_v8/ai_9010360 🌟

Waist Management

Know Your Numbers

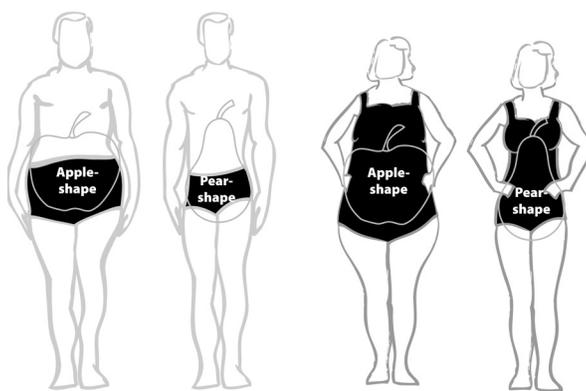
By Verna Curry and Mary Stewart

Do you know your numbers? Numbers for blood pressure, serum glucose, HDL and LDL cholesterol values, triglycerides, and your waist circumference, that is? Knowing these numbers can be vital to your health.

Occupational Health Services (OHS) is advising all employees to *know your numbers* so you *know your risks*. With these numbers in hand, you can determine your susceptibility to many diseases. In November, the Human Resources Department sponsored a mini-health fair in conjunction with the annual Open Benefits Enrollment for SAIC-Frederick employees. OHS participated with a booth that featured information about the department and with a wellness initiative called “Waist Management.”

The OHS health fair display provided information from the American Heart

Association’s ATP III (Adult Treatment Panel III) guidelines (americanheart.org), which indicate that men with a waist circumference of more than 40 inches and women with a waist circumference of more than 35 inches are at high risk of developing diabetes, heart disease, and cancer. While the waist circumference value is only one of the five factors that contribute to the increased risk, OHS strongly recommends that you take advantage of OHS’s periodic screenings.



In addition, OHS displayed pictures of normal portion sizes for typical foods to help employees visualize the increase in portion sizes over the last 20 years.

The information, appropriately titled “Portion Distortion,” was adapted from the National Heart, Lung, and Blood Institute Web site (hp2010.nhlbi.nih.net/portion). For example, 20 years ago, if you were eating a plain bagel, it would be three inches in diameter and 140 calories. Today, that same plain bagel is 6 inches in diameter and 350 calories. This increased “normal” size represents an additional 210 calories consumed in just one meal.

OHS will help you stay healthy or get healthy by screening for various diseases such as diabetes and hyperlipidemia; monitoring your blood pressure and weight; and offering health education. When you know your numbers and know your risks, you are in a better position to decrease your risk factors and improve your overall health. Screenings are offered annually to nonadministrative personnel, and every three years to administrative staff.

Please contact OHS, Building 426, 301-846-1096, for additional information or to make an appointment. ☞

Coming Soon: Lunch at the Discovery Café

The NCI-Frederick Café has been renamed the Discovery Café. Dr. Jack Simpson, Protein Chemistry Laboratory, submitted the winning name in a contest held last December.

While construction is underway, lunch service is available in the lobby of Building 549. This “grab ‘n’ go” setup includes a variety of sandwiches and wraps, salads, fresh fruit, sodas, coffee, and homemade cookies.

Hours of operation:

11 a.m.–2 p.m.,

Monday–Friday

The café is expected to open in late February. ☞



Make Resolutions You Can Keep!

By Ken Michaels

- ✓ Make your resolutions measurable and specific. “Lose 20 pounds” is better than “Lose weight.”
- ✓ Make your resolutions realistic. Be sure that each of them is in fact within your abilities and your control.
- ✓ Don’t overdo; three resolutions achieved is better than ten resolutions not achieved.
- ✓ Tell somebody. Take ownership of each resolution and promise somebody that you’ll do it — somebody you won’t want to go back to and confess if you don’t get it done. ☞

Waste Management *(continued from page 1)*

Customer Relations Awards went to Daniel Owens, Connie Suders, the Scientific Supplies Delivery Team (Wayne Bowie, Calvin Brewster, Terry Lee, James Cregger, Larry Key, Ray Stine, and Camron Anderson), Lamin Juwara, and Dr. Michael Piatak.

In all, the company honored 57 employees with Achievement Awards and 220 with Service Awards (see related articles on this page and on pages 18–22). Service employees truly embodied SAIC-Frederick's mission of supporting the research and development goals of the National Cancer Institute at Frederick: The 220 employees totaled 3,215 years of work.

Relationship with NCI Very Important

Corporate representatives attending the awards ceremony included Lawrence B. Prior III, SAIC's chief operating officer; and Charles F. Koontz, head of SAIC's Information Technology and Network Solutions Group.

Noting that SAIC has 45,000 employees in 400 locations in 40 countries, Mr. Prior commented that SAIC-Frederick's "work is important to the world, to the U.S., to families everywhere. Everyone is touched by cancer." He thanked SAIC-Frederick employees for their "work and commitment to advancing science and research."

Koontz added that he was "very proud of SAIC-Frederick" and said that "SAIC-Frederick is the most referenced contract in the company." He stated that the SAIC corporate offices consider the relationship between corporate SAIC, SAIC-Frederick, and NCI a very important one.

SAIC-Frederick Evolves New Organizational Structure to Meet NCI's Needs

In his state-of-the-contract remarks, Dr. Larry Arthur, chief executive officer (CEO) for SAIC-Frederick, said that when SAIC-Frederick's first contract with NCI began in 1995, SAIC-Frederick had 1,323 employees; that number has now grown to 1,791 employees.

