SAIC-Frederick, Inc.
News&Views
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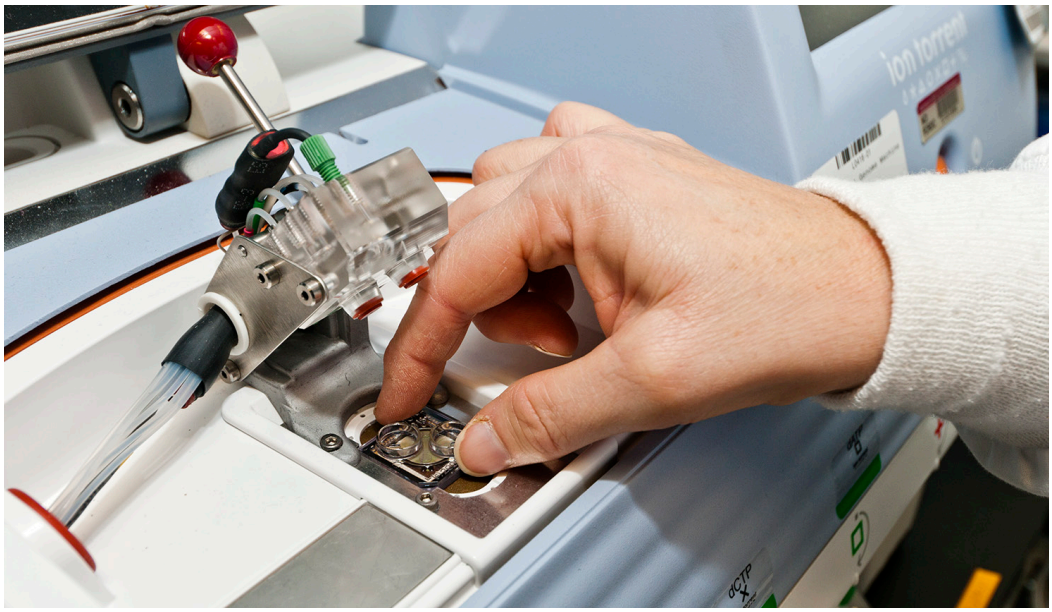
ION Torrent Rapidly Provides Inexpensive and Simple Gene Sequencing

By Maritta Perry Grau, Staff Writer

Imagine you were ill with cancer or some other disease and could have your DNA analyzed in a few days to determine what treatment would help you the most.

The ION is a new type of "massively parallel" sequencer that can sequence a bacterial genome or a panel of cancer-related genes more than 100 times in less than 3 hours. The ION has been used to



The tiny ION Torrent gene sequencer uses a chip that enables more than 1 million molecules to be sequenced in a two-hour run.

That can happen now. Clinicians at MD Anderson Center in Houston, Texas, and at other university hospitals are testing ION Torrent gene sequencing technology (Life Technologies) to see if it will improve on current methods for tailoring drug treatments to help patients.

The ION Torrent gene sequencer is also being tested at the Laboratory of Molecular Technology (LMT), under the direction of Daniel Soppet, Ph.D., where it joins its much larger and more powerful cousins, the Illumina HiSeq, Roche 454, and Life Technologies SOLiD.

"Between the LMT and the CCR-funded Sequencing Facility, the Advanced Technology Program (ATP) offers all of the commercially available sequencing technologies to or is developing them for use by NCI researchers," said Michael Smith, Ph.D., director, Genetics and Genomics, ATP. "We are currently getting the ION Torrent ready for core service at the LMT."

sequence human genomes but its capacity must be scaled up to compete with the larger massively parallel sequencers.

So what makes the ION Torrent so appealing if its capacity is not as great as the large massively parallel sequencers? Price, size, speed and simplicity: The machine, first released in late 2010, costs ten times less than a new Illumina sequencer. A sequence run on the ION can cost as little as $500 to $750, compared to typical prices of $10,000 for Illumina, Roche, or SOLid sequencers. Sequence results can be obtained in a few hours, compared to days to weeks on the large instruments, which is very appealing in a clinical sequencing environment.

Already, much of what LMT researchers have done has gone beyond Life Technologies' predicted levels. For example, although the manufacturer suggested that with its first chip (labeled 314) approximately 10,000 molecules could be

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In This Issue

SAIC Frederick

My Perspective

"The One Constant Is Change"

Welcome back from what I hope was a restful and enjoyable holiday break. The one constant, as they say, is change. This is true in science, and also true with most organizations. Over the last several months, we've seen a significant amount of change, some of it good, some not so much. In October, SAIC corporate announced the dismissal of three executives as a result of their lack of oversight of the CityTime contract in New York City. The CityTime scandal, with the fraudulent activities of a former SAIC employee, led to the corporation taking a charge against profits of over $200 million in anticipation of losses. The fraudulent activities of the employee run counter to everything SAIC stands for as a company, and these events underscore the need for each of us to act ethically ourselves, and to insist on this from our colleagues as well.

David Heimbrook, Ph.D.

Locally, at the end of October SAIC-Frederick laid off 49 employees who worked in the Biopharmaceutical Development Program (BDP), as a result of the redefinition of BDP's scope of work by NCI. While always a difficult process, this action was taken with as much care and respect for the affected individuals as possible. Our Human Resources staff worked with them to provide outplacement assistance. Although the budget processes in Washington are still ongoing, and the outcomes uncertain, we do not currently anticipate any additional cuts of this magnitude in the foreseeable future.

Reinforcing Personal Accountability

There have also been more positive developments. The SAIC-Frederick leadership team took a day to reinforce our culture of personal accountability. Key elements of this training, provided by "Partners in Leadership," were derived from the "Oz Principle." You know the story: the four characters (and Toto, too) go on a long and adventurous search for the Wizard in the earnest hope that he will solve all their problems. In reality, he can do nothing apart from pointing out that the adventurers can solve their problems all by themselves. The analogy with everyday life is clear: it is easy to assume that someone else can solve the problem or is to blame for the problem not getting fixed. Often, however, this doesn't really help things—and with a little extra effort, we can solve the problems ourselves. The training provides tools to help avoid stepping into the "blame game" trap. Based on its impact on the 20 or so participants, we are exploring options to roll this program out to a broader audience.

Overall Award Fee Scores Rise

Other evidence of change is more quantitative and is associated with the recent Award Fee discussions with the government. As you are likely aware, twice a year the government evaluates our performance over the previous six months, and provides a score in 14 areas. These scores directly affect how much of the contracted Award Fee we actually receive. This, in turn, influences how much discretionary spending we have available, among other things. The quantitative element is that the Award Fee scores went up in 10 out of 14 areas, as well as overall. However, the bigger opportunity is in the discussion and resolution of the feedback provided by the process, including the coordinator's reports. This award fee review process triggered candid discussions between the government and us, as the contractor. It highlighted the dedication of our employees, and also some potential solutions to long-standing issues. As I described in October's column, clear and open communication is really the cornerstone of making the Federally Funded Research and Development Center (FFRDC) as productive as possible, and any efforts to facilitate that goal can only help. The leadership team will work with the government to convert these ideas into explicit goals and objectives as we start the new year.

OTS Contract Extended to 2018

Another significant change to the Operational and Technical Support (OTS) contract between SAIC-Frederick and the government has also recently occurred. The OTS contract was granted in 2008 for three years, with annual renewals for up to seven additional years as long as certain conditions were met. Based on the recent modification, however, the need for these annual renewals is waived—the contract now extends for a fixed term, until 2018. While this modification occurred primarily for operational reasons, it does reflect our mutual commitment to the success of the FFRDC.

Finally, I wanted to update you on our efforts to recruit a new chief technology officer (CTO). Working with an external search firm and search committee, we've been through dozens of resumés and interviewed a number of candidates. Some of the most promising candidates have returned for a second visit, and we hope to be able to make a decision and announce the new CTO relatively soon. I'm sure it will be worth the wait.

So, in conclusion, thank you for your hard work in 2011, and I hope 2012 will be a year of positive changes for each of us, as well as for the patients afflicted with cancer or AIDS, whose lives we work so diligently to improve.

David Heimbrook, Ph.D.
Chief Executive Officer of the Operations and Technical Support Contract,
SAIC-Frederick, Inc.

SAIC-Frederick Radiopharmacy Ships Its First PET Tracer Dose

By staff at the Applied/Developmental Research Directorate

SAIC-Frederick staff has produced the first two human doses of ^{18}F labeled fluoroestradiol ([^{18}F]FES), an estrogen receptor (ER) imaging PET tracer. Siba Bhattacharyya, Ph.D., a radiochemist, and George Afari, PharmD, a registered nuclear pharmacist, led the production team. Both are members of the Applied/Developmental Research Directorate (ADRD) at SAIC-Frederick.

"Manufacturing of an injectable radiopharmaceutical requires a multistep radiochemical synthesis, purification, quality control tests, and dose formulation in the radiopharmacy. Going through this process and making the drug available in time at the clinical trial site is quite challenging, especially when the half-life of the radionuclide is very short (less than two hours) and the trial site is located far away," Bhattacharyya said.

Producing the radiopharmaceuticals came about after management at the Cancer Imaging Program (CIP), Division of Cancer Treatment and Diagnosis, asked SAIC-Frederick in 2010 to establish a pharmacy to produce radiotracers to be used with therapeutic agents in early-phase clinical trials conducted at NCI Bethesda.

Establishing the State of Maryland registered radiopharmacy would not have been possible without the efforts of Facilities Maintenance and Engineering staff, who worked with the production team to renovate the laboratory to meet U.S. Pharmacopeia (USP) requirements, or without the support of the Environment, Health, and Safety Directorate, particularly J.T. Moore, Radiation Safety Officer, who worked with Afari to obtain the specialty waiver license in April 2011 from the Maryland Board of Pharmacy and to amend the facility Nuclear Regulatory Commission license to permit the radiopharmacy activity, Battacharyya noted.

