

Communication Plan for SAIC-Frederick Is Adopted

By Ken Michaels, Staff Writer

Chief Executive Officer Larry Arthur, Ph.D., and the Key staff have affirmed a strategic Communication Plan for SAIC-Frederick, clearing the way for its implementation in stages over the next 12 to 18 months.

In the April 2009 “Arthur’s Corner” feature in this publication (*News & Views* 15:2), Arthur counseled that effective communication needs to be a constant focus of attention for SAIC-Frederick to be successful in fulfilling its obligations to its customers. He also announced that the Communications Subcommittee had begun work on a strategic corporate Communication Plan. Progress on the plan was reported in subsequent issues of *News & Views* throughout 2009 and into 2010.

While the comprehensive plan was under development, a number of early actions were implemented. The e-mail address TalkToLarry@

mail.nih.gov was established to give all SAIC-Frederick employees direct access to Arthur. Questions or comments sent to Arthur are promptly reviewed by him or members of his office staff and replies given.

Managers and Supervisors Key to Successful Communication

Arthur and the subcommittee determined early on that a critical aspect of implementing a strategic plan for improving communications would have to rely heavily on the company’s managers and supervisors to champion the plan, model the desired behaviors, and communicate effectively themselves. Accordingly, Arthur

held meetings with all managers and supervisors in April 2009 to explain this aspect of the plan and announce that communications training would be mandatory for all. The Manager as Communicator training began four months later and continued into early 2010, reaching 329 managers in all. Now in “maintenance mode,” the training is offered twice yearly for new hires and promotions.

Plan to Be Distributed in April

The first full draft of the plan was presented to the Key staff in early July 2010. Refinements continued until late in the year, and in January 2011 the plan was formally adopted. At the end of April, all employees will receive an overview of the plan, and a complete



Members of the Communications Subcommittee finalize plans for the SAIC-Frederick Communications Plan. Left to right, Frank Blanchard, Steve Harshman, Ken Michaels, Andi Gnuschke, and Amy Huter-Imming.

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Study Enables Early Risk Assessment for Chronic Granulomatous Disease

By Debra Long Priel, Contributing Writer, and Nancy Parrish, Staff Writer

Chronic granulomatous disease (CGD) is a rare, genetic disorder that affects 1 in 200,000 people. Often discovered in early childhood, CGD results from a failure of certain immune system cells, known as neutrophils, to produce

disease-killing molecules, known as reactive oxygen intermediates (ROI). Patients with CGD often suffer from life-threatening bacterial and fungal infections, frequently resulting in premature death.

The defect that causes CGD is found in an enzyme called NADPH oxidase, which produces ROI molecules used by immune cells to fight disease-causing bacteria and fungi. Mutations in NADPH oxidase result in impaired ability to produce ROI, leading to CGD; the severity of the disease can be related to the type of mutation as well as to the specific subunit affected.

(continued on page 3)

Search for New CEO Enters Home Stretch

By David Bufter, Operations Group, Guest Writer

Recruitment of SAIC-Frederick's new chief executive officer (CEO) is progressing well and is now entering its final stages. The recruitment process began in earnest in September 2010 with the establishment of a distinguished CEO Search Committee. The members of the committee cover a broad range of research and professional disciplines and organizational settings. Specifically, the members have experience in basic, clinical, and translational research; information technology; technology transfer; and public-private partnerships. The members also have experience working in academic, commercial, NCI clinical center, and federally funded research and development center (FFRDC) organizational environments.

Amy Alving, Ph.D., the chief technology officer for SAIC Corporate, chairs the committee, whose members include:

- Paul Gilna, Ph.D., a member of SAIC-Frederick's Board of Directors, and director, BioEnergy Research Center, Oak Ridge National Laboratory.
- Walter Urba, M.D., a member of SAIC-Frederick's Board of Directors; director, Cancer Research Center, Providence Portland Medical Center; and member of the NCI Board of Scientific Counselors.
- Duane Roth, a member of SAIC-Frederick's Board of Directors and chief executive officer of CONNECT, a globally recognized organization fostering entrepreneurship in the San Diego region by catalyzing, accelerating, and supporting the growth of the most promising technology and life sciences innovation.
- John Coffin, M.D., professor, Tufts University, and director, HIV

Drug Resistance Program, NCI, NIH. Coffin is a member, National Academy of Sciences.

- Zach Hall, Ph.D., emeritus professor of physiology and vice chancellor for research, University of California, San Francisco. Hall previously served as director, National Institute of Neurological Disorders and Stroke.
- Joseph Kates, Ph.D., chief scientific officer, Calidris Therapeutics Ltd., and the former director, Advanced Technology Program, SAIC-Frederick.
- Dave Bufter, chief administrative officer, SAIC-Frederick.

The committee's efforts are supported by The Stevenson Group, an executive search firm, and SAIC-Frederick's Human Resources Directorate.

A diverse pool of more than 300 potential candidates was developed based on input from members of the Search Committee, and of The Stevenson Group. These candidates were evaluated against the following criteria:

Education

- Required: Doctoral degree (M.D. and/or Ph.D.) in a biomedical field;
- Preferred: Board certification in relevant field; advanced business degree;

Research

- Leader in biomedical research (preferably cancer), including translational medicine, and strong extramural credibility;

Compliance experience

- Knowledge of and experience meeting compliance requirements such as applicable federal/state/institutional safety, budgeting, contracting, and resourcing requirements;

Management breadth

- Demonstrated management of complex scientific, administrative, and financial operations involving multiple programs and a broad statement of work;

Leadership and interpersonal skills

- Decisive leadership style; accountable; strategic;
- Customer-/relationship-oriented, diplomatic, strong facilitation and negotiation skills;
- Excellent communication skills; ability to translate and champion vision across stakeholders;
- Proven experience developing, motivating, and recruiting staff, and being an agent of change;

Commercial Exposure

- Knowledge of technology transfer and clinical product development.