"Our relationships with NCI are important," Arthur emphasized, describing how the company has reorganized to handle the increased workload and projects.

Arthur introduced a reorganization of the directorates. Environment, Health, and Safety now reports directly to the CEO. The remaining programs and directorates fall under four groups:

- The **Technology and Research Group**, headed by Dr. Tim Harris (Advanced Technology Program, Basic Science Program, Laboratory Animal Sciences Program, and Information Systems);
- The **Clinical Group**, headed by Dr. Barry Gause (Clinical Research Program, Applied and Developmental Research Support, Biopharmaceutical Development Program, and the Vaccine Clinical Materials Program);
- The **Operations Group**, headed by David Bufter (Contract Planning and Administration, Contracts and Acquisitions, Human Resources, and Facilities Maintenance and Engineering); and
- The **Financial Group**, headed by Ken Carpenter (Budget and Cost Management, Financial Analysis Support to Administrative Systems, Payroll, General Accounting, and Accounts Payable). 

2008 Achievement Award Winners

Norman P. Salzman Mentoring Award



Dr. Haleem Issaq
Principal Scientist

Laboratory of Proteomics and Analytical Technologies, Advanced Technology Program

Helping and mentoring others inspires Dr. Haleem Issaq's own superlative work as a productive scientist. Nominators cited the breadth of Issaq's devotion to mentoring, noting that he "not only has a love of science, but a great desire to see young scientists succeed." They described how he participates in the Student Internship Program; mentors those with whom he works; and ensures that young scientists present at the annual conference on Capillary Electrophoresis, which he founded and heads. Many of his protégées complete at least one scientific publication under his wing.

Distinguished Career Service Award: Administrative



Elizabeth Baseler
Director

Clinical Support Services, Clinical Research Directorate

Elizabeth Baseler has contributed significantly to the outstanding clinical research at NCI-Frederick and Bethesda through high-quality programmatic and clinical trials management and regulatory support to NCI and National Institute of Allergy and Infectious Diseases (NIAID). Baseler possesses a unique combination of work and training experience, management

skills, and abilities. The programs within Clinical Monitoring Research

Program continue to expand both nationally and internationally, thanks to her leadership in technical assistance and guidance to clinical study sites and laboratories, helping them meet standards for good clinical practice, laboratory standards, and regulatory requirements.

Distinguished Career Service Award: Scientific



Julian Bess
Scientist II

*Basic Science
Directorate*

Julian Bess's contributions to projects, products, and services concerning HIV fusion/entry and inactivation have been tremendously valuable, according to nominators. Bess played an integral part in developing the first ELISA-based assay to detect HIV in patient samples and in developing the first biological safety level-3, large-volume production laboratory for purified human T-cell leukemia virus (HTLV-1) and human immunodeficiency virus (HIV). He has helped to show that the selective reactivity of iodonaphthylazide with membrane-anchored protein domains preserves the structural integrity—and therefore immunogenicity of proteins—on the exterior of an inactivated virus; has identified proteins and lipids that may contribute to the transmission of HIV/simian immunodeficiency virus (SIV); and has helped evaluate the quality of INA-inactivated SIV antigen presentation by dendritic cells to CD4⁺ and CD8⁺ T cells from blood or lymph nodes of SIV-infected macaques. His work has advanced many areas of retrovirology, immunology, and AIDS research.

Outstanding Achievement Award: Administrative



Denzil Nelson
**Systems
Administrator IV**

*Applied and
Developmental
Research
Directorate*

Denzil Nelson has demonstrated tireless enthusiasm and optimism in taking on projects for the Developmental Therapeutics Program (DTP) Computer Center, Division of Cancer Treatment and Diagnosis (DCTD), including support of the emerging Chemical Biology Consortium (CBC). Nelson supports the complicated computer infrastructure for CBC and DCTD, including Wiki and Web-site integration; and recent Federal Desktop Core Configuration (FDCC) deployment to more than 90 desktop computers. Nelson also worked on several other projects, which saved more than \$325,000 in licensing costs; Microsoft Corporation Project and Portfolio Servers; notebook encryption; and blade servers for the DTP computer center, so that now 40 servers operate in the same footprint previously occupied by two. "Mr. Nelson's technical expertise and commitment have made him an exceptional and irreplaceable member of the DTP Computer Center staff," according to nominators.

Outstanding Achievement Award: Technical



Trevor Broadt
**Quality Control
Manager III**

*Biopharmaceutical
Development
Program
Directorate*

Trevor Broadt, an expert in polymerase chain reaction (PCR) technology, has

developed sensitive and critical assays to advance new biological therapies into cancer clinical trials; and safety tests to demonstrate the safety and purity of the biological reagents that Biopharmaceutical Development Program (BDP) manufactures. Broadt advises the toxicology contractors, helping speed completion time for investigational new drug-directed toxicology studies. He answers FDA inquiries about BDP quality-control testing. For example, Broadt's analysis of a contractor's safety data reassured M.D. Anderson Cancer Center investigators that the safety data was reliable. In another instance, Broadt's PCR expertise led to the FDA's approval of two BDP-produced vectors used for recurrent ovarian cancer and hepatocellular carcinoma.