Additional support came from ADRD leaders Mike Baseler, Ph.D., and William Kopp, Ph.D., who supervise laboratory operations; and G. Craig Hill, Ph.D., of the Clinical Monitoring Research Program, who provided scientific oversight and coordination with the CIP Acting Associate Director, Dr. Paula Jacobs, Regulatory Affairs, and the clinical trial team. ❖

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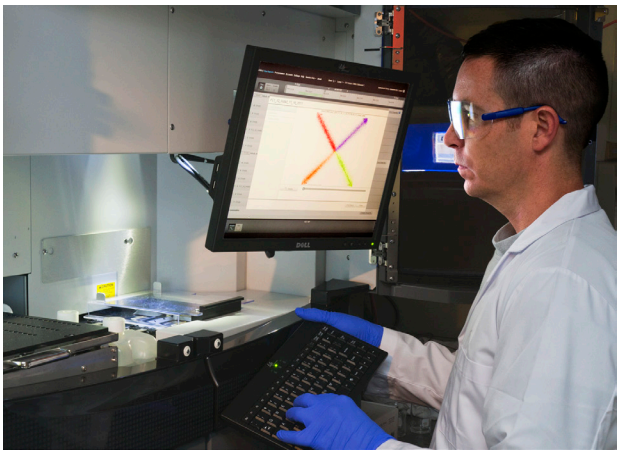
analyzed at one time, in beta testing with NCI-Frederick researchers' projects, LMT has been able to analyze 50,000 at 100 base pairs (bp) in about two hours. Using the newer 316 chip sequence output in the LMT has increased to more than 1 million molecules sequenced in a two-hour ION Torrent run.

"We've already seen significant improvements in the product, but ION Torrent, our lab, and the research community will have to do more developmental work," Soppet said. Life Technologies has so far released two versions of the ION Torrent, with the idea of working hand in hand with researchers to make refinements in the sequencing technology.

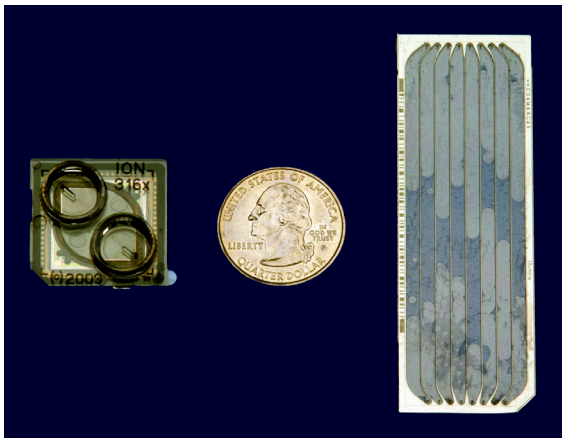
LMT expects to make the ION Torrent available to all core services later this spring, according to David Munroe, Director of Technology Development, ATP. "It's a business development as much as scientific work. The ATP's Technology Development Program is charged with investigating promising technologies and developing them," Munroe said.

The ION Torrent is about the size of a large desktop printer; the Illumina probably six times as large. "It doesn't use fancy cameras, fluorescent tagging, or lasers, as do the larger sequencers we have," Soppet pointed out. Instead, the ION Torrent measures released hydrogen ions during nucleotide incorporation of a single DNA target.



(Left) Scott Coccodrilli, research associate I, examines the image on a 5500 SOLid sequencer.

(Below) The ION Torrent gene chip is about the size of a quarter; a sequencing run of a few hours costs about $500 to $750, compared to the Illumina's more than $10,000 for a full sequence run of about 10 days (Illumina chip shown at right).



The sequencing chip is about the same size as, or just slightly larger than, the memory card in your camera—about the size and thickness of a quarter that has been squared. In this tiny disk is a football-shaped section that contains 6 million wells into which beads containing single DNA targets will be deposited. The manufacturer expects to eventually get 18 million wells on the chip. The second version, the 316 chip, came out in April; the third version, a 318 chip, was due out last month and was projected to yield about 5 million molecules of sequence at one time. Soppet predicted that LMT will be able to do 2 million sequences at 200 bp and eventually perhaps as much as 5 million sequences at 300 bp in a few hours with the 318 chip.

Soppet hopes the ION Torrent sequencer will help both researchers and clinicians. "The result should be more effective use of research dollars to focus on truly important genetic modifications that are disease-associated," he said. ❖

One More Reason to Get a Flu Shot: Cumulative Protection

By Tauseef Rehman, Guest Writer

Maybe you didn't get a flu shot this year because you had a bad reaction last year. Or you think flu shots don't matter because the flu strains change from year to year.

Think again. The Virus Isolation and Serology Laboratory (VISL) of the Applied and Developmental Research Directorate (ADRD) has discovered that there may be good reason to get a flu shot every year. Headed by Robin Dewar, Ph.D., VISL has discovered that the cumulative effect of the flu vaccine may provide protection in subsequent flu seasons.

VISL researchers examine patient serum samples for the presence of influenza antibodies. From left, Min Kang Jiang, Tauseef Rehman, and Helene Highbarger.

Cumulative Protection and Cross-Reactivity Noted

In a 2007 study using blood donated through the Research Donor Program of Occupational Health Services (see sidebar), VISL collected plasma samples from individuals before and after vaccination with the seasonal flu vaccine. H1N1, H3N2, and B-lineage flu strains, among others, were cultured to test the donor samples for any previous or acquired immunity.

One of the assays in the study yielded potentially significant information about cumulative protection against the flu as well as about cross-reactivity, or the immune system's ability to recognize similarities among different virus strains to produce appropriate antibodies. Some samples indicated that prior exposure to the Wisconsin virus, which was a component of the previous season's vaccine, may provide a cumulative effect of vaccination that lends protection for more than one flu season.

Cross-reactivity with other virus strains was also noted, suggesting that, although the exact strain of the season may not be accurately predicted, there is enough cross-reactivity among the different strains that getting any flu vaccination is better than getting none. This suggestion is borne out by the 2009 flu pandemic, in which there was very little cross-reactivity to the H1N1 virus because it was a new virus in humans and therefore not recognized by the immune system.

In another clinical trial in 2007, VISL screened blood samples from people vaccinated against H5N1 avian flu virus, a highly contagious virus against which humans have little or no immunity. Samples were used to develop intravenous immunoglobulin (pooled blood protein) therapies for treating avian flu. Such therapies are highly efficacious during pandemic and flu emergencies.

Collaborations to Develop Flu Treatments

Currently, VISL is working on projects to develop treatments for flu patients, in collaboration with the International Network for Strategic Initiatives in Global HIV Trials (INSIGHT), a global clinical research network of the National Institutes of Allergy and Infectious Diseases (NIAID). The goal of these projects is to further understand how the influenza virus behaves, enabling researchers to determine the best strains for creating an effective flu vaccine.

Ultimately, generating an effective vaccine will help reduce the annual global death toll and substantial loss of productivity due to influenza, and may mitigate the devastating economic impact that influenza can cause.

About VISL

VISL is a support laboratory for the Outpatient 8 (OP8) clinic of NIAID. From its inception in 1994 until 2007, VISL focused solely on the detection, quantitation, and characterization of HIV, hepatitis B virus, and hepatitis C virus. In 2006, in response to the highly publicized concerns over avian and seasonal influenza, NIAID issued a mandate requiring VISL to develop the capability to clinically monitor influenza trials.

In addition to Dewar and the author, the VISL team includes Helene Highbarger, associate scientist; Akram Shah, scientist; Min Kang Jiang, scientist; and Ivery Davis, research technician. For more information about VISL or the studies mentioned in this article, contact: Robin Dewar, Ph.D., rdewar@mail.nih.gov, or Tauseef Rehman, trehman@mail.nih.gov. ❖

Tauseef Rehman is a senior research associate in the Virus Isolation and Serology Laboratory.

Donors Needed: All Are Compensated

You can have an impact on the research conducted at NCI-Frederick even if you're not a scientist. Samples collected from the Research Donor Program are used in valuable research studies like the one described in the article above. If you would like to participate in this program, please call OHS at 301-846-1096 or visit the website for more information:

http://ncifrederick.cancer.gov/Programs/Science/Rdp/Default.aspx

All donors are compensated.

Flu Shots May Still Be Available

If you haven't had a flu shot this season, OHS may have some vaccine available. Please call for information: 301-846-1096.

First Bioreactor Moved to New Building

By Hoyt Matthai, Guest Writer

The first of two bioreactors to be relocated from the Biopharmaceutical Development Program's (BDP's) current location to the A Wing of the Advanced Technology Research Facility (ATRF) was moved in December. Because of its size, this 1,000-liter bioreactor had to be relocated early so that the cleanroom could assembled around it.

The other, smaller, bioreactor will be moved when BDP relocates to the new facility at Riverside Research Park. The majority of the cGMP manufacturing equipment for BDP is new.

By the time this article goes to press, the utility plant in A Wing should be completed, with all equipment installed (including boilers, steam generators, and water chillers) and the lifeline that brings the services to the rest of the facility, known as the utility trench, complete. In addition, the last of five massive heating-ventilation-air conditioning (HVAC) penthouses should be installed on the roof of D Wing.

The other laboratory wings (C and D) are being finished from the third floor down. Flooring and casework have been installed in many of the third-floor laboratories, and other interior finishing is under way.

Administration Wing First to Be Occupied

John C. Grimberg Company, Inc., the general contractor for the interior of the administration wing, or E Wing, is fitting out the interior space, including hallways, offices, an auditorium, conference rooms, and the data center.

Because of the lead time needed to test and qualify the complex data handling systems and equipment in the data center, Grimberg is expected to complete this area by the end of the first quarter of 2012. Accunet Solutions and CTS Services/Liebert were named suppliers for the data center.