From this pool the Search Committee identified a small number of candidates for an initial round of face-to-face interviews at NCI-Frederick. From these interviews, the Search Committee recommended a subset of candidates for interviews that were conducted by members of SAIC's Group and Corporate leadership at its corporate offices in McLean, Virginia. Since the CEO position is identified as a "Key Person" within the OTS Contract, SAIC-Frederick is required to obtain NCI approval of the final candidate.

"There is a very clear need to enhance diagnostics and therapies to treat cancer and AIDS patients. We live in an exciting time of discovery and need to be contributors in moving these discoveries to the clinic. I am certain that the new SAIC-Frederick CEO will ensure that SAIC-Frederick is a major contributor to enhancing the health of our nation," noted current CEO Larry O. Arthur, Ph.D. 

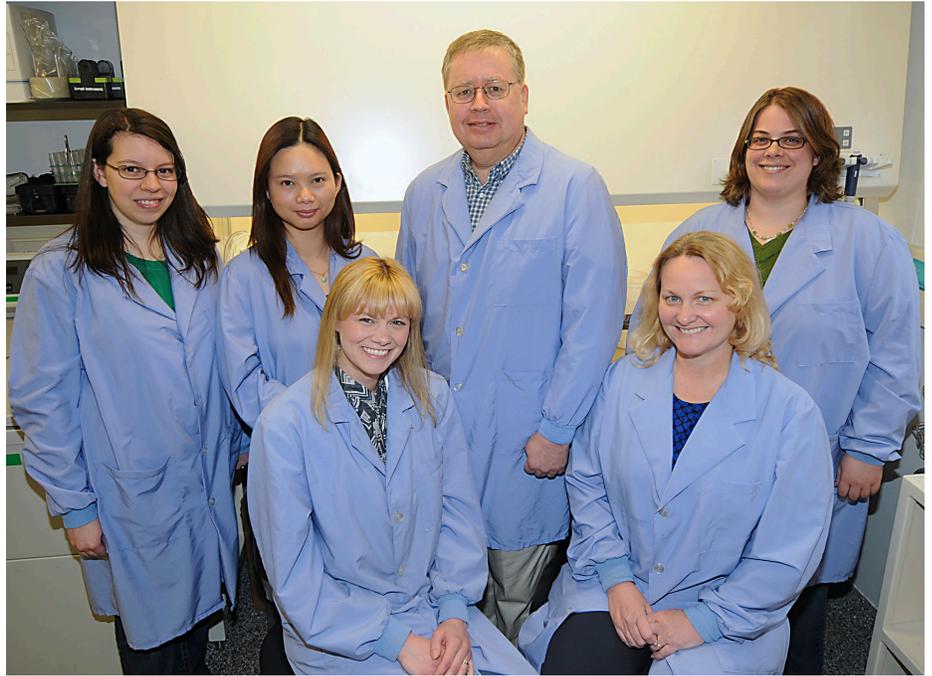
Study Enables *continued from page 1*

Douglas Kuhns, Ph.D., principal scientist and head, Neutrophil Monitoring Laboratory, and his colleagues in Frederick and Bethesda recently completed a study of nearly 300 individuals with CGD. The group developed models to predict the severity of the disease based on the amount of residual ROI production that could be detected in neutrophils from these individuals. Those with the lowest ROI production were 5.5 times more at risk for death than those with the highest ROI production.

Customized Therapies Now an Option

Treatment for CGD includes lifelong medications and often, interferon-gamma therapy and, in some of the more severe cases, bone marrow transplantation. Early risk assessment based on ROI production provides the clinician with additional guidance for the level of treatment a patient requires. Moreover, the finding that even small amounts of neutrophil production of ROI confer a significant survival benefit suggests that therapies promoting even small increases in ROI production may improve chances for survival.

In addition, genetic analysis can now be used to predict the impact of the mutation on the neutrophil's ability to produce ROI. In a statement in the December 29 release of *NIH News*, which cited Kuhns' study, National Institute of Allergy and Infectious Diseases Director Anthony S. Fauci, M.D., noted, "Advances in treatment of CGD have made it possible for people with this once-fatal disease of early childhood to survive into adulthood, but the disease remains difficult to manage. Having a marker that can predict disease prognosis will enable physicians to recommend treatment options that are more tailored to individual patient needs."



Members of the Neutrophil Monitoring Laboratory, left to right: Laura Coffin, Karen Lau, Dara Riva, Douglas Kuhns (head of laboratory), Debra Long Priel, and Dani Fink.

Results of the Kuhns study were published in the *New England Journal of Medicine* (363:2600–2610, December 30, 2010).

Collaborative Effort in Every Sense of the Term

The Kuhns study was a collaborative effort among the following clinical, research, and communications staff in Frederick and Bethesda:

Neutrophil Monitoring Laboratory: Douglas Kuhns, Ph.D., Debra Long Priel, Dani Fink, Karen Lau, Laura Coffin, and Dara Riva.

National Institute of Allergy and Infectious Diseases: John Gallin, M.D., Steven Holland, M.D., Harry Malech, M.D., and other clinical staff physicians and nurses.

Data Management Services: Greg Alvord, Ph.D., and Octavio Quinones.

Laboratory of Molecular Technology: Kris Pike, Scott Coccodrilli, John Elser, Viktoriya Grinberg, Temisan Itubu, Teri Plona, Arati Raziuddin, Robin Stewart, and Hue Vuong.

Clinical Monitoring Research Program: Chris Spalding.

Clinical Services Program Dispatcher/Couriers: Jen Bangh, Don Beauchamp, Dawn Marsh, and Paul Barr.

Scientific Publications, Graphics & Media: Allen Kane and Jiro Wada.