Outstanding Achievement Award: Technical



Casey Matthews
Research Associate II

*Core Genotyping
Facility, Advanced
Technology Program
Directorate*

Casey Matthews is an integral member of the Core Genotyping Facility's Dedicated Scientific Operations team. He has worked on several important projects, among them spending many months with another Advanced Technology Program laboratory to implement a new method of sequencing DNA samples using the 454 Next-Generation Sequencing system. Matthews produced preliminary data of superior quality and determined ways to track all stages of the complex process; his efforts will help develop methods to following up the most promising genomic regions identified by genome-wide association scans. Enormous scientific value is anticipated from these deep re-sequencing and single nucleotide

(continued on page 14)

2008 Achievement *(continued from page 13)*

Polymorphism (SNP) discovery projects using this technology.

Outstanding Achievement Award: Doctoral/Postdoctoral

Dr. De Yang
Senior Scientist

Laboratory of Molecular Immunoregulation, Center for Cancer Research

In Dr. De Yang's research on the immunoregulatory roles of endogenous antimicrobial proteins, chemotactic factors, and dendritic cells in host immunity, he has discovered that certain antimicrobial proteins, now called "alarmins," a term derived from his work, actually use multiple and distinct receptors to induce cell migration and activation. His unique contributions have greatly advanced the field of immunology, and he has published 46 manuscripts in prestigious journals in the past 12 years. Yang has been invited to present at national and international conferences, and has received numerous honors and awards.

Outstanding Achievement Award: Administrative (Team)

Dennis Angel, Clarence Davis, Ronald Lambert, Robert Lawler,

Douglas Leggett, Max Reed, Alan Spade, James Walsh II, and Thomas Zimmerman: Shop Supervisors**Facilities Maintenance and Engineering Directorate**

The nine shop supervisors of the Operations and Maintenance Department (O&M), Facilities Maintenance and Engineering (FME) provide an extensive range of services, including front-line supervision and technical guidance, detailed cost estimates for customer-requested services, technical solutions for facility issues and programs, renovation and equipment installation, and review of engineering drawings/designs. They plan and coordinate weekly activities involving roughly 100 craft employees working on the main campus and at off-site facilities. Their knowledge and experience are annually applied to approximately 9,000 repairs, 3,000 requests for trade services, 6,000 preventive maintenance tasks, and 100 significant renovations. The value of their abilities, quality of customer service, and effective management of their individual shop operations are major contributors to FME's success.

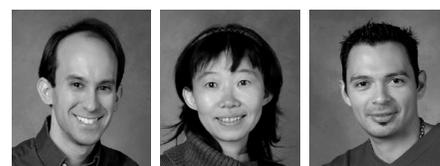
Outstanding Achievement Award: Technical (Team)

Lauren Mora-Smith, Research Technician; Smruti Patel, Research Technician; and Sukanya Sathyanarayana, Research Associate I: Media Laboratory

Basic Research Program, Basic Science Directorate

The Media Laboratory provides the highest-quality growth media and experimental reagents to laboratories, at a cost savings of approximately

\$200,000 annually. Many Center for Cancer Research (CCR) investigators have stated that the Media Laboratory makes it possible for them to carry out research that would otherwise be limited by resources. The staff has increased efficiency through a Web-based ordering system and electronic management of work flow, inventory, and protocols; and established a users' group forum for interaction with the customer to improve the product and meet customer needs.

Outstanding Achievement Award: Technical (Team)

Michael Beerman, Programmer Analyst IV; Dr. Tong Li, Programmer Analyst III; and Aaron Rodriguez, Programmer Analyst II: LIMS Team

Advanced Technology Program Directorate

These dedicated programmers respond quickly to staff needs regarding Laboratory Information Management Systems (LIMS), including troubleshooting problems, correcting user errors, and developing new workflows to implement new technologies. The LIMS team is a crucial part of the Core Genotyping Facility's pipeline, and the high level of work could not be maintained without their tireless dedication, creative solutions, and strong team dynamic. Manager Michael Beerman thinks critically and offers timely solutions. Dr. Tong Li has led the development of several major modules for the LIMS and has begun working on the 454 Next-Generation Sequencing system. Aaron Rodriguez participates in all aspects of LIMS development.

Special Achievement Award



Sandy Gibson
Quality Assurance
Manager II

*Clinical Research
Directorate*

Sandy Gibson developed a new, comprehensive training program on current Good Manufacturing Practice (cGMP) regulations for the United States Army Medical Materiel Development Activity staff. Gibson created a curriculum of unique modules and enlisted scientific, quality assurance, and regulatory NCI-Frederick experts to lead the sessions. The curriculum also provides long-term opportunities for cGMP training to NCI-Frederick and SAIC-Frederick employees and could be used as outreach to NCI collaborators in industry and academia. In addition, Gibson developed a hands-on practicum on FDA compliance for a Biopharmaceutical Development Program (BDP) laboratory; the program is now part of the BDP Web-site training offerings.

Special Achievement Award



Dr. Robert J. Kinders
Principal Scientist

*Applied and
Developmental
Research
Directorate*

In June 2006, NCI enrolled the first participant in a new type of clinical trial—a phase 0 clinical trial in oncology. Through a collaborative study, Dr. Robert Kinders in just five months developed and validated an immunoassay to test an application for this trial that confirms whether molecularly targeted investigational

drugs act on their intended molecular targets in patients, thus identifying those drugs that deserve full clinical development. Kinders' work proved the feasibility of technically supporting the NCI's phase 0 clinical trial program within a timeframe that facilitates clinical drug development.