The Data Center will be the first area of the building to be occupied, followed by the balance of E Wing, which includes offices for the Advanced Technology Program, BDP, and the NCI Center for Cancer Research; the Office of the Director; NCI Technology Transfer; the Think Tank; and Conferences/Scientific Publications, Graphics & Media. E Wing will also include office space for the Biological Resources Branch, as well as space for partners. ❖

Hoyt Matthai is director of operations, Advanced Technology Research Facility.

Advanced Technology Research Facility construction. Top: Casework being installed in one of the laboratory wings; above: Construction in the Data Center, the first area of the ATRF that will be occupied. Left: Crane positions an HVAC penthouse on the roof of the facility. The crane arrives on 17 flatbed trailers and takes about five hours to assemble.

"An incredible outpouring of warmth"

By Nancy Parrish, Staff Writer

It was a "who's who" of scientific research in HIV/AIDS. On October 14, more than 300 scientists and friends gathered to honor Larry Arthur, Ph.D., who retired September 30 after a distinguished career as a research scientist, laboratory director, and chief executive officer of SAIC-Frederick.

Called "Friendship, Fishing, and Finding and Fighting Viruses," the symposium represented "an incredible outpouring of warmth, affection, admiration, and professional respect for [Arthur's] many contributions and the manner in which he accomplished them," said Jeff Lifson, M.D., director of the AIDS and Cancer Virus Program, who helped organize the event.

Twenty speakers came not only from NIH and SAIC-Frederick, but also from such prestigious institutions as Harvard Medical School, Tufts University, University of Minnesota, University of Pennsylvania, University of Wisconsin, and Weill Cornell Medical College.

"The program of world-class speakers, all of whom made time from their incredibly busy schedules, was testimony to the high regard in which Larry is held," Lifson said. "Most told me they wouldn't have missed the event for anything."

Each speaker was selected because of a specific relationship to Arthur, as either a scientific colleague and/or collaborator and/or fishing buddy, Lifson noted, with many speakers qualifying in all three categories.

To commemorate Arthur's "reign" as "King Arthur" at NCI-Frederick and SAIC-Frederick, friend and colleague Jeff Lifson, M.D. (right), presented Arthur with a "sword-in-the-stone" memento custom-made with a golden pipettor lodged in a stone and a personal inscription.

With tales of making fishing lures or finding ways to unlock the mysteries of SIV/HIV, the presentations underscored Arthur's "keen scientific judgments and insights, his understated, no-ego, no-drama approach to getting things done, his personal warmth and affability, his graciousness and personal and professional generosity, his sense of humor, along with his ability to achieve at a high level while having a good time, and his commitment to supporting others," Lifson said. More than one speaker noted Arthur's "tendency to manipulatively 'stage' fishing photos to achieve optical illusions to exaggerate the apparent size of the fish he had just caught," he said.

Following the speakers, Lifson presented Arthur with a special memento of appreciation for his years of service as well as his valuable contributions to AIDS/HIV research. Dave Heimbrook, Ph.D., SAIC-Frederick's chief executive officer, then presented Arthur with a commemorative plaque on behalf of the company. ❖

Show These Employees Some RESPECT

The RESPECT (Recognizing Excellent Service Promotes Employee Commitment and Teamwork) employee recognition program encourages employees at all levels to acknowledge the contributions of other employees or project teams of employees at SAIC-Frederick. You may nominate any SAIC-Frederick employee, as long as no reporting relationship exists. Project teams are also eligible for awards upon the successful completion of a significant project; nominations must be made by an individual external to the team. For more information or to fill out the nomination form, go to http://ncifrederick.cancer.gov/campus/sahsp/EmployeeRecognition/default.pdf.

RESPECT award winners for the period of September 7 to December 2, 2011, are:

Larry Brown • Nina Bubunenko • Jerry Burge • James Carr • Angela Carrigan • Megan Cole • Kyndal Cook • David Cragg • Talisa Creavalle • Marty Dayberry • Tracy Dean • Matt DeSantis • Maureen Dyer • Charles Early • Nicole Fisher • Kate Fulmer • Tim Gibbs • Yelena Golubeva • Brad Gouker • Vanessa Grubbs • John Hart • Todd Hartley • Deborah Hill • Art Howell • Kathleen Igo • Hyo Jung Lee • Courtney Kennedy • Bob Kline • Edward Krusinski • C. Marshall McCoy • Jennifer Matta • Jason Mitchell • Kevin Newell • Yvonne Rempel • Silvana Rivero • Chris Rowe • Monica Segreti • Nicole Shrader • Virginia Simpson • Patricia Snowden • Kelly Spore • Larry Sternberg • Ling Su • David Sun • Kenny Thomas • Andy Warner • Greg Warth • Kevin White • Xiaolin Wu ❖

"Thank youuuuuuuu!!!!"

By Nancy Parrish, Staff Writer

"I got 3 boxes today!!!! i got so many 'tell your mother i love her and her friends' today. i'm so happy. we got so much stuff lol. Thank you guys so much. we appreciate it!"

This is part of a message from U.S. Army Specialist Darby Wisner, 504th Brigade, Battlefield Surveillance Brigade, currently on her first deployment to Afghanistan. The message was sent to her mother when her unit received "care packages" in October from a dedicated and patriotic group of Biopharmaceutical Development Program (BDP) employees.

Deena Wisner, LAN/network specialist II, BDP, happens to be Darby's mother. Darby, she says, is the youngest of her four children, all of whom have served, or are serving, in the Army, and all have been deployed to Iraq or Afghanistan.

"We don't realize that a box of chocolate is like heaven to them."

Instead of having a holiday social event, BDP's Employee Engagement Committee decided to "give back" to those who are serving in Afghanistan. Darby's unit, which comprises approximately 50 soldiers, was a natural choice. Throughout October, BDP collected food and other items that had been requested by Darby's unit, and the first shipment, weighing 132 pounds, was sent on October 14. A second shipment, weighing almost 188 pounds, went at the end of October.

When Darby received photos of the food to be shipped, she responded, *"oh my goodness!!!!!!!!!! that is a ton of food!! lol ... thank you so much, you guys are great. i will keep you in the loop when we get them and open it like Christmas presents!"*

The 504th Brigade, currently in Afghanistan, was the recipient of BDP's "care packages" sent in October. Darby Wisner (front row, fourth from right) is the youngest of Deena Wisner's four children, all of whom have served, or are serving, in the U.S. Army.
Photo courtesy of Deena Wisner.

Sending Them Blessings from Home

According to Deena, some of the units overseas have large PXs for the troops working there. Her daughter said their PX, however, stocks only the basic supplies, so the food and toiletries from home mean a lot to them. "I can tell you from talking to my kids and their friends that the little luxury items that they get make them feel appreciated and very grateful that someone took the time and money to send them, what they consider, blessings from home…We don't realize that a box of chocolate is like heaven to them," Deena said.

This is the second time BDP has sent a care package to the troops, according to Vonnie Hill, project manager at BDP and organizer of both efforts. The first time was in 2004, she said, for a unit stationed in Iraq, which happened to be the unit of Deena's oldest son. Although Hill has no direct relationships to troops overseas, she believes in giving to others. "What better cause than our troops, who sacrifice so much every day to keep us safe," she said. ❖

BDP employees gathered and shipped nearly 320 pounds of food and other items to troops serving in Afghanistan.
Photos courtesy of Barbara Kending.

Thank You from the 504th Brigade

Many members of the 504th Brigade took the time to express their thanks on the photograph shown above. Their notes, included here as written, represent their gratitude for being remembered by the folks back home at BDP.

Thank ya Momma + BDP!

Mommy Wizzy! Thank you very very much for all the goodies. I'm Not in the pic Because I was on R&R :(But!!! I got snacks before I left! Thanks!

Thanks for the cheeze-itz!

Thanks for all the great snacks

Thanks for passing along so much wizdom. HAHA – so clever!

Thanks for all the snacks. They came [in] useful for times I missed a meal.

Thanks for everything!

I wasn't there for pic day so I [drew] myself in. Sorry I'm not much of an artist. Thanks for everything.

Thank you. [You're] the BEST!

Thank you very much

Thanks for your support. We greatly appreciate it.

Project Management

Take the First Step in Rewriting Your Program's Future

By Teresa Stitely, Contributing Writer

Do you manage or lead a program comprised of recurring projects? I do,

and sometimes it is easier to execute a proven project plan than it is to refresh the plan. However, if customer requirements change, the same results may not be acceptable. Also, in today's economic environment, you may not have the same resources that were previously available.

When planning for your project (program), do you ask yourself, "Will my funding level be the same? Will the same resources be available next year?" or "How do I continue to produce high-quality results in today's economic environment?"

Your Performance = Your Interpretation of the Situation

I found the first law in Steve Zaffron and Dave Logan's book, *The Three Laws of Performance, Rewriting the Future of Your Organization and Your Life* (Jossey-Bass, 2009) to be particularly appropriate at the project level: "How people perform correlates to how situations occur to them."

I had to read this law several times before the light bulb turned on. Your view of the past (why things are the way they are) and your view of the future (where you are headed) are reflected in your actions or performance, or, in other words, your "default future." Are you certain of the outcome long before you start something? Does your default future affect the project plan that guides your performance? Do you work towards your default future without realizing it?

Real World or Illusion?

I am guilty of working toward my default future on occasion. Our plans and actions go hand in hand with how the world occurs to us (our "reality illusion") and not necessarily the way it actually is ("real world").

Although there is no such thing as a real world, we relate to each other as though we are all dealing with the same set of facts or have the same point of reference, thus creating the reality illusion, even though each of us may actually have different facts or reference points. Simply put, the first law of performance has two elements: 1) how a situation occurs and 2) action or performance.