Central Repository staff. ☺

Journal Article Honored as F1000 Selection

Kuhns and his group recently learned that their article describing their research has been evaluated by the Faculty of 1000 (F1000), an international organization of leading scientists and clinicians who provide post-publication peer review to identify the most important articles in biological and medical research. The F1000 places this article in the top 2 percent of published articles in biology and medicine because of the significance of its findings. For the complete reviews, see: <http://f1000.com/8479958#eval9312057>.

Communication Plan *continued from page 1*

copy of the 18-page plan will be provided to those with specific key roles.

Although some of the action steps specified in the plan may have to be postponed until the financial climate improves, other steps have already been taken or will be taken shortly. Development has begun on a *Graphic Identity Guide* to help us be consistent in the use of the company logo, e-mail signatures, stationery, and other “public-facing” material. Also planned are quarterly opportunities for employees to hear from, and interact with, their Group head.

The plan’s overarching goals are for SAIC-Frederick to be characterized by:

- Maximum transparency;
- All-way communication throughout the organization;

- Support of innovation at all levels;
- Consistency in communication; and
- Management promotion of effective communication.

For More Information

Questions about the plan may be directed to any of the Communications Subcommittee members:

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Jill Sugden (301-846-1593; sugdenj@mail.nih.gov) ↻

“Conversation among Colleagues” in the Operations Group

By Andi Gnuschke, Quality Management Office, Guest Writer

The SAIC-Frederick Communication Plan, which was formally adopted in January, incorporates “quarterly opportunities for employees to hear from, and interact with, their Group head” (see “Communication Plan for SAIC-Frederick Is Adopted” on p. 1). In addition, one of the primary goals laid out in the plan is to be an organization that is “characterized by maximum transparency.” To meet these objectives and to encourage two-way communication within the Operations Group, Dave Bufter, chief administrative officer, is hosting biannual informal meetings with employees within his group.

The meetings, which Bufter calls a “Conversation among Colleagues,” kicked off in January. Between January and March, Bufter hosted 12 meetings, and each employee within the Operations Group was invited to attend one of these meetings. The Operations Group

includes the Contract Planning and Administration Directorate, Contracts and Acquisitions Directorate, Human Resources Directorate, Facilities Maintenance and Engineering Directorate, and Environment, Health, and Safety Directorate. The meetings were held in the Building 549 cafeteria and were designed to be small-group settings in which employees could feel comfortable asking any questions or initiating conversations on any topic. Bufter gathered questions and comments from employees prior to each meeting and addressed those topics in detail at the gatherings.

He also posed questions to employees in advance about issues of interest to SAIC-Frederick management so employees could be prepared to provide feedback on those issues at the meetings.

The first round of meetings went very well, and employees seemed appreciative of the opportunity to meet with their Group head and fellow colleagues face-to-face and in a more relaxed venue, Bufter said. In addition to biannual “Conversation among Colleagues” meetings, the Operations Group will also hold biannual all-hands meetings. ↻



Dave Bufter (standing), chief administrative officer, held a “Conversation among Colleagues” meeting March 9 with employees from the Facilities Maintenance and Engineering Directorate of the Operations Group.

Interior Construction Begins on ATRF Laboratory Wings

By Hoyt Matthai, Advanced Technology Program, Guest Writer

Whiting-Turner, the general contractor for the interior construction of the Advanced Technology Research Facility (ATRF), has begun the duct work and plumbing in the laboratory wings. The general contractor is responsible for the building “fit-out,” which includes all major interior components such as duct work, plumbing, wiring, walls and doors, heating, ventilation, and air conditioning systems, and casework.

The ATRF project team expects to complete the design of the administration wing and atrium by the summer. Following design approval, a general contractor will be selected for the fit-out of the administration wing, and construction will begin in the fall.

Occupancy of the ATRF is projected for June 2012. ↻



Ken Carpenter Accepts First “Benny” Award

By Nancy Parrish, Staff Writer

On March 14, Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick, presented the first “Benny” Award to the Financial Group for achieving the highest percentage participation, at 16.7 percent, in the 2010–2011 Double Our Reach campaign. Ken Carpenter, chief financial officer, accepted the award on behalf of the group.

The Benny Award (which stands for “benevolence”) was a result of a challenge Arthur issued to Key staff to see which group could generate the highest percentage participation in the annual giving campaign.

Carpenter said that because the employees in his group are tuned into finances in

general, they know the value of donations. “It’s all about community service in my group,” he said. “We talked about it at every key staff meeting.”

The goal of the 2010–2011 campaign was to increase participation by showing how a minimal contribution of \$1 per pay period could generate, with the



corporate match, a \$52 donation. Overall participation doubled over the 2009–2010 campaign, with more than 8 percent of employees pledging \$73,793 to seven local organizations. With the company match, this brought the pledge total to \$123,792.

The award will be held by the Financial Group for a year, until the results of next year’s campaign are known. “We’ll put it in a hallway, where everyone can see it,” Carpenter said. ↻

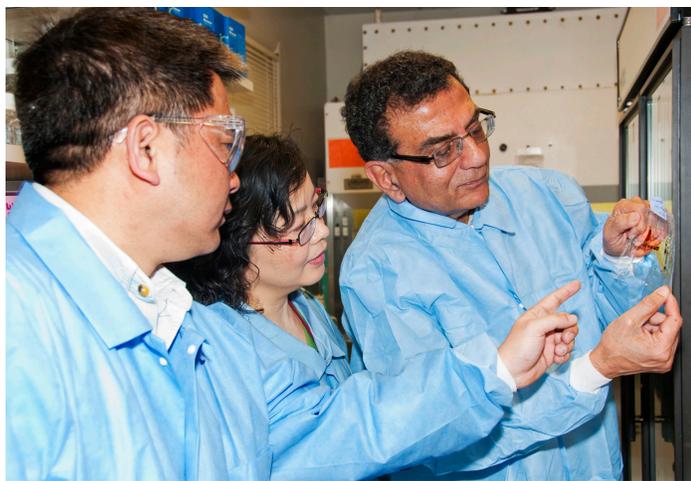


Larry Arthur (left) presents the award to Ken Carpenter. Double Our Reach Campaign Chair Frank Blanchard is at right.