Special Achievement Award: Building 310 Team



Bradley Foltz¹, Program Manager; Dr. Lucas Barr¹, Administrative Coordinator; William Wilton¹, LAN/Network Specialist III; Michael McGann¹, LAN/Network Specialist III; Lois Summers¹, Secretary II; Kim Abdinoor², Subcontracts Specialist; Dr. Mike Baseler¹, Director; Craig Robillard³, Senior Project Manager; Chad Hildebrand², Manager, Construction Subcontracts; William Lonergan³, Director; and Wade Schirmer⁴

¹*Applied and Developmental Research Directorate;* ²*Contract Planning and Administration Directorate;* ³*Facilities Maintenance and Engineering Directorate;* ⁴*Bechtel*

The Building 310 transition team coordinated the purchase and installation of hundreds of new pieces of scientific equipment and the packing and moving of hundreds of other pieces of existing equipment for three new laboratories in Building 310. In addition, the team coordinated the establishment of 14 new offices and a large data center. This transition was accomplished so seamlessly that the laboratories and data center experienced no down-time and were able to continue work in support of National Institutes of Health (NIH) clinical trials. The team's success has led to interest in applying this approach to alleviate other programs' space needs at NCI-Frederick.

Special Achievement Award: RFP Team



David Bufter¹, Chief Administrative Officer; Richard Pendleton², Director; Wanda Shook-Bartlett², Prime Contract Coordinator; Beth Kelly², Manager; John Trifone³, Director; Jill Sugden⁴, Director; and Kathryn Hoffman⁵, Controller

¹*Operations Group;* ²*Contract Planning and Administration Directorate;* ³*Contract and Acquisitions Directorate;* ⁴*Human Resources Directorate;* ⁵*Financial Management Directorate*

(continued on page 16)

2008 Achievement *(continued from page 15)*

The Request for Proposal (RFP) team coordinated efforts to submit very large and complicated responses to the NCI RFP, an example of how a coordinated delegation can result in a good product. The whole process involved many late days and weekends. While many individuals helped prepare and gather information, the core participants included David Bufter, Richard Pendleton, Wanda Shook-Bartlett, and Beth Kelly. John Trifone, Jill Sugden, and Kathy Hoffman helped resolve cost issues, contract terms, and compensation issues, all key elements of negotiations. With all of the members of this team—and many others—working closely together, the result was a new contract for SAIC-Frederick.

**Customer Relations Award: Administrative****Daniel Owens
Courier*****Clinical Monitoring Research Program,
Clinical Research*****Directorate**

Courier Daniel Owens makes two daily runs, with numerous pick-ups and deliveries in Frederick and in the Washington metropolitan area. He provides exceptional support to the Clinical Monitoring Research Program (CRMP) and its National Institutes of Health (NIH) customers and is highly regarded by all CMRP staff and other SAIC-Frederick entities. He delivers official regulatory documents to the FDA, National Institute of Allergy and Infectious Diseases (NIAID), Office of the Clinical Director, and NIAID's Intramural Institutional Review Board; ensuring the receipt of proper documentation from the FDA. He does not hesitate to rearrange both his personal and professional schedule to accommodate customer requests.

Owens takes great pride in his job and places a high priority on loyalty and dedication.

Customer Relations Award: Administrative**Connie Suders
Project Manager II*****Contract Management Office,
Contract Planning and Administration Directorate***

Connie Suders provides outstanding customer service throughout NCI-Frederick. Her willingness to help, positive attitude, and infectious smile certainly enhance the image of SAIC-Frederick. Customers appreciate her work ethic and enjoy interacting with her so much that her phone constantly rings. As the Yellow Task (YT) coordinator, she headed the transition from a manual YT system to an electronic, Web-based one. As of August 2008, compared to 2007, requests through the YT system had already increased by 32 percent. Suders embodies SAIC-Frederick's core values of high-quality service, meeting expectations, and satisfying our customers, which indeed enhances the image of SAIC-Frederick.

Customer Relations Award: Administrative (Team)**Wayne Bowie, Calvin Brewster, Terry Lee, James Cregger, Larry T. Key, Ray Stine, and Camron Anderson: Warehouse Specialists*****Contract Planning and Administration Directorate***

Warehouse specialists Wayne Bowie, Calvin Brewster, Terry Lee, James Cregger, Larry Key, Ray Stine, and Camron Anderson work in the rain, cold, heat, and humidity to deliver scientific and administrative supplies to all NCI-Frederick employees. Fulfilling this responsibility is very important, as it ensures that the HIV and cancer research is uninterrupted. They are efficient and courteous, and usually put smiles on their customers' faces. This team is a very public face of SAIC-Frederick, one that represents the best of SAIC-Frederick, and makes the rest of us proud.

Customer Relations Award: Scientific**Lamin Juwara
Senior Nurse Practitioner*****Clinical Research Directorate***

Patients often comment on

Lamin Juwara's gentle approach to obtaining histories and in doing physical examinations. Regardless of the situation, he remains calm. Juwara also has excellent communication skills. His documentation is clear, concise and well written; he has a very good grasp of basic medical oncology concepts and protocol implementation and serves as a resource to all of his teammates, particularly the research nurses. Quiet but pleasant, compassionate, always cordial, and respectful in his interactions with everyone, Juwara is an integral part of his team.