For example, think of the incandescent light bulb versus fluorescence lighting. We have been using the same lighting technology for more than 130 years (Thomas Edison, although not the first to come up with incandescent lighting, is credited with inventing it in 1880). Yet, technology is constantly changing what we use, and in recent years technology has brought us fluorescence and LED.

When the switch to the fluorescence bulb was marketed, did you fight the change? I did. As a community, how could we expect to reduce our dependency on electricity without changing our approach?

Apply this analogy to your work: Is your proven project plan safe and within your comfort zone? Are you exhausting yourself and your team by trying to do things the way you have always done them, even though funding, resources, or customer requirements have changed?

Take It to the Community—Your Team

A phrase from Zaffron and Logan's book that resonates with me is "Take it to the community." Let the community (or your project team) describe the future. What a difference that would have made with the transition of light bulbs, had we been asked, "What will happen if we do nothing different?" (our default future).

Are you and your project team ready to step out of your comfort zone and take the first step in rewriting your future? If you are, ask yourself (and your project team), "What are the opportunities if we do something different?"

By identifying the opportunities, you are developing the same set of facts or points of reference for your team as for yourself. Let your actions or performance guide you and your project team to your future. Take control of the future of your projects and programs.

I know I am committed to looking at new opportunities and fresh ideas. What are you committed to doing? ❖

Quality Management Office

Records, Records Everywhere, but What Do I Do with Them?

By Steve Harshman, Contributing Writer

Recently you received a message from the NCI Office of Management Analysis

concerning records and the relocation of NCI offices to the new Shady Grove campus. After you read the subject line, most of you probably deleted the message, assuming the content did not apply to you, since you are not an NCI employee and you are not moving to the Shady Grove campus.

But you probably should have read the e-mail. The message was about the management of federal records, and since many of us generate records that belong to the government, it is important that we understand our responsibilities with respect to managing those records. Why? Because, as that message stated, the management of government records is defined by federal law.

Most of us regularly generate records. Records are used to document performance as well as to preserve institutional knowledge; they can take the form of a laboratory notebook, a photograph, an electronic file, or a formal, hard-copy report. Records received by NCI or created by SAIC-Frederick for NCI are considered government records. Therefore, while such documents are in our custody, we must ensure that these records are maintained in accordance with federal requirements. NCI-Frederick *Policy and Procedure 110* and SAIC-Frederick *Standard Process A011* define roles and responsibilities for records management at NCI-Frederick.

SAIC-Frederick recently consolidated multiple agreements to establish a single blanket order with Iron Mountain, an information management company that has facilities that meet federal requirements for records storage. Although individual accounts are still managed at the directorate level, oversight has

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LAM Staffer Learns CPR and Saves a Life

By Maritta Perry Grau, Staff Writer

The banging on the basement door sounded frantic. Gloria Caballero opened it to the trembling mother who rented a basement apartment from Caballero and who held a limp baby in her arms—a baby who was not breathing.

Caballero grabbed her disposable face shield, designed for just such emergencies, and began administering the life-giving puffs of breath, CPR (cardiopulmonary resuscitation). But when she finished the first set of breaths, the child remained lifeless.

"The baby was pale and purplish; her eyes were rolled back in her head; she was burning up with fever," Caballero said in a recent interview.

Caballero tried again. Finally, a response. Baby Elisa opened her eyes and began breathing, a bit raggedly, on her own.

Questioning the mother briefly, Caballero learned the child's mother, Veronica Olan, had started to give Elisa a shower to bring down her fever; suddenly, Elisa had gone into convulsions and then stopped breathing.

With Elisa now breathing on her own, Caballero summoned the paramedics who, when they arrived and examined the baby, found that she had a 104-degree fever.

The paramedics whisked mother and child to the hospital, where tests were run to check for lesions in the baby's brain, which might have triggered the convulsions. However, the doctors in the emergency room and in a follow-up visit concluded that the convulsions had resulted from the fever.

Earlier this fall, Caballero took a class in CPR at NCI-Frederick, taught by Coleen Tabler, Occupational Health Services health associate, who has also been trained as a laboratory medical technologist. The training took about two-and-a-half hours and included a training video; then, the students practiced on mannequins until they "had it right," Caballero said, proud that she had the technique down pat the first time.

One-year-old Elisa Olan is alive today, thanks to CPR that Gloria Caballero (right), Laboratory Animal Medicine, administered to her. Elisa's mother, Veronica, is at left. *Photo courtesy of Gloria Caballero.*

Just weeks later, in November, Caballero made use of her newfound knowledge, getting Olan's baby to breathe again. Even now, Caballero says, she can't believe she actually saved someone's life, and she still awakens in the middle of the night, thinking about what had happened.

Caballero has lived in Frederick for six years; she is a laboratory animal technician in Laboratory Animal Medicine, under Daniel Logsdon, where she helps with various experiments. She has two children, 14 and 15, and wants them to take CPR when they are old enough. "You never know when you will get the opportunity to save a life," Caballero said.

When Caballero's former workmates in Building 571 heard what she had done, several of them signed up for the next CPR class. Tabler noted, "One always hopes that, if the circumstance should arise, our students will be able to perform CPR and save a life. The occasion for CPR to be performed can be a family member, friend, co-worker; one never knows. I hope more employees will take advantage of the CPR/AED class opportunities that are offered here monthly at NCI-Frederick."

An AED, or automated external defibrillator, is used as an aid to someone experiencing sudden cardiac arrest, commonly referred to as having a heart attack; the white boxes with AED units are located in the main corridors of the major buildings on campus, noted Life Safety and Fire Prevention Officer Tim Rowe.

CPR/AED classes in 2012 will be taught on February 1, March 7, April 4, May 2, June 6, July 11, August 1, September 5, October 3, November 7, and December 5. These classes are available to all NCI employees and last about three hours, depending on the size of the class. To enroll, contact Sherry Shaner at 301-846-1451. ❖

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been centralized within the Quality Management Office (QMO) to ensure a consistent approach across the directorates, accuracy within the accounts, and the timely processing of invoices.

Karen Cowden, a QMO member, is providing program oversight and has also worked with Purchasing, Accounts Payable, directorate representatives, our customer, and our vendor to ensure that accounts established within the Iron Mountain reporting system (Iron Mountain Connect) are accurate and that program-specific administrative controls have been established.

Cowden's oversight has also provided some unexpected benefits as she learns about Iron Mountain's operation. Did you know that unless you notify Iron Mountain that a box is to be removed from the inventory, you are still billed for the space the box occupied, even if you destroyed the box and its contents?

Soon you may receive a message from the SAIC-Frederick QMO concerning records and the relocation of laboratories and offices to the Advanced Technology Research Facility. If you do, please take the time to read the message, because the message will apply to you.

In the meantime, if you have questions about storing your records, please contact Karen Cowden at 301-846-6958 or Karen.Cowden2@nih.gov. ❖

SAIC-Frederick Employees Recognized at November NCI Director's Awards

By Ashley DeVine, Staff Writer

Several SAIC-Frederick employees were recognized for their contributions to cancer research at last November's NCI Director's Awards.

Biopharmaceutical Development Program (BDP) employees Beverly Keseling, manufacturing manager; Sheryl Ruppel, director of Regulatory Affairs; and Samir Shaban, manufacturing manager; and former employee Steven Giardina, Ph.D., were recognized as part of the ch14.18 Working Group. The group was awarded "in recognition of essential contributions in the development of ch14.18 as an effective new agent for children with high-risk neuroblastoma," according to the NCI Director's Awards program booklet.

From left: Sonny Khin, Robert Kinders, Ralph Parchment, and Tiziano DiPaolo. *Photo illustration; original photo courtesy of Bill Branson, NIH Medical Arts.*

The Division of Cancer Treatment and Diagnosis (DCTD) Pharmacodynamic (PD)-Biomarkers Group was recognized "for the development and implementation of the DCTD PD-Biomarkers Program." SAIC-Frederick employees on this team included Ralph Parchment, Ph.D., director, Laboratory of Human Toxicology and Pharmacology (LHTP); Robert Kinders, Ph.D., head, PD Assay Development and Implementation Section (PADIS), LHTP; Sonny Khin, PADIS, LHTP; and Tiziano DiPaolo, project manager, DCTD Project Management Office.

From left: Beverly Keseling, Steven Giardina, Sheryl Ruppel, Samir Shaban, and Harold Varmus, Ph.D., director, NCI.
Photo illustration; original photo courtesy of Bill Branson, NIH Medical Arts.

Celene Chua, R.N. (not pictured), a research nurse at the Urologic Oncology Branch, was recognized as part of the Prostate Cancer Group "for making enormous strides in the treatment of several different stages of prostate cancer." ❖

Employees "Adopt" Six Social Services Clients

By Nancy Walsh, Guest Writer

After seeing an article in the *Frederick News-Post* with the headline, "Social Services needs help with holiday project," the employees of Building 539-1CB jumped at the opportunity to take on such a project for the 2011 Christmas holiday gift-giving season.

The employees "adopted" four children and two senior citizens, who are clients of the Frederick County Department of Social Services in Frederick. Both those who gave and those who received reaped benefits. On the wish lists were blankets, comforters, shoes, and pajamas—items that most of us take for granted.

Because of the current economic climate, the holidays might not have been very bright for needy individuals like those the 539-1CB group "adopted." Contributing to causes such as this certainly made the holiday season more meaningful, the group agreed. ❖

Nancy Walsh is a secretary III in the Laboratory Animal Sciences Program.

Employees in Building 539-1CB made the recent holiday a brighter one for four children and two senior citizens, providing them with necessary items such as blankets, shoes, pajamas—and bicycles.
Photo courtesy of Nancy Walsh.