BDP Hosts Professor from Top Chinese University

By Jianwei Zhu, Ph.D., Biopharmaceutical Development Program, Guest Writer; and Nancy Parrish, Staff Writer

For the past several years, the Biopharmaceutical Development Program (BDP) has been training sabbatical professors from foreign countries under the sponsorship of the Biological Resource Branch (BRB) of NCI. The visitors are given technical training as well as guidance in project management and decision-making related to the development of novel biopharmaceuticals.



Xuiping Qian (center) studies silver-stained gel with colleagues Jianwei Zhu (left) and Gautam Mitra.

Previous training programs have lasted four to six months, but this year, BDP started a one-year training plan for Xuiping Qian, Ph.D., associate professor and assistant dean of the School of Pharmacy, Shanghai Jiao Tong University (SJTU), a top engineering school that is known as the Chinese MIT (Massachusetts Institute of Technology). Although the School of Pharmacy is relatively new, it is generally regarded as one of the top pharmacy schools in China.

SJTU is preparing to create the Center of Cell Engineering and Antibody as a biopharmaceutical development platform. To set up a program that would be recognized internationally, a delegation from the university visited BRB, NCI, and BDP last year to

explore potential collaborations and expressed continued interest in BDP's training program for SJTU faculty.

Comprehensive Training Program

Qian's training will cover all aspects of developing biopharmaceutical products, beginning with the laboratory research, through identification of a lead candidate, to the initiation of clinical trials with materials produced under

Good Manufacturing Practices (cGMP). She will be involved with evaluating the technical aspects of a project; conducting production feasibility studies; determining the appropriate processes for developing the product; setting up analytical quality control; overseeing quality assurance; and communicating with the U.S. Food

and Drug Administration.

A microbiologist involved in the discovery of natural antitumor bioactive products, Qian appreciates the expertise of the BDP scientists and staff. "Within a short period, I've already been impressed by BDP's administrative operation and management efficiency," she said. "The scientists in the BDP work hard to advance bioprocessing development through their rich experiences."

During her stay, Qian will participate in BDP's project team meetings and technical discussions, and she will routinely interface with Stephen Creekmore, Ph.D., M.D., BRB branch chief, and his staff. She will also work on development projects in the Early



Xuiping Qian, Ph.D., visiting associate professor and assistant dean of the Shanghai Jiao Tong University School of Pharmacy.

Process Sciences laboratory of BDP. "I hope to learn judgment strategy and gain hands-on experiences in the lab," she said.

In addition to her direct laboratory activities in Frederick, Qian has met with the Fogarty International Center of NIH to explore and expand potential collaborations between NIH and SJTU. She recently presented her research, entitled "Isolation of a strain of endophytic fungus *Colletotrichum Sp.* HCCB03289 and purification of its bioactive metabolites," at the bi-weekly process sciences seminar series in BDP. 🌐

Williams Leads New Program to Validate Assays for Targeted Cancer Therapies

By Ashley DeVine, Staff Writer



After speaking with Mickey Williams, Ph.D., for just a few minutes, it becomes quite clear how enthusiastic he is about working at NCI-Frederick.

Mickey Williams, Ph.D., director of the Patient Characterization (PCC) and Clinical Assay Development Centers (CADC), is excited because he is part of a program that will be validating clinical assays “that could potentially help guide, with molecular technology, therapeutic selection for cancer patients,” he said.

The assays, called integral assays, are a major part of clinical studies because they are used to select drug treatments for cancer patients. This approach is known as a targeted therapy, in which molecular defects/mutations within cancer cells are specifically targeted with drugs. “We’re hoping that applying these new targeted therapies to the appropriate patients, guided by validated assays, will actually make a significant impact,” Williams said.

Even though only a small number of patients have been treated in studies using newer targeted therapies, “some of these drugs look amazing as far as the immediate impact they’re beginning to make on refractory cancer patients,” he said. The guiding assays will employ new technologies that are proving to be very powerful in their ability to monitor genome-scale biology. Major discovery efforts are under way where entire cancer genomes are being sequenced and their expressions profiled. A better understanding of cancer at the molecular

level will ultimately aid in the design and selection of appropriate therapies.

“Just working here and being a part of NCI’s activities and supporting the SAIC [Frederick] contract makes me extremely excited. I love to tell people about my job because I am very proud of what this organization is doing,” Williams said.

PCC and CADC were established as part of the Clinical Assay Development Program (CADP), which was recently initiated by the Cancer Diagnosis Program of NCI’s Division of Cancer Treatment and Diagnosis (DCTD). PCC and CADC use genomic technologies, including gene expression profiling and next-next-generation sequencing, to analyze known defects or mutations in cancer cells and apply validated assays in clinical studies to help select drugs that directly target particular cancer cell defects.

Opportunity Was a “No-Brainer”

Williams began working at NCI-Frederick in April of last year. He relocated from California for an opportunity he said was “a no-brainer.” “Moving the family across the country and leaving friends and family behind in California was a relatively easy decision because of this opportunity,” he said. Williams spent most of his career in industry after his education and postdoctoral work. He has a bachelor’s degree in biology, a Ph.D. in microbiology/molecular biology, and performed his postdoctoral work at Stanford University. After his postdoctoral work, Williams was hired by Genentech, a successful biotechnology company. “I was hired to use molecular biology techniques to build clinical assays to support Genentech’s clinical studies,” he said.