Customer Relations Award: Scientific



Dr. Michael Piatak
Senior Principal
Scientist

Basic Science Directorate

Dr. Michael Piatak has developed stringent and sensitive measures of virus in plasma and cells that are essentially unparalleled, making him internationally recognized as a leader in measurements of virus in tissues, in molecular virology techniques, and in troubleshooting such assays. He has developed state-of-the-art real-time reverse transcriptase-polymerase chain reaction (RT-PCR) methods for the quantitative analysis of viral loads in plasma from simian immunodeficiency virus (SIV)-infected animals. Many colleagues rate him as an outstanding collaborator, the gold standard by which

they measure their results, not only because of his expertise and the results he obtains, but also because of his friendly nature, willingness to complete analyses of samples on extremely short notice, and helpfulness in discussing the obtained data.

Cost Savings Award



Paul Stokely, Safety/Environmental Officer; William Osman, Senior Environment Specialist; Bryan Malseed, Senior Environment Specialist; and Victor Carr III, Environment Specialist: Waste Management Group

Environment, Health, and Safety Directorate

The Environment, Health, and Safety Waste Management Section Team of Paul Stokely, William Osman, Bryan Malseed, and Victor Carr manages a variety of waste streams from various NCI-Frederick programs, in addition to supporting an active recycling program. Liquid and solid radioactive wastes are held for decay, neutralization of acids and bases, and redistribution of surplus chemicals. The team has provided not only cost savings but good sound environment management. Through the use of these practices, requirements for specialized holding facilities, elimination of landfill requirements, and increased recycling, benefits have been realized. These efforts on average save \$85,000 per year in disposal and transportation costs. ↻



Here and on pages 21–23 are pictures from the Annual Awards Program and the Contract Celebration—good food, good conversation, and good music by Mutual Fun.

Reflections on 35 Years of Service

From the 1970s to Today

By Ashley Hartman

Editor's note: This year, Larry Arthur, Dallas Blumenauer, Byron Bowie, Larry Ecker, John Elser, Jody MacKenzie, Gary Muschik, Helen Rager, Charles Shafer, Betty Shafer, Areitha Smith, and James Weedon marked their 35th year of service with NCI-Frederick. We asked these longtime colleagues to reflect on how their jobs have evolved.



Larry O. Arthur



Dallas D. Blumenauer



Byron A. Bowie



Larry W. Ecker



John E. Elser



Jody A. MacKenzie



Gary M. Muschik



Helen C. Rager



Betty J. Shafer



Charles J. Shafer



Areitha N. Smith

1. When did you begin working at NCI-Frederick and what were your duties then?

Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick: I began work here in August 1973 studying mouse mammary tumor virus (MMTV), a virus that causes mammary cancer in mice. At that time, the only source of virus was from the milk of mice that were infected with MMTV. A running joke when people asked how we milked mice was, "well, we start with very little three-legged stools." I didn't say it was a good joke. We eventually developed a tissue culture system for production of the virus and this virus was used to develop the molecular and immunological assays, which allowed pathogenesis studies of the MMTV induction of mammary tumors.

Byron Bowie, operations manager, Logistics Support Department, Operations Group: I began in the early 1970s working for the FME Grounds Crew/Labor Shop. Then about a year later, I became a driver for the Delivery Section. From there, I did short stints in the Mailroom and Receiving. I then went on to Property Management as a clerk, and eventually moved up to manager, Property Accountability. I then took on the new dual capacity role of deputy manager of Logistics Services and manager of Property Accountability. In August of 2003, I became the operations manager of the Logistics Support Department.

Helen Rager, associate scientist, Clinical Services Program, Clinical Group: I started working here as an entry level technician for Litton Bionetics and was trained in cell

culture in the Mouse Mammary Tumor Laboratory. One of my first responsibilities was to milk mice (Larry Arthur didn't have all the fun). For the last 20 years, I have been with the Clinical Services Program.

Betty Shafer, lead, financial analyst, Payroll Department, Financial Group: I started working in 1973 in Accounts Payable. There were two employees in the department and we were responsible for paying all the invoices received at the facility. I then transferred into the Payroll Department when we all received hard copies of our checks.

2. Other than the use of computers, how has your job changed/evolved over the years?

Arthur: I think the major change I have seen in the last 35 years has been the incorporation of high-throughput assays and the ability to effectively analyze the vast amount of data generated by these assays.

Bowie: When the facility first opened, the job consisted of dealing with a couple hundred people. It has now increased in both size and in the complexity of the work with the efforts required to satisfy many diverse customer needs.

Rager: The biggest change has been the development of monoclonal antibodies and their use in streamlining detection methods. Testing a few samples used to require a whole day and included the use of radioisotopes. New methodology now allows us to test hundreds of specimens in a few hours.

Shafer: I have witnessed the growth at the facility from a few buildings to renovating and constructing new buildings for laboratories and administrative areas. I am now responsible for monitoring costs involved with the buildings located at the facility, along with costs for all types of work orders requested by the programs.