David Bufter Recognized for Distinguished Volunteer Service to FCC Foundation

By Ashley DeVine, Staff Writer

Chief Administrative Officer David Bufter learned early on how a community college experience could positively influence an individual's life when his father began community college classes at age 59. Bufter's father went on to earn a B.A. and an M.F.A., and taught at a community college for several years.

"When I was offered the chance to become involved with FCC, I jumped at the opportunity because of the very positive role a community college played in the life of my father," Bufter said.

He was honored for his exceptional volunteer service to the Frederick Community College (FCC) Foundation at a distinguished volunteer recognition luncheon hosted by the Association of Fundraising Professionals-Western Maryland Chapter on November 4.

Bufter was nominated by the FCC Foundation "in appreciation of his dedication in supporting the college and its students," according to a press release from FCC. He has been a member of the FCC Foundation board since 2005 and served as chair from 2006 to 2008.

"It was an honor to receive the award. However, I was even more impressed by the number of other Frederick County residents who were also recognized for their service to a variety of other community organizations," Bufter said. "The generosity and commitment of businesses and individuals to the quality of life within our community is one of the distinguishing characteristics that makes Frederick such a wonderful place in which to work and live." ❖

David Bufter, center, receives congratulations from Megan Kula, president of the Association of Fundraising Professionals-Western Maryland Chapter, and Christopher Massi, executive director of the FCC Foundation, for exemplary volunteer service to the FCC Foundation. *Photo courtesy of Frederick Community College.*

Employees Recognized during the Third and Fourth Quarters

The following employees were recognized for workplace contributions by their directorates during the third and fourth quarters of 2011:

Advanced Technology Program
Alla Brafman • Todd Hartley • Brad Hollinger

Applied and Developmental Research Directorate
Yvonne Evrard • Lori Lydard

Biopharmaceutical Development Program
Darren Benedick • Julie Blake • Vanessa Grubbs • Nicole Fisher • Phillip Mayhew • Mark Slatcoff • Deena Wisner

Contracts and Acquisitions
Gary Krauss

Information Systems Program
Natasha Freeman • Toni Harbaugh • Susan Skidmore • Jonathan Summers

Vaccine Clinical Materials Program
Peter Alexander • Mandy Alger • Anthony Clark • Bryan Kim • John Maciolek • Greg McCullers • Sylvia Sanni-Thomas ❖

Gilly Selected to Head VCMP

By Maritta Perry Grau, Staff Writer

John Gilly, Ph.D., was recently selected as the director of the Vaccine Clinical Materials Program (VCMP), after a nationwide search for a successor to Criss Tarr, Ph.D., who retired last June.

Gilly has more than 30 years of experience in biopharmaceutical development in the private sector. For the past four years, he served as the associate director of the Biopharmaceutical Development Program, noted Barry Gause, M.D., chief medical officer and director of the Clinical Research Directorate.

Before joining SAIC-Frederick, Gilly had wide experience in pharmaceutical development and clinical production. He was director of product development at Connaught Laboratories, Inc. (now Sanofi-Pasteur, Inc.); vice president of product and process development and vice president of biopharmaceutical operations, Imclone Systems, Inc. (a subsidiary of Eli-Lilly); vice president of the manufacturing division, BioReliance, Inc.; and president of U.S. operations and chief operating officer for Premier Research Group plc. Gilly received a doctorate in molecular biology from Lehigh University in 1990.

"Dr. Gilly's extensive experience in technical development, strategic planning, general and laboratory biopharmaceutical management, operational support, and cost accounting will be a major asset to VCMP and SAIC-Frederick as we move forward to provide the Vaccine Research Center with the production capabilities needed for new biopharmaceutical development platforms," Gause said. ❖

895 Years in One Place

By Maritta Perry Grau, Staff Writer

We don't have any Methuselahs working at NCI-Frederick. But if you were to add together the time of all those who've worked for 30 and 35 years at NCI-Frederick, you'd get 895 years. In early December, Dave Heimbrook, chief executive officer of SAIC-Frederick, oversaw a ceremony for the 25-, 30-, and 35-year length-of-service awardees. The employees received certificates and were able to select individual gifts from a catalog. A reception was held after the ceremony.

Some of these longtime employees shared what they were doing when they started work here, how their jobs have changed over the years, and what they considered their greatest achievements at NCI-Frederick.

Steven Stull, Laboratory Animal Sciences Program (LASP), began in 1981 with washing cages and was then promoted to animal caretaker. **Teresa Covell**, also a 30-year veteran, began her career as an office clerk in the Purchasing Department; now she is an operations administrator for Mary Carrington, Ph.D., in the Basic Science Program. In yet another area, **Rebecca Kiser** started work as a research technician, helping to isolate and characterize a unique placental interferon. Today she works in the AIDS and Cancer Virus Program. **Russ Hanson**, LASP, has seen contractors come and go, beginning with Litton Bionetics, the first OTS contractor in 1976. At that time, Hanson was a research technician, characterizing group antigens and surface glycoproteins of retroviruses.

The jobs for everyone have changed over the years. And it's not just the introduction of computers and all the changes associated with software and hardware. Stull noted that he has learned a great deal and has seen changes in how research studies are conducted, the way experiments are designed, and why certain treatments are performed using positive and negative controls.

Covell called attention to the changes in communication: "Face-to-face communication used to be the norm; now, evolving software lets us communicate via e-mail, social networks, and meeting websites such as Sharepoint."

Kiser said that her job has brought increased supervisory, teaching/training, and administrative responsibility. "When I first started out, I provided data for one particular project, but as the scientific program manager for the ACVP, I get to see all the exciting science that's going on in all our different labs and help coordinate all the administrative functions for the ACVP," she explained.

Beginning at top left, **35-year awardees** include Charles Brashears, Wayne Christensen, Ashok Desai, Joseph Griffiths, Russ Hanson, Raymond Sowder, and Dolores Winterstein. **Thirty-year awardees** include Teresa Covell, Amy Huter-Imming, Charles Keeney, Rebecca Kiser, John Klose, Dennis Smith, Steven Stull, and Robert Testerman. Not pictured: Paul Green, Ann Heller.

Hanson added, "I've had the good fortune to have been involved with many different aspects of NCI-Frederick as a researcher, administrator, and manager. Although my job duties have changed pretty radically on numerous occasions, my interaction with extraordinary people has been a constant." He pointed out that even NCI-Frederick's name has changed: from Frederick Cancer Research Center to Frederick Cancer Research Facility to Frederick Cancer Research and Development Center to the current name—National Cancer Institute at Frederick.

Asked about the accomplishments that stand out in their memories, each had a unique memory to share. Stull was proud that he had passed the laboratory animal technologist exam and had received a scientific achievement award in 2006. Covell noted that her administrative support helped the scientific staff to focus on their research, was glad to have helped with the Employee Recreation Council over the years, and to have served on the startup committees for procurement operating systems, Smart Stream and PCard.

Kiser pointed to a number of accomplishments, including helping to develop an in vitro anti-HIV screen for natural products. "It was a very humbling experience to help train scientists from Africa, Central and South America, who, with very limited resources, were trying their best to help AIDS victims in their countries. I was also fortunate to help teach a Hood College graduate lab course with our own Dr. Larry Arthur for 10 years. Currently, I consider it a privilege to work with ACVP, a lab that developed a way to inactivate HIV for vaccine studies, and I love being part of a highly collaborative program whose mission is to help advance the field of HIV, AIDS, and AIDS-related malignancy research."

Hanson considers his most important contribution to NCI-Frederick one that few people know about: "Many years ago, the Fort Detrick Fire Department performed safety inspections of our entire facility. They insisted that we institute a policy forbidding any storage

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2011 Service Awards

25 Years

Terry Alexander • Curt Anthony • Michael Baseler • Lori Bowles • Robert Burras • Kathy Easterday • Craig Gladden • Sujatha Gowda • Ruth Green • Valerie Hill • Curtis Hose • David Kelbaugh • Robert Lebherz • Jordan Ledford • Joseph Mayo • Mehrl Murphy • Aruna Patel • Thomas Sayers • Tammy Schroyer • Deborah Shores • Susan Skidmore • Patricia Snowden • Susan Strobl • Jonathan Summers • Terry Sweeney • Eleazar Vega-Valle • David Waters • Jeanne Weinstein • Kurt Zimmerman

20 Years

Miriam Anver • Christina Barnhart • Linda Brandenburg • Raul Cachau • Kimberly Cassidy • Michael Citro • Betty Clift • Constance Dixon • Stephan Dobson • Mary Carol Fleming • Taree Foltz • Helga Fox • Erik Harris • Jeffrey Hess • Mary Hilton • Keifford Jackson • Thomas Kennedy • Phillip Mayhew • Mary McNally • James Notnagle • Ruth Nussinov • Daniel Oleyar • Arvind Patel • Patricia Ramsey • Russell Reinhart • Linda Ritchie • Clint Schiffhauer • Michael Sullivan • Dolores Troxell • Andrea Villarini • Holly Wastler • Timothy Waybright • Ruth Webb

15 Years

Parirokh Awasthi • Joel Brown • Oleg Chertov • David Cragg • Joe Downer • Lionel Feigenbaum • Jeanette Higgins • Maureen Martin • Melody Roelke-Parker • Dale Ruby