At Genentech, Williams set up a functional biology research group

to use gene expression, microarrays, real-time PCR, and bioassays to study the function of proteins. The proteins were expressed by cloned, full-length RNA transcripts from newly discovered genes. This effort was undertaken to learn about novel protein function and possible involvement in disease. “During this time, I had the opportunity to publish the first manuscripts describing real-time PCR technology,” he said. “I worked closely with both Roche and ABI and was given the first prototype TaqMan instrument.” Williams left Genentech in 2003 to work at Roche Molecular Diagnostics, where he helped establish the oncology division and was involved in starting a project to bring a promising melanoma drug and

“I love to tell people about my job because I am very proud of what this organization is doing,” Williams said.

companion diagnostic assay to Roche for development.

Williams began to learn more about NCI through collaborations. “I realized that [NCI] was a really interesting place that was doing good science with cutting-edge technology. And then when the opportunity came, I jumped to get back here,” he said. As director of PCC and CADC, Williams is leading a team of seven. “The hard work lies ahead in developing robust, validated assay protocols and applying them to support clinical studies,” he said. 🍷

Standard E-mail Signatures Developed for All Staff

By Steve Harshman, for the OTS Communications Committee, Contributing Writer

To comply with both Operations and Technical Support (OTS) contract requirements and SAIC corporate standards, the Communications Subcommittee of the OTS Management Committee has developed two standard signature blocks to be used when sending e-mail messages. The SAIC-Frederick Key staff recently approved the use of these signature blocks for all e-mail communications sent from either a desktop or laptop computer.

The long version of the signature block is to be used for new e-mails or when communicating with individuals external to NCI-Frederick (see “Long Signature Block”).

A shorter version of the signature block is to be used when replying to or forwarding e-mails (see “Short Signature Block”).

For both signature blocks, use a sans serif font (e.g., Arial or Calibri, for Section 508 compliance) that is size 12 or smaller. Entities housed at Fort Detrick should not use building number and street name addresses; always use Post Office Box B.

Other information (such as a web site or cell phone number) may be added; however, all required elements must be present in the signature block.

Out-of-Office Messages

Out-of-office messages also need to be standardized to ensure that recipients know when to expect a response or whom to contact in your absence. When you are out of the office, please ensure that your out-of-office message includes the date(s) you will be out of the office, when you will return, and the name and contact information for someone who should be contacted in your absence.

Additional information (including instructions for setting up the signatures in Microsoft Outlook) has been provided to your OTS Management Committee representative. For those of you also using portable devices to send messages, standard signature blocks for these devices will be defined soon. 🔄

Long Signature Block

First Name Last Name (Contractor)	- required
Title	- required
Laboratory or Department	- optional
SAIC-Frederick, Inc.	- required
National Cancer Institute at Frederick or substitute (e.g., NIAID)	- optional
Post Office Box B (or local mailing address)	- required
Frederick, MD 21702 (or local mailing address)	- required
Phone: xxx-xxx-xxxx	- required
Fax: xxx-xxx-xxxx	- optional
e-mail@e-mail	- required

Please consider the environment before printing this e-mail - optional

This e-mail and any attachments to it are intended only for the identified recipients. It may contain proprietary or otherwise legally protected information for SAIC-Frederick. Any unauthorized use or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify the sender and delete or otherwise destroy the e-mail and all attachments immediately. - required

Short Signature Block

First Name Last Name (Contractor)	- required
Title	- required
Laboratory or Department	- optional
SAIC-Frederick, Inc.	- required
Phone: xxx-xxx-xxxx	- required

Please consider the environment before printing this e-mail - optional

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Coming Soon: TimeWizard Replacement System

By Carrie Belasco, Contributing Writer

At the 14th Annual Achievement Awards ceremony in December, Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick, announced that SAIC-Frederick is replacing the time-recording system, TimeWizard. This announcement was met with great cheers, as the current system has had numerous availability issues and is not especially user-friendly. SAIC-Frederick is working to minimize the impact of the ongoing issues associated with TimeWizard until the new system can be put in place.

Selection Process Began Last Fall

In September 2010, a team was assembled to begin selecting a replacement system for TimeWizard. This selection team established requirements for the new system and issued the request for proposal (RFP). Nine vendors responded to the RFP, and of these, the top three were selected for consideration. These vendors came to

SAIC-Frederick on November 30, December 1, and December 2 to demonstrate their products.

The selection team invited various end-users from all program areas to attend the product demonstrations, each of which lasted four hours. After reviewing everyone's evaluation, the team selected Unanet Technologies as the vendor for the replacement system.

Better Availability and Less Down Time

Unanet Technologies will host the new system on its own network servers, which are located outside of NIH. As a result, better system availability is anticipated. Unanet has indicated that its system is "up," or available, an average of 99.7 percent of the time, representing a significant improvement over the current system.

Because the system is Internet based, as long as you can get to the Internet, you will be able to record your time,

submit your timecard, or perform other functions. This feature allows employees who currently connect to the system remotely while on travel, at home, or from a facility not connected to the NIH network to have direct access to the system.

Training Required

All employees will be required to attend training on the new system. After the initial training, employees will have to satisfy a new requirement to take time-charging training annually.

The system is expected to be available at the end of June 2011 or sooner. Be sure to watch for communications about dates and times for training on the new Unanet Technologies system. For more information, you may contact Dan Fox at foxdani@mail.nih.gov or 301-846-5377. ☺

DMS Founder Larry Callahan

SAIC-Frederick joins with others at NCI-Frederick in extending condolences to the family of Larry Callahan, who died recently.

Callahan worked for Litton Bionetics in the early days of NCI-Frederick. When the Operations and Technical Support contract was split in 1982, he founded Data Management Services, Inc. (DMS), retiring in 2009.