3. What do you consider one of your greatest or your group's greatest achievements since you've worked here?

Arthur: Soon after HIV-1 was isolated, NCI requested that we provide

HIV-infected cells to the companies that were licensed to develop assays to screen the nation's blood supply to prevent HIV-1 transmission. Our team in the Biological Products Laboratory, which subsequently became the AIDS Vaccine Program, supplied 100 liters of virus-infected cells to each of the five companies developing the assays, and we also provided expertise on propagation of the virus-infected cells and methods for virus purification. It took only 11 months from the time we received the virus-infected cells until there was an FDA-approved assay to screen the blood for HIV-1. The year before the assay was available, over 5,000 people in the U.S. were infected with HIV-1 from blood transfusions. In subsequent years, less than 40 people were infected by blood transfusions. Although our team has accomplished more "scientifically relevant" work, expediting the HIV-1 testing of the blood for transfusions is the most gratifying thing we have ever done.

Bowie: My greatest achievement has been acquiring and maintaining a team of highly qualified and dedicated staff who, on a daily basis, tirelessly provide the required services to all NCI-Frederick staff both on- and off-site.

Rager: There is satisfaction in knowing there is a patient behind each sample we test and we are possibly making a contribution in learning more about cancer treatments.

Shafer: The mission of NCI is to discover a cure for cancer. I am proud to be a part of the cancer research performed at SAIC-Frederick. Even though I am not directly involved with the research, I am involved with reporting costs associated with the research to NCI. It is very rewarding to learn about the progress of the cures developed here in Frederick for various types of cancer. 🍷

Celebrating 30 Years at NCI-Frederick:

I Remember When...

By Maritta Perry Grau

Editor's note: This year, William Adkins, Earl Amoss, Beth Baseler, James Carr, John Covahey, Judy Fogle, Margaret Gorelick, David Hamilton, Dwayne Howard, Steve Koogle, Ron Lambert, Richard Pendleton, Ronnie Roberts, and Rodney Wiles marked their 30th year of service with NCI-Frederick. We asked these longtime colleagues to reflect on how their jobs have evolved.



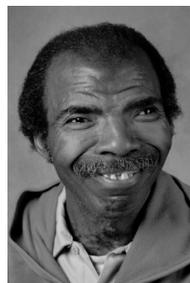
William J. Adkins III



Earl R. Amoss, Jr.



Elizabeth A. Baseler



James T. Carr



Judith E. Fogle



Margaret M. Gorelick



Dwayne L. Howard

1. When did you begin working at NCI-Frederick and what were your duties then?

Elizabeth Baseler, director, Clinical Research Monitoring Program, Clinical

Research Directorate, Clinical Group: I began working at the facility in October 1978 as a research technician in the Biomarkers Program, researching ribonuclease enzymes as a potential

marker for pancreatic cancer. I purified small quantities of enzyme from large quantities of human urine.

(continued on page 20)

30 Year Service *(continued from page 19)*

James Carr, Facilities Maintenance and Engineering Directorate (FME), Operations Group: I began April 22, 1978, as a service worker, cleaning buildings.

Judith Fogle, General Accounting, Financial Management Directorate, Financial Group: I started on May 24, 1978, for Litton Bionetics as part of the temporary clerical staff, performing clerical duties, working in Receiving, Publications, the Library, and the Animal Production Area, until I joined the Accounts Payable Department. In 1998 I joined the newly formed General Account Department.

Margaret Gorelick, supervisor, Animal Health Diagnostic Laboratory, Laboratory Animal Sciences Program Directorate, Technology and Research Group: I started at NCI-Frederick when it was still called the Frederick Cancer Research and Development Center, as a laboratory technician in the Bacteriology/Parasitology section, Animal Health Diagnostic Laboratory.

Ronald Lambert, shop supervisor, FME, Operations Group: I was hired on December 11, 1978, in the FME Labor shop by Paul Hausler and Ken Keilholtz. My duties included assisting other shops with renovations, relocating labs, and helping with deliveries of their equipment. We would also sweep out the attics, basements, and utility rooms during the year. During the winter months, our duties were to keep the sidewalks free of snow and ice.

Veronica (Ronnie) Roberts, research associate III, Protein Expression Laboratory, Advanced Technology Program Directorate, Technology and Research Group: I started in June 1976 as an unpaid summer worker (all the paid jobs were taken) in the Chemotherapy Fermentation Program (Project 17). Duties included media prep, growth of microbial soil isolates in the quest for a new anticancer drug, and getting oriented to the "real" world of science research.

2. Other than the use of computers, how has your job changed/evolved over the years?

Baseler: From being the sole technician in a research laboratory to directing the Clinical Monitoring Research Program (CMRP) and supporting multi-organizational/multidisciplinary domestic and international clinical research projects, with a focus on strategic planning and project teams cutting across many different entities and time zones.

Carr: Updated equipment to do the job!

Fogle: Some parts of my present position have been phased out due to automation. I now do bank deposits electronically, although I still maintain a log of cash received each week. Even though we are computerized, certain functions still need to be maintained manually.

Gorelick: Over the years, our capability for monitoring animal health has greatly improved. We have become more effective in identifying potentially infectious agents sooner and with better specificity. When I first started, the state-of-the-art serological tests

were hemagglutination inhibition (HAI) and cystic fibrosis (CF) assays, transitioning into ELISA. Today, we use high-throughput technology, such as the MFIA.

Lambert: I was promoted to the Sheet Metal Shop as a helper in 1980, and in 1984 I was promoted to mechanic. In 1997 I was promoted to supervisor and have worked in that position since.

Roberts: I'm now working with mammalian and insect cell lines, doing moderate-to-large-scale production work. Added areas of work include monoclonal antibodies, protein expression in insect cells, and maintaining a lab area. I'm also still doing some of the lab duties I was doing 30 years ago!