10 Years

Lisa Anders • John Appling • Yunden Badralmaa • Sandra Baer • Patricia Barr • Colleen Barrick • Eugene Barsov • Martin Baugher • Bonnie Baxley • Jennifer Beachley • Lakshman Bindu • Julie Blake • David Brashears • Trevor Broadt • Kathryn Burke • Robin Bushnell • Xin Chen • Wei Cheng • Salma Chowdhury • Frederick Conner • Gerald DeGray • Senad Diglisic • Ruth Eichler • Dominic Esposito • Bruce Fernalld • Maria Figueroa • Simona Florea • Sandra Gibson • Andrea Gnuschke • Cari Graff-Cherry • Vanessa Grubbs • Li Guan • James Hartley • Steven Havas • Misty Hawes • Anne Hermone • Steve Hershberger • Chad Hildebrand • Kimberly Iman • Shannon Jackson • Joseph Jankowski • Hengguang Jiang • Jane Jones • Lamin Juwara • Abraham Kallarakal • Megan Kaminski • Warren Kelly • Valerie Kemp • April Kennedy • Bailey Kessing • Sonny Khin • Karen Lau • Scott Lawrence • Eugenia Magracheva • Clinton Malone • Corina May • Maribel Maza De Alarcon • Kenneth Michaels • Steven Minnick • Patricia Miss • Lauren Mora • Samuel Morrison • David Nellis • Tam Nguyen • Dwight Nissley • Colm O'Huigin • Kelli Oswald • Calvin Ott • Xu Pei • Ligia Pinto • Barry Robinson • Claudette Saint Paul • Nirmala Saptharishi • Geoffrey Seidel • Joyce Shelton • Brad Sherman • Suzanne Shipley • Monica Slate • Ester Sudec • Connie Suders • Zhonghe Sun • Richard Tucker • Susan Turner • Timothy Veenstra • Ulrike Wagner • Jennifer Waters • Gail West • Lester Williams • David Williams • Jane Xiaojin Wu • Jenny Yingling • Dana Young • Matthew Zustiak

5 Years

Kihong Ahn • Yessica Alarcon Maza • James Albert • Mandy Alger • Mia Alilin • Jeffrey Appel • Adil Asheer • Naing Aung • Jessica Bahorich • Rolanda Bailey • Kimberly Bearr • Paul Biser • Frank Blanchard • Brian Boland • Aurachalee Bollinger • William Bowbliss • Sarah Bowie • Mikhail Bubunenko • Scott Burdette • Christina Burks • Rocco Caldararo • Victor Carr • Ehydel Castro • Juan Ceballos • Onekoko Chaw • Anney Che • Jin Chen • Anthony Clark • Jeffrey Clogston • Joseph Cogliano • Megan Cole • Timothy Cole • Heather Cooley • Talisa Creavalle • Terri Darr • Gaby Dasema • Tammy Daugherty • Charles Davis • Xiang Deng • Norma Diaz-Mayoral • Thomas DiMaggio • Tiziano DiPaolo • Lisa Dodge • Kimberly Dreyer • Charles Early • Shaun Einolf • Erica Emeigh • Scott Emerick • Bernard Eurie • Doris Evans • Vilmarie Franco del Toro • Cathleen Frein • Mercy Gathuka • Barry Gause • Brandy Gaydos • Yihui Gong • William Gonzalez Rodriguez • Linda Griffith • Viktoriya Grinberg • Wenjuan Gu • Shannon Gupta • Steve Harshman • Sima Hayavi • Wayne Helm • Belynda Hicks • Lilia Ileva • William Jacob • Jiuping Ji • Ming Ji • Man-Shiow Jiang • David Johnson • Awn Kam • Traci Kenney • Rebecca Keyser • Kyung Kim • Kyle Knott • Elena Kuznetsova • Patti Labbe • Lydia Lacuesta • Matthew Lamb • Julie-Anne Lanahan • Barbra Larkin • Sally Larson • Julia Lee • Janice Lescalleet • Hongchuan Li • Huajie Li • Fung Lian • Carmen Marlowe • Heather Marshall • Karen Martin • Shane May • Elizabeth McBride • Andrew McKay • Kevin Miller • Reggie Mose • Irene Mueller • Dwayne Neal • Tiffany Nikirk • Timothy Ouellette • Sandra Paul • Thomas Pfister • John Powers • Lisa Price • Ravithat Putvatana • Christina Robinson • Kathleen Rosenfeld • Cristian Rusu • Christine Sadr • Sylvia Sanni-Thomas • Vanling Sawmmal • Monica Segreti • Cindy Selby • Aramba Selvi • Wei Shao • Marianne Siler • Mary Simpson • Melanie Simpson • Mark Slatcoff • Thomas Smith • Chelsea Spiegel • David Sweeney • Lai Thang • Biak Thluai • Erin Thompson • Albina Toderas • Martha Torres • Shirin Treadwell • Jennifer Troyer • Ismahan Ugas • Barbara van der Schalie • Mathias Viard • Thaung Waih-Kam • Edward Waterfield • Andrew Waters • Preston Weedon • Xinyu Wen • Dawn White • Jennifer Wilder • Kathleen Williams • Gaye Wilson • Danny Wolff • Michael Young • William Yutzy • Yiping Zhang ❖

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in corridors. I was able to provide NCI management with the regulatory citations which did indeed permit corridor storage within limits. Shortly thereafter, NCI fire safety responsibilities were transferred from the Army Garrison to SAIC. The file cabinets in the corridors had been saved." Hanson also helped initiate the Farmers Market and shepherded it through the first few challenging years before turning it over to Barbara Birnman. ❖

Employees Recognized for Length of Service

By Nancy Parrish, Staff Writer

Because there was no company-wide Length of Service Awards ceremony this year, a number of individual events were held to recognize the service milestones that many of our employees reached this year.

Dave Heimbrook, Ph.D., SAIC-Frederick chief executive officer, held a ceremony in the Building 549 auditorium to honor the 46 SAIC-Frederick employees reaching 25, 30, or 35 years of service, followed by a reception in the café.

The Advanced Technology Program, Basic Science Program, and Information Systems Program joined forces for a lunch at Dutch's Daughter to honor the 61 employees reaching 5, 10, 15, 20, 25, 30, or 35 years of service.

The Operations Group and Environment, Health, and Safety Directorate held a "Hats Off to You" event, in which employees were encouraged to wear a hat in honor of the 57 employees achieving 5, 10, 15, 20, 25, 30, or 35 years of service. In addition to the recognition given to employees, prizes were awarded for the most creative, most sophisticated, funniest, and best hat worn by a service award recipient. ❖

Congratulations to the 2011 Monthly Fitness Challenge Winners

By Ashley DeVine, Staff Writer

January 2011

Beth Buckheit • Cammi Bittner • Stephan Dobson • Carolyn (Jean) Eyler • Daniel Fox • Tom Gannon-Miller • Dawn Gartner • Wayne Helm • Terri McLellan • Guity Mohammadi • Judith Poiley-Nelson • Sara Stallings • Steven Stull • Andrew Watson • Mark Whitmore

February 2011

Angela Spaniol • Matt Hull • Will Sheffield • Penny Baugher • Beth Baseler • Li Chang • Jeffrey Clogston • Amy Cutshall • Robin Dewar • Kim Peifley • Phillip Ramsey • Courtney Silverthorn • Tim Stevenson • Teresa Stitely • Shiann Talley

March 2011

William Adkins • Nancy Becker • Kathy Conaway • Susan Culler • Matt Hansen • Allison Hazen • Sara Jones • Jennifer Jurell • Gary Krauss • Kelly Leib • Joseph Saavedra • Kim Teska • Gabriel White

April 2011

John Beutler • John Carter • Cynthia Farling • Dwayne Neal • Helene Highbarger • Randall Johnson • Edward Krusinski • Patti Labbe • Sandra Maxwell • Jamie Rodriguez • Linda Washington

May 2011

Victoria Barron • Douglas Cooper • Claudia Derse-Anthony • Catherine Hixson • Maria Nazzarena Labo • Calvin Proffitt

June 2011

Sheryl Ellis • Rose Saad

July 2011

Colette Donato • Heather Herman

August 2011

Rob Hill • Greg Warth

October 2011

Jacqui Melby

November 2011

Jennifer Waters • Jennifer Wise

Why Is Fitness a Part of Your Life?

"Staying fit just feels like the right thing to do and my wife says that I'm in a better mood when I work out regularly. It's also very rewarding to be able to share this enthusiasm for fitness with my son." —*Tim Stevenson, Vaccine Clinical Materials Program*

"I find it helps reduce stress, aids with lowering my cholesterol levels, and I feel all around better. There are times when I don't feel like running, but after I do, I always feel better both mentally and physically. I seem to have more energy after I run." —*John Carter, Applied and Developmental Research Directorate*

"I try to stay fit so I can pass all the physical requirements in order to continue to be a volunteer firefighter in Frederick County. The Fitness Challenge is a great way to test yourself." —*Steve Stull, Laboratory Animal Sciences Program (LASP)*

Tim Stevenson and his son, Carter, at the Fort Ritchie Triathlon. *Photo courtesy of Tim Stevenson.*

Terri McLellan hiked more than 225 miles on the Appalachian Trail in 2011.
Photo courtesy of Terri McLellan.

"Fitness is part of my life because I am an Appalachian Trail section hiker. As a hiker I need to be in shape all the time because I never know when I might get to hike." —*Terri McLellan, LASP*

"Fitness has been a part of my life for as long as I can remember. I was raised on a farm and as kids we were kept very active. These days, my youngest daughter is a certified personal trainer, with a B.S. in exercise science, and she has 'guilted' me in to working out on a regular schedule (it's a good thing)." —*Nancy Becker, Clinical Monitoring Research Program*

"In addition to honestly just enjoying working out and challenging myself physically, I love that so many of the activities I participate in support a philanthropic cause like the Juvenile Diabetes Research Foundation's Walk to Cure Diabetes and the Pink Ribbon Run for breast cancer awareness and research." —*Victoria Barron, Contracts and Acquisitions Directorate*

Attention all runners!