In his off-time, Callahan had an avid interest in basketball, having served on the men's basketball team in college. From 1959 through 1965, he coached boys' basketball at St. John's, a local high school. In 1960, his team

won the Blue Ridge Conference, and Callahan was named "Coach of the Year." In 2009, the school created the Coach Callahan Classic Basketball Tournament in his honor, and named him to the school's Athletic Hall of Fame in 2010.

DMS provides information technology support to the OTS contract, including IT management of the NCI-Frederick management and business information systems, facilities and animal systems, microcomputer and communications support, and statistical consultation and scientific programming activities. DMS also managed the NCI-Frederick Scientific Library through 2001. ☺

Green Tips: Reduce Your Carbon Footprint

(Editor's Note: These tips come from Elizabeth Rogers' book *Shift Your Habit: Easy Ways to Save Money, Simplify Your Life, and Save the Planet.*)

- Reuse your bath towel. A family of four that reuses bath towels several times can save 3,400 gallons of water, 410 kilowatt hours of electricity, and \$105 each year. (Note: When you use 1,000 watts of electricity for one hour, that equals a kilowatt hour¹; to determine the kilowatt hours for a 60 watt light bulb, the equation would be 60 (wattage) x 1 (hours used) / 1,000 = .06 kilowatt hours of electricity²).
- Use natural cleaning solutions that you can make at home instead of products containing petroleum-based chemicals. Here are some recipes:
 - o Glass cleaner = Mix 2 cups water + ½ cup vinegar + ¼ cup rubbing alcohol + several drops of orange, lavender, cinnamon, or clove essential oil in a spray bottle.
 - o Bathroom tile cleaner = Mix ½ cup water + ¼ cup hydrogen peroxide in a spray bottle. Spray on tile and grout and leave for one hour before rinsing.
 - o Drain cleaner = Pour 1 cup of baking soda in the drain and follow with 1 cup of vinegar. Wait 10 minutes before flushing with boiling water.
- Switch to an ultra-low-flow showerhead (1.5 gallons per minute). Savings per year: \$100–135 and 12,000 gallons of water.
- Replace light bulbs with efficient compact fluorescent lights (CFLs) or light-emitting diode (LED) bulbs. Savings per year: \$110 and 1,000 kilowatt-hours of electricity.
- Install a programmable thermostat to lower the temperature in your home automatically for eight hours. Savings per year: \$250 per year and reduces energy use by 15–25%.

Sources:

¹Michael Bluejay, Inc., <http://michaelbluejay.com/electricity/cost.html>

²Wikipedia: http://en.wikipedia.org/wiki/Kilowatt_hour ↻

NCL Celebrates Five Years

By Rachael Crist, Nanotechnology Characterization Laboratory, Guest Writer

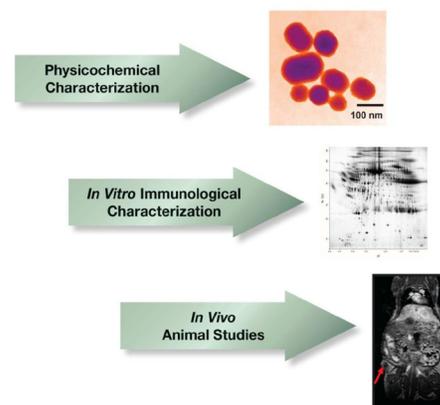
The Nanotechnology Characterization Laboratory (NCL), part of NCI's Alliance for Nanotechnology in Cancer, celebrated five years of successful operations in 2010.

NCL began operating as part of NCI's response to the growing need for preclinical characterization of nanomaterials to meet U.S. Food and Drug Administration (FDA) regulatory requirements for clinical trials. In the past five years, NCL has assisted many collaborators in translating their nanosized cancer therapeutics into clinical trials, successfully applying for Investigational New Drug (IND) or Investigational Device Exemption (IDE) applications with the FDA, and garnering investment to support their technologies.

In total, NCL has characterized more than 200 nanomaterials from more than 75 collaborators. This diverse spectrum of collaborations has given NCL a broad knowledge base

regarding nanomaterial properties and biodistribution profiles. NCL uses this information to educate the greater nanotech and cancer research communities on the critical parameters for successful cancer nanomedicines—NCL staff presents more than 50 invited talks at conferences and trade shows each year, and has developed more than 30 validated, nano-specific characterization protocols, freely available on NCL's web site.

NCL provides nanotechnology researchers with the latest in nanomaterial information and characterization instrumentation, and helps to promote safety evaluations and clinical advancement of nanotechnologies for cancer treatment. Towards this goal, NCL continually solicits new collaboration opportunities with biomedical nanotech researchers. NCL services are available through an application process and are free to



NCL characterization of nanomaterials includes a three-tiered approach that involves physicochemical characterization, in vitro immunological characterization, and in vivo animal studies. The NCL assay cascade has been standardized for a variety of nanomaterials and has been developed in collaboration with NIST and the FDA.

submitting investigators. For more information on NCL, please visit <http://ncl.cancer.gov>. ↻

Spring Research Festival Coming to a New Location April 27 and 28

By Ashley DeVine, Staff Writer

The 15th annual Spring Research Festival (SRF), coming April 27 and 28, will have a new location this year; it will be held in large tents along Porter Street, near Building 1520.

This year's theme is *Pseudopterogorgia elisabethae*, a type of coral found in the Caribbean, and its two symbionts, a dinoflagellate and a bacterium. Compounds isolated from the coral and its symbionts, known as pseudopterosins, exhibit potent anti-inflammatory and analgesic properties, suggesting they may be useful as adjuvant therapies for cancer (<http://www.upeikerrlab.ca/node/81>).