3. What do you consider one of your greatest or your group's greatest achievements since you've worked here?

Baseler: Developing the CMRP from a small, clinical research support program into a comprehensive program supporting NCI and National Institute of Allergy and Infectious Diseases (NIAID) clinical researchers around the world. This program facilitates clinical research for some of the leading experts in their field and it has been very rewarding to realize that I have played a small part in making a difference in the lives of so many patients.

Carr: Teamwork and caring about one another.

Fogle: Being able to receive the credit card statements from the cardholders by fax or e-mail. After they are audited, they are filed into Laserfiche.

Gorelick: We work as a team to monitor the health of the research animals here on campus, as well as at other NCI animal holding facilities. Utilizing a diligent health monitoring schedule, we have helped to minimize the consequences of disease outbreaks by identifying infectious agents early.



Ronald L. Lambert

Richard A.
Pendleton

Veronica A. Roberts



Rodney W. Wiles

The lab has been in the forefront of diagnostic health testing, resulting in the discovery of novel *Helicobacter spp.* We have also been involved in field trial testing many serological assay systems.

Lambert: Because of the talented group of mechanics that I work with, I think that there isn't anything we can't do if funding allows it. As the late George Crouse used to say, "If you can draw it, we can make it."

Roberts: Support work for the Developmental Therapeutics Program Onsite Repository. Since 1985, our group has cryopreserved material for them to the tune of 49,447 vials of viable and nonviable cells. There's one milliliter of cells per vial, 10 million cells per milliliter...that's a LOTTA cells over the years. Gee, if we only got paid by the cell number here... 🍷

25 Years

Delores A. Carroll • Pamela A. Crone • Robert M. Dellinger • Charles H. Gartner • Steven L. Giardina • Erskine T. Johnson • John M. Roman • Milton L. Whims

20 Years

Sharon K. Beck • Ronald N. Black • Heidi R. Bokesch • Karen A. Bova-Airhart • Timothy L. Brown • Cynda R. Burkett • Homer J. Cavanaugh III • Lori V. Coren • Darlo A. Derr • Ralph E. Dodson • John S. Eyler • Allison L. Eyler • Cynthia J. Farling • Bradley E. Foltz • Joe M. Graybill • Rebecca S. Harps • Yvonne R. Hill • Deborah A. Hissey • Karen M. Hite • Doris J. Hodge • Ronald L. Hornung • Tina D. Keeney • James E. Kegley • Douglas B. Kuhns • Kelly A. Ledford • James E. Lynch • Angela D. Mann • Patsy J. Martin • Mary K.

Miller • Jerry T. Moore • Anna M. Moten • Rebecca A. Oden • Diana M. Sanner • Joseph B. Staup • John M. Stottlemeyer • Lois D. Summers • Shiann



L. Talley • Terry L. Tressler • Refika B. Turnier • Sandra L. Warfield • Catherine M. Watkins • Kevin H. Zecher

15 Years

Yuri G. Abashkin • Kathryn E. Banky • Paul E. Barr, Jr. • John H. Bell • Carrie A. Bonomi •

Laura K. Cartner • Bart A. Christy • Philip J. Culley • Leon M. Debes • Asa B. Dorsey • David P. Drake • Cynthia M. Elder • Tammie B. Ford • Peter H. Frank • Tao Fu • Scott C. Garrand • Julie L. Grams-Fowler • Mitzi A. Guarino • Juan Gutierrez • Jennifer L. Harrison • Jennifer L. Imes • Robert T. Jackson, Jr. • Beverly G. Keseling • Terry A. Lee • Michael R. Lind • Brenda L. McIntyre • Dennis F. Michiel • Roy E. Nelson • Dianne L. Newton • William R. Osman • David E. Ott • Daniel R. Owens • Christine M. Perella • Kandy M. Rahochik • Ellen E. Ray • Lynn E. Shewbridge • Virginia Z. Simpson • Michael L. Spohr

• Karen A. Thatcher • David A. Tolliver • Tracy Wolfe • Quan-En. Yang

10 Years

Ping An • Hendrick G. Bedigian • Leslie A. Berry II • Benjamin H. Black • Christopher J. Bowerman • Roberta Brown • David E. Bryant • Theresa M. Burks • Li S. Chang • Deborah A. Christ • Richard B. Costlow • Thomas W. Delauter • Raymond D. Divelbiss, Jr. • Lolande Dorce • Valerie A. Ferrone • Pamela G. Fox • Xiaojiang Gao • Kayhan Garmestani • Maritta P. Grau • Dwight J. Hill • Catherine V. Hixson • Ilya G. Lyakhov • Dawn R. Marsh • Cresenciano Maza • Edward J. Moore • Shelley C. Perkins • Michael Piatak, Jr. • Karyol K. Poole • Yossef Raviv • Adam W. Rupert • Terra M. Schaden-Ireland • Sherry L. Shaner • Lori A. Smith • Robin S. Stewart • Howard L. Stotler • Loren W. Ward • Xiaoyi Yang • Pamela J. Young • Weimin Zhu