SAIC-Frederick has purchased race slots at the Frederick Running Festival on May 5 and 6. To sign up, contact Will Sheffield at 301-846-1096 or sheffieldwg@mail.nih.gov. ❖

New Ethics Representative Is Ready to Listen

By Ashley DeVine, Staff Writer

Shannon Jackson, prime contract manager, realized how much SAIC values its ethics program after attending a three-day conference as part of his training as SAIC-Frederick's new representative on the SAIC Employee Ethics Committee (EEC).

He walked away from the training understanding "the level of commitment the company executive/senior leadership has for our ethics program and the expectation that it is strictly followed."

As SAIC-Frederick's representative on the SAIC EEC, Jackson serves as an ethics ambassador and a resource to employees with ethics questions or concerns. He also manages ethics contacts and cases, and conducts training.

"Shannon is a great communicator and will intently listen to what someone has to say, thoroughly process the situation, and calmly and definitively provide feedback," said Contracts and Acquisitions Director John Trifone, who nominated Jackson for the position.

Jackson began working at SAIC-Frederick in 2001 as a supervisor in the Purchasing Department; he spent the next 10 years in the Research Subcontracts Department before becoming prime contract manager in March.

"My current and previous positions have always required a great deal of listening to problems or issues, distilling them to the core issues, recommending or implementing an appropriate response, and monitoring accordingly," Jackson said. He believes he can apply a similar skill set when responding to employee ethics concerns.

For example, during a contract negotiation, both sides may feel they "lost" the negotiation if they had to give something up, Jackson said. "I would strive to uncover key issues for the negotiating parties, and from that, create an environment where both parties felt comfortable with honest and open negotiation toward a mutually acceptable outcome."

Feel free to contact Jackson with any ethics questions or concerns you may have. He can be reached at 301-846-1580 or jacksonshannon@mail.nih.gov. ❖

Administrative Professionals Challenged to Develop New Mindset

By Barbara Kending, Contributing Writer

In her keynote address at the third annual Administrative Professionals Conference on October 27, Chris Sopa focused on the need for a new mindset to address organizational challenges. An inspirational speaker, industrial/organization psychologist, and author, Sopa presented "The Power in Working as One: Team Building for the Future" to the 67 SAIC-Frederick administrative professionals attending the conference.

The current economic climate has acted as a spotlight, Sopa said, shining a light on areas in our organizations that need the most attention. Our new and emerging society needs a new kind of leader, and needs to take bolder risks, develop new tactics, and find different ways of not only connecting with people but empowering them.

A new kind of team is needed for the challenges we are facing, and the role of the administrative professional is to help transform the organization by empowering the people within it, she said.

Networking, Breakout Sessions Added Value

"I enjoyed the interaction among the other administrative professionals during the workshops and thoroughly enjoyed the presentation by the keynote speaker," said attendee Laura Knott, operations administrator, Basic Research Program.

Breakout sessions included "Aggressive, Assertive, Manipulative, Which Are We and When?" with Barbara van der Schalie, clinical training manager, Clinical Monitoring Research Program (CMRP), and "2010 Outlook Tips & Tricks," with Erin Wheeler, training specialist, Human Resources (HR). Jill Sugden, director, HR, spoke to the entire group about building knowledge, skills, and experience to achieve professional growth. Called "The Administrative Ladder," Sugden's talk was designed to give administrative staff an understanding of the various jobs and job families at SAIC-Frederick.

Kelly Spore, documentation coordinator/processor, CMRP, said she enjoyed this year's conference because the speakers were different from those in previous years, and the breakout sessions were not the same as those offered on campus. "I walked away with a lot of new and useful information," she said.

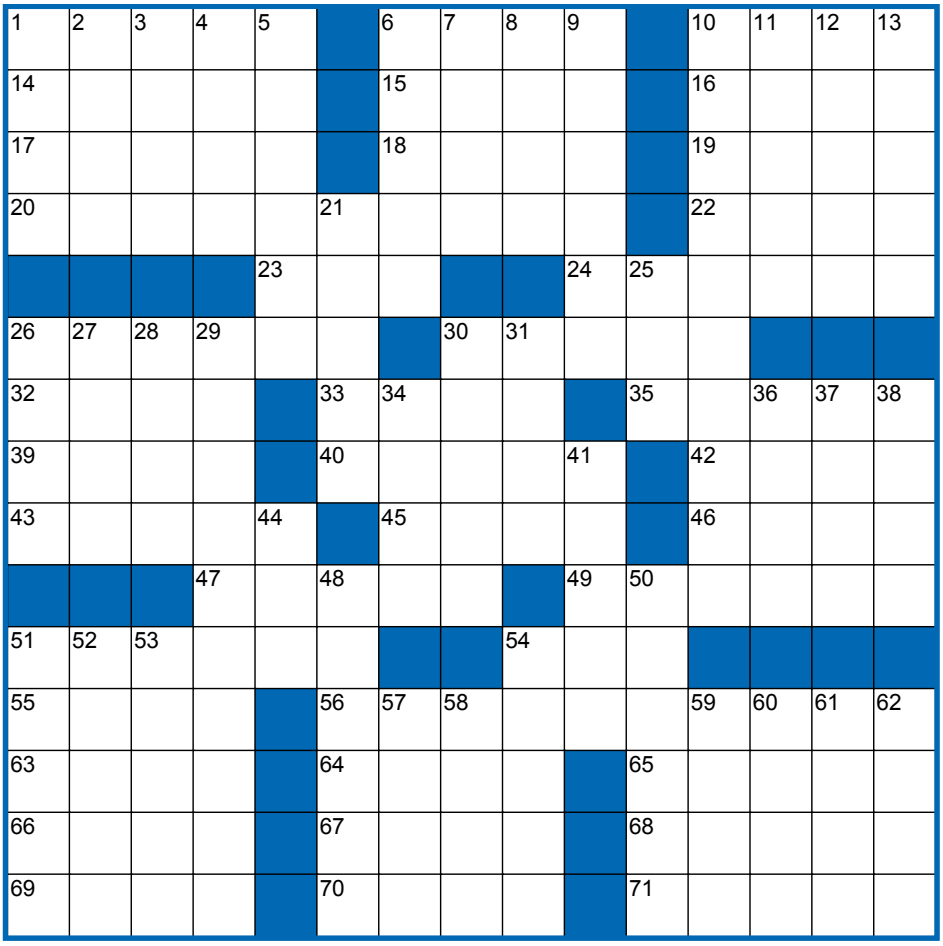
The conference was held in separate morning and afternoon sessions. In addition to the keynote address and breakout activities, both sessions included opening remarks from Dave Heimbrook, Ph.D, chief executive officer at SAIC-Frederick, and members of his key staff.

Keynote speaker Chris Sopa spoke to administrative professionals about the challenges of the current economic climate.

The 2011 Administrative Professionals Conference Committee included Patricia Barr (Applied and Developmental Research Directorate); Lana Cross, April Kennedy, and Barbara van der Schalie (Clinical Research Directorate); Tammy Eyler (Basic Science Program); Yvonne Hill and Barbara Kending (Biopharmaceutical Development Program). ❖

Money Issues

by Frank Blanchard



ACROSS

1 Chocolate alternative
6 Wagers
10 Stick in one's ___ (rankle)
14 Central area for sports or entertainment
15 Kin to bf. or rom.
16 Not so done prime rib
17 Illuminated again
18 Brazil's Luiz Inacio ___ da Silva
19 Byrnes (from TV's Route 66) and Hayes (artist, sculptor)
20 Pony up
22 What weight watchers watch
23 The part of self that swells with pride
24 They go with liver
26 At a considerable distance (2 wds.)
30 Hale-Bopp, or Halley's, e.g.
32 Diva solo
33 No ___ (can do)
35 Rod-shaped bacteria
39 The generals of Asian chicken?
40 Seer's cards
42 With (Fr.)
43 Enoch's father and others
45 Prefix denoting idea
46 Get up
47 Swings the door out of the way
49 Kind of cell or bra
51 Without reference to a musical key
54 Spasm
55 This and that together
56 Free offer
63 Nick and Nora's dog
64 Roger Rabbit, e.g.
65 Sum total (2 wds.)
66 Not yet adult
67 Continental science congress
68 ___ prism (type of light polarizer)
69 Buffalo bunch
70 Fishing rod and ___
71 Plot of cultivated land owned by a parish church (Brit.)

DOWN

1 Complain a lot
2 Open space
3 Depend (upon)
4 Step ___!
5 Washer
6 Lord of the Rings character
7 Decorative case
8 Like basketball players
9 Ski option
10 Method of payment
11 It plays on the air
12 Fifties-era actress Eve (Our Miss Brooks)
13 Bridge positions
21 Aswan Dam's home
25 Maiden name introduction (Fr.)
26 Minnesota ___, pool hustler
27 Backside?
28 Mayhem in the streets
29 Option to use for 10 Down
30 Thick ropes
31 Clarinet cousin
34 A hard one is going to fall?
36 Ancient poet
37 ___ majesty (crime against a soverign power)
38 Cooled tea
41 Subject of a talk or essay
44 Resort relaxer
48 A cell that disperses plant spores
50 Being sore from the flu
51 You take it with soap (2 wds.)
52 "1,000 Places ___ Before You Die"
53 Playful sea mammal
54 Opposite of 51 Across
57 Ripped
58 Proboscis
59 In chemistry: aniline derivative
60 Speed contest
61 A small, viscous drop or mass
62 Fashion model Macpherson

Answers to the October 2011 News & Views *crossword puzzle*

On Effective Communication

More Thoughts on Ending a Presentation

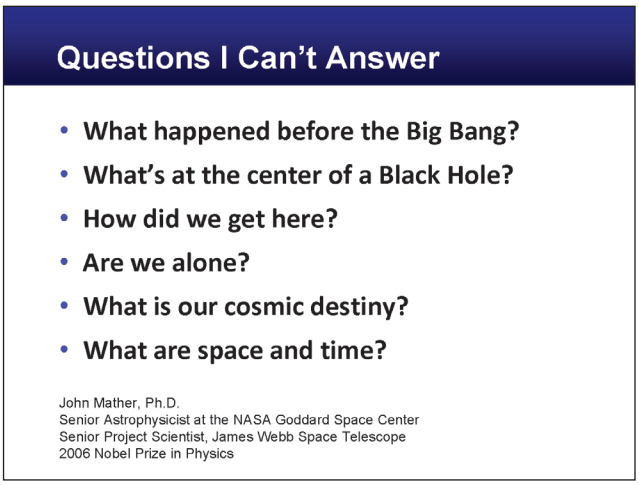
By Ken Michaels, Staff Writer

In a previous article (*News & Views* 17; October 2011: 19), I suggested that ending a presentation with a list of contributors, collaborators, and acknowledgments frequently leads to the self-erasing speech, or one that is forgotten before the audience reaches the door. Instead, you can put those listings in the introductory part of the talk to help set the stage, and finish with the money slide—the slide that summarizes the presentation's most important points.