Julie Hartman, chairperson of SRF, said David Newman, Ph.D., chief of the Natural Products Branch, NCI-Frederick, led the committee in selecting this year's theme. "This compound is a beautiful example of where the invertebrate organism that was thought to produce it was in fact simply a host for a symbiotic organism, a dinoflagellate. Then, to everyone's surprise, it turned out that this symbiont had a bacterial symbiont, a Pseudomonad, that was the actual producer," Newman said.

In conjunction with SRF, a postdoc/post-baccalaureate symposium, "Cellular Mechanisms in Cancer, Autoimmunity, and Infectious

Diseases," will be held April 26 in the Building 549 auditorium, from 8:30 a.m. to 4:30 p.m. The symposium is chaired by Ira Daar, Ph.D., principal investigator, Developmental Signal Transduction Section, Laboratory of Cell and Developmental Signaling, Center for Cancer Research. Silvio Gutkind, chief, Cell Growth Regulation Section and Molecular Carcinogenesis Unit, Oral and Pharyngeal Cancer Branch, Division of Intramural Research, National Institute of Dental and Craniofacial Research, will present the keynote address, titled "A Journey from G Proteins to mTOR: Translating Signaling Circuitries into Targeted

New location this year; the festival will be held in large tents along Porter Street, near Building 1520

Cancer Therapies." Postdoctoral and post-baccalaureate fellows presenting at the symposium will have chance to win travel awards. For more information about the symposium, visit <http://web.ncifcrf.gov/events/CellularMechanisms/default.asp>.

National Cancer Institute at Frederick and Fort Detrick

Spring Research Festival

SRF poster presentations from scientific staff will be on display from 10:00 a.m. to 2:30 p.m., April 27 and 28. Also on both days, the Health Education and Community Services Exhibition featuring a sampling of the scientific research at the National Interagency Confederation for Biological Research will be displayed, and the Biomedical Research Equipment and Supplies Expo, sponsored by the Technical Sales Association, will showcase the latest scientific equipment and technology.

As a cost-savings measure, the SRF Committee purchased give-away items this year instead of T-shirts. Each poster presenter and two of the exhibitor participants will receive give-away items.

A new activity this year will be a science poster scavenger hunt with prizes. Festival attendees will be given a list of questions that can be answered by visiting the poster presentations. Individuals who answer all the questions correctly will have their names placed in a drawing for a prize.

Zi Paní will serve food and refreshments again at this year's festival.

For information on all activities and events, visit the SRF web site, <http://www.ncifcrf.gov/events/springfest/2011>. 

CMRP Administers \$153.25 Million in ARRA Funding

By Jessica Gardner, Clinical Monitoring Research Program, Guest Writer

The Clinical Monitoring Research Program (CMRP), Clinical Research Directorate, received \$153.25 million (nearly 45 percent) of the SAIC-Frederick allocation of NCI's portion of the American Recovery and Reinvestment Act (ARRA) funding. SAIC-Frederick administers nearly \$340 million of the \$1.26 billion assigned to NCI, through SAIC-Frederick's prime contract with NCI-Frederick.

The CMRP funding helps support the NCI Community Cancer Centers Program (NCCCP) and the cancer Human Biobank (caHUB), provides additional infrastructure support staff, and has helped to establish an audit-ready training program. CMRP has also provided ad hoc support to Mickey Williams, Ph.D., in developing the Patient Characterization Center and Clinical Assay Development Center (see related article on page 7). In addition, staff members have provided administrative assistance for an ARRA-supported subcontract for a specimen retrieval system to collect cases for validation of NCI-supported clinical assays with ARRA funds.

Since 2009, CMRP has coordinated the NCCCP's efforts to add 14 sites to its program, expanding the network from 16 to 30 hospital-based community cancer centers. NCCCP cancer centers continue to help NCI explore the best methods to enhance access to and quality of care—especially for those with health care disparities. Key NCCCP programmatic components include: disparities, clinical trials, quality of care, survivorship and palliative care, information technology, biospecimens, and communications. CMRP staff manages 37 ARRA subcontracts and supports the comprehensive communications infrastructure for NCCCP.

Furthermore, ARRA funds have been crucial to the start-up (or Phase I) of caHUB. CMRP has assisted with the implementation of the caHUB strategic plan, including the development of the project's scope, budget, timeline, and organizational structure; creation of standard operating procedures and quality management plans; establishment of subcontracts, material transfer agreements, ethical, legal, and social issues, policies, and

To date, 27 CMRP staff members have been hired to support specific ARRA project activities, the training program, and additional infrastructure activities (ARRA reporting requirements, recruitment procurement, etc).

To comply with the stimulus implementation timeframe, all ARRA projects must be completed by September 2015. This includes concluding all finite projects and



Hispanic Community Coordinator Grace Espinosa (r) of The Cancer Program of Our Lady of the Lake and Mary Bird Perkins talks about cancer screening with two local residents at an outreach event. The NCCCP site in Baton Rouge, La., screens more than 4,000 people annually for breast, skin, colorectal, prostate, and oral cancers.

templates; investigation of IT entities to develop an overall informatics plan; identification of potential commercialization opportunities; and establishment of a pathology reference center and biospecimen access policies.

In response to ARRA requirements, the CMRP administrative group identified qualified subject matter experts on the essential administrative processes and instituted required process training for competencies based on the duties and responsibilities of each job position. This training is also being extended to non-ARRA staff to ensure consistency and to increase the operational efficiency of the program.

transitioning specified operational and technical support projects (including staff members) to appropriated support. No ARRA funds may be used after this time, and all spending reports must be submitted.

ARRA, enacted in 2009, is a \$787-billion stimulus package that was designed to create jobs and promote spending. It has helped to provide support to low-income workers and the unemployed. The act has also helped to fund tax incentives and domestic spending in education, health care, infrastructure, energy, housing, scientific research, security, and law enforcement. 