5 Years

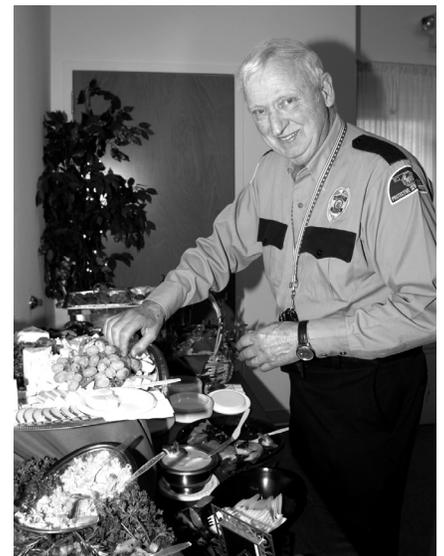
Fereshteh Abedinpour • Amy S. Adams • Carrie J. Belasco • Justus C. Benson • Tatiana Beresneva • Terrence W. Brann • Laura A. Burdett • Alicia M. Carey • Cheryl N. Charles • Louis M. Cosentino • Nicole J. Crumpler • Rafael Cruz-Garcia • Bishop B. Curry • Gregory R. Davis • John U. Dennis • Deborah J. Dobbe • William V. Donato • Eileen L. Downey • Angie B. Dull • Gregory A. Ford • Thomas H. Fryer II • Thomas S. Gannon-Miller • William J. Glaser • Arnold J. Gussio, Jr. • Raymond D. Harris • Debra D. Hogarty • Barbara A. Howard • Aruldass Jesudass • Allan R. Kennedy •

(continued on page 22)

Years of Service *(continued from page 21)*

Chang H. Kim • Judy M. King • Robin E. Legg • Donna M. Lott • Buyong Ma • Paula K. Mathis • Michael T. McMahon • Paul Mutolo • Geoffrey J. Needham • Ana S. Orellana • Yongping Pan • Vidmantas Petraitis • Martha J. Phillips • Liqun Qi • Muhammad T. Rehman • Mary A. Rhodes-Selser • Jessica S. Roelkey • Margherita Rosati • Jigui Shan • Anil Shanker • Rebecca W. Shoemaker • Yvonne B. Shutack • Shoshanna L. Staffone • Raygene J. Stine • Luke H. Stockwin • Daniel M. Stoughton • Glenn H. Summers, Jr. • Coleen C. Tabler • Jennifer A. Thomas • James A.





SAIC-Frederick Training Calendar

Communication Series

Business Writing (Lunch 'n' Learn)	January 29, 12:00–1:00 p.m.
Writing Policies and Procedures (Lunch 'n' Learn)	February 19, 12:00–1:00 p.m.
Persuasive Business Writing (Lunch 'n' Learn).....	February 26, 12:00–1:00 p.m.
Oral Presentation Skills Workshop	March 10 and 17, 9:00 a.m.–12:00 p.m.
Editing and Proofing (Lunch 'n' Learn).....	March 12, 12:00–1:00 p.m.
E-mail Effectiveness (Lunch 'n' Learn)	April 23, 12:00–1:00 p.m.
Scientific Writing Workshop.....	May 11, 13, and 15, 9:00 a.m.–12:00 p.m.

HR Series for Managers

Legal Pitfalls in Employment Law: Your Role as a Manager (Lunch 'n' Learn)	March 11, 12:00–1:00 p.m.
Successful Interview Techniques (Lunch 'n' Learn)	March 25, 12:00–1:00 p.m.
Employment-at-Will: What Does It Mean to You? (Lunch 'n' Learn).....	April 15, 12:00–1:00 p.m.
Legal Do's and Don'ts of Interviewing and Reference Checking (Lunch 'n' Learn).....	April 29, 12:00–1:00 p.m.

Workshops for Managers

The Art of Delegation	March 26, 9:00 a.m.–12:00 p.m.
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Management Development Program (MDP)

MDP is an internal training initiative designed for SAIC-Frederick's newly hired and promoted managers and supervisors. It provides an overview of essential information needed to successfully manage in our environment. Participants will also benefit from learning about specific policies and procedures unique to our organization. This program includes eight comprehensive modules offered over a four-week period. The following are the topics:

Session 1: Increasing Self-Awareness and Understanding Diversity	April 30, 8:30 a.m.–5:00 p.m.
Session 2: Benefits Overview and Compensation	May 7, 8:30 a.m.–5:00 p.m.
Session 3: Staffing and Coaching for Managers	May 14, 8:30 a.m.–5:00 p.m.
Session 4: Conflict Management and Employee Relations	May 21, 8:30 a.m.–5:00 p.m.

All programs are offered at no charge. For additional training opportunities and registration details, contact Sukanya Bora, Training and Development Manager, 301-846-1129, or boras@mail.nih.gov.

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News & Views Contributions

Do you have information to share with or ideas to suggest for *News & Views* readers? Please send your information, articles, or ideas to Maritta Grau, managing editor (graump@mail.nih.gov).

News & Views Deadlines

January issue.....	November 20
April issue	February 20
July issue.....	May 21
October issue.....	August 21

Important Telephone Numbers

Ethics Hotline	1-800-760-4332
Human Resources Department.....	301-846-1146
Benefits Questions, HR Department	301-846-1146
SAIC Stock Programs.....	1-800-785-7764
	or 858-826-4703
SAIC Stock Recorded Information.....	1-888-245-0104

Dates to Note

Martin Luther King, Jr. Day: NCI-Frederick closed	January 19
Presidents' Day: NCI-Frederick closed.....	February 16
Advanced Technology Open House	March 27
Spring Research Festival.....	April 29 and 30

SAIC Stock

SAIC's common stock is listed on the New York Stock Exchange under the symbol "SAI."

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