Now I'd like to share another conclusion to a presentation that I found highly effective.

Some years ago, it was my pleasure to attend a presentation by John Mather, Ph.D., entitled "From the Big Bang Theory to the Nobel Prize and the Discovery of Alien Life."* Mather is senior astrophysicist at the NASA Goddard Space Center, the senior project scientist for the James Webb Space Telescope, and winner of the 2006 Nobel Prize in physics.

His presentation was directed to an educated audience that didn't necessarily know a lot about rocket science, but he explained the reason for the various projects that he was associated with, both past and present, and shared some speculation about where astrophysics is likely to go in the future. It was not a technical presentation; he used the common vernacular as much as possible, and gave simple explanations of specialized terminology, embellished with sophisticated humor in several places. Also, throughout his presentation, he emphasized the hypothetical nature of conducting research in a field where so much is not really known, and where theories are built on theories. He stressed how much about the origins of the universe remains unknown today and can only be speculated.



This final slide in a presentation by Goddard Space Center senior astrophysicist John Mather, Ph.D., summarized his presentation and effectively set the stage for questions.

While the content of his presentation gave the audience a lot to think about, the end of his presentation was particularly noteworthy. His final slide was entitled "Questions I Can't Answer." When it hit the screen, he pleasantly told the audience that these were things he didn't have answers for, but he would be happy to try answering any other questions we might have for him.

Considering that much of his presentation was about the uncertainty of so much that matters, this concluding slide was in fact an eloquent summary of the general theme of his talk, and I thought it was a masterful, as well as clever, way to set the stage for the typical question-and-answer session to follow. He got a standing ovation and in fact fielded a number of (other) questions.

It emphasized to me once again how really good presenters pay careful attention to how they conclude a talk. The last words spoken and images seen have a lot to do with whether or not the talk was well crafted and memorable. ❖

*Keynote address at the Phi Beta Kappa induction ceremony at the University of Maryland, College Park, May 22, 2008.

Tour for NCI Bethesda Communication Staff Is an Eye Opener

By Frank Blanchard, Staff Writer

Chris Difrancesco smiled as he walked through a light rain back to Building 549 after a quick tour of the computing center. "It's so ... visual here. Everything is so visual, not like Bethesda," he said.

Difrancesco, chief of NCI's Communications Planning and Coordination Branch, had just seen a bright, hands-on data visualization demo at the Advanced Biomedical Computing Center (ABCC) as part of what may have been the first event of its kind: A briefing and tour for NCI public affairs and science and health communications staff from Bethesda.

Rick Borchelt, special assistant to NCI Director Harold Varmus, M.D., said he was impressed with what he saw and looked forward to future visits. The event was planned to strengthen ties between NCI-Frederick and NCI in Bethesda, and to promote the Federally Funded Research and Development Center, operated by SAIC-Frederick, and raise visibility for its scientific contributions.

About two dozen members of the fledgling Office of Public Affairs and Science Communications, the Office of Communications and Education, the Center for Cancer Research, and other units of NCI attended the four-and-a-half hour briefing and tour.

The agenda featured Craig Reynolds, Ph.D., associate director, NCI, and director, Office of Scientific Operations, NCI-Frederick; Dave Heimbrook, Ph.D., chief executive officer, SAIC-Frederick; Kandice Carter, science writer, Thomas Jefferson National Accelerator Facility; Jennifer Grossman, Ph.D., scientist, Nanotechnology Characterization Laboratory, SAIC-Frederick; and Jack Collins, Ph.D., director, ABCC, SAIC-Frederick, and members of his staff: Yanling Liuu, Uma Mudunuri, and Ming Yi. ❖

Your Newsletter Sports a New Look

By Maritta Perry Grau, Staff Writer

Notice anything different about *News & Views*? We've redesigned your award-winning SAIC-Frederick newsletter to make it even better than before.

- We've moved from bright red to SAIC blue to be more in line with the look of other NCI-Frederick publications.
- We now have an index on the front page, highlighting the most significant articles.
- While the front page continues the tradition of a lead article, we're also offering you a second "lead article" on the back page.
- Throughout, we're emphasizing more of the science you do to show the impact of your work on patients and research.
- We'll be offering more profiles of people at SAIC-Frederick who make a difference at NCI-Frederick.
- We hope you'll find the pictures even more dynamic than before.
- The SAIC-Frederick mission statement is on the last page.
- You'll find, too, that our masthead, important phone numbers, dates to note, and training calendar (when available) have moved to the inside, on page 19.
- If you compare this issue with the October one, you'll also see some changes in our typography.

Just like the scientific research we promote, *News & Views* is constantly evolving, always striving to alert you to the best of what we do at NCI-Frederick. Our thanks to Dave Heimbrook, Ph.D., chief executive officer of SAIC-Frederick, for his input on our new look. ❖

Tammy Schroyer, left, senior illustrator and lead designer for the newsletter, Allen Kane, senior designer, and Kathy Green, art director, all of Scientific Publications, Graphics & Media, collaborated on changes to *News & Views*.

SAIC-Frederick, Inc.

News&Views

To read previous issues of *News & Views* go to:

http://ncifrederick.cancer.gov/campus/publications/online_newsletter/online_newsletter.asp

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Ethics Hotline.....1-800-760-4332
Human Resources 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 16
Presidents' Day: NCI-Frederick closed ..... February 20
Spring Research Festival.....May 9 and 10

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Double Our Reach Helps Single Mother Buy First Home

By Nancy Parrish, Staff Writer

Marialva de Matos arrived in the United States from Brazil 12 years ago a single mother with $300, no knowledge of English, and no job. She found work as a nanny, survived breast cancer, became a family support worker at Healthy Families Frederick, and won both her U.S. citizenship and the admiration of her two young daughters.

Today, fluent in Portuguese, Spanish, and English, de Matos owns a franchise of Los Taxes, Inc., a tax preparation business that serves the Latino community. And, thanks to Habitat for Humanity of Frederick County, de Matos moved in August into her new home, a duplex built by Habitat volunteers.

Her favorite part of her new home is the kitchen and living room area. "I like being in the kitchen with my family and friends right there. When I grew up, everyone gathered in the kitchen," she said.

When asked how she feels about owning her home, she replied, "It's hard to put into words. It's a miracle....I feel embraced by the community and the [Habitat] volunteers," she said.

You Can Help with Your Donations

Habitat for Humanity is one of eight organizations supported by SAIC-Frederick's Double Our Reach program. Employee contributions combined with a corporate match help people like de Matos create a more secure future for themselves and their families.

Now in its third year, the program has generated more than $320,000 in employee donations combined with the corporate match.

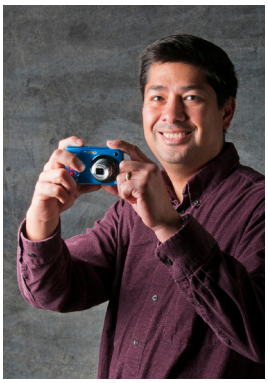
Maria de Matos celebrated Christmas in her new home, made possible, in part, by contributions from SAIC-Frederick's Double Our Reach program.

You Can Sign Up Any Time

You may enroll in the Double Our Reach program any time throughout the year. Because the official campaign is now closed, your donations will not be matched with corporate funds, but your contributions will still provide much-needed assistance to people like de Matos.

The program is administered through deductions from your bi-weekly paycheck. You may elect to contribute as little as $1 per pay period, and you may donate to one or multiple organizations. You'll find pledge forms at http://bit.ly/tcgvb4. Simply download the form, fill it out, sign it, and send it to Human Resources, Building 371. Your deductions will begin with the next complete pay period.

For more information about the Double Our Reach program or the organizations it supports, visit http://ncifrederick.cancer.gov/News/Documents/DoubleOurReach.pdf, or contact Frank Blanchard, 301-846-1893 or blanchardf@mail.nih.gov. ❖



David Cerna, Ph.D., scientist, Molecular Radiation Therapeutics Branch, won the drawing for a digital point-and-shoot camera at the charity fair in October. Cerna said he has contributed to the program for the three years it has been offered.

2012 Campaign Raises More than $160,000

The 2012 Double Our Reach campaign raised more money than in any previous year, with employee pledges totaling $85,346, broken down as follows:

American Cancer Society	$6,860	Habitat for Humanity	$9,194
Chesapeake Bay Foundation	4,914	Heartly House	7,783
Frederick Community College	9,074	Mission of Mercy	5,044
Frederick Rescue Mission	8,841	United Way/Frederick	33,636

Combined with the corporate match of $75,000, the total contributions are $160,346. Human Resources had the greatest participation among groups with fewer than 100 people; among those with more than 100 people, the Advanced Technology Program had the greatest participation.

Our Mission

SAIC-Frederick, Inc., under contract to the National Cancer Institute at Frederick, safely 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.

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