A Bit of Local Culture

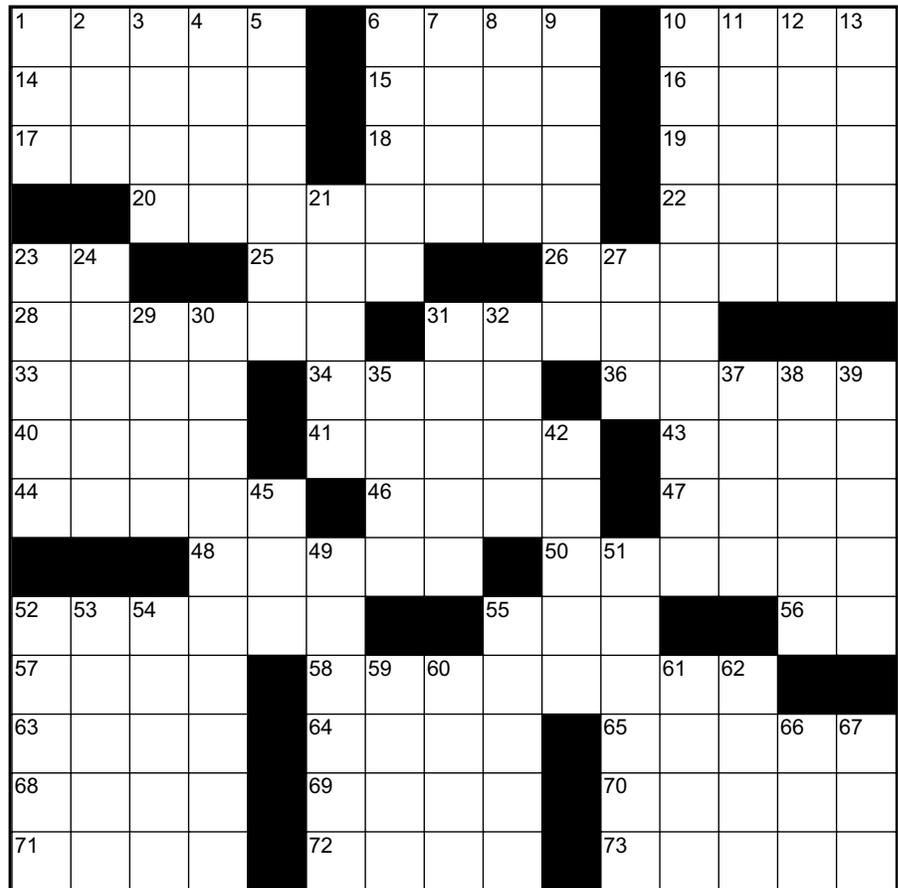
By Frank Blanchard, Staff Writer

ACROSS

1. Religious song
6. Swedish pop group
10. Root beer brand
14. Disguise, misrepresent
15. House entrance
16. College west of London
17. They're blue, often
18. Arabic commander
19. Kind of wolf
20. It appears at 58 Across
22. Diarist Frank
23. Movie with old man, Boy Scout, balloons
25. Raised trains
26. Seem to be
28. New Year's Day event
31. Bygone actor Flynn
33. Something to wish upon
34. Robin Cook thriller
36. "Fresh" flower
40. Formerly, formerly
41. "Meet Virginia" rock group
43. ___ the moon and the moon sees me
44. A little buzzed
46. ___ Lollobrigida
47. None, zip
48. 50s death row celebrity Chessman
50. Beer maker
52. "Don't ___ Up" (Mick Jagger release)
55. Ahh's companion?
56. "VP" preceder in a formal invitation
57. Deported Russian spy Chapman
58. See 20 Across
63. You can do ___ you try
64. Cheaper to rent ___ buy?
65. Trim ___ to the wind
68. Feathered home
69. Irish boy's name (var.)
70. Loosen the laces
71. Very French
72. Keyboard eraser key?
73. ___ Magnolias (movie)

DOWN

1. NPR home
2. Currency for Nobel winners? (abbr.)
3. Untruth (two wds.)



4. Property claim
5. Spilled oil ___ up the gulf
6. John Quincy
7. Whole house insect killer
8. One way to cook an egg
9. Overdue (var.)
10. See 30 Down
11. Make amends
12. 70s hit singer Summer
13. Curled lip look
21. Choose
23. Kind of victory
24. Gloria ___
27. "Open the ___ bay doors, HAL"
29. Scrape, roughly
30. They appear at 10 Down
31. Internet message
32. Ruiner of 28 Across
35. Wild, drunken revelry
37. I came, ___, I conquered
38. Jewish ceremonial dinner
39. Presidents serve four at a time
42. For Agnew, he would natter?
45. Thanksgiving morsel
49. Say again, differently
51. Type of monkey (macaque)
52. A trace of something bad
53. Come in
54. Licorice spice
55. One ___ (basketball defense)
59. Buffalo NY lake
60. Slanted type style (abbr.)
61. Violent declamation
62. French rural vacation home
66. You might do it "in wait"
67. Choose (abbr.)

Answers to the January 2011 News & Views crossword puzzle



New HR Manager Brings Passion for Recruitment, Learning to SAIC-Frederick

By Ashley DeVine, Staff Writer



Lisa Heflin

Even with more than 20 years of experience in the field of human resources, Lisa Heflin, the new HR manager, believes there's always more she can learn.

Recruiting the Best Candidates

Heflin is responsible for employment and staffing, and she manages a recruitment team of recruiters and administrative support staff. "I like working with a team because everyone brings something different to the table as far as their skills, and it's nice to put that all together to achieve our goals," she said.

It is the responsibility of this recruitment team to come up with strategies for finding the best candidates to fill positions at SAIC-Frederick. "A lot of that has to do with Internet recruiting and social media these days," she said. "There are so many ways to reach out to people with the Internet. That's pretty exciting, I think."

Heflin is also the point-of-contact for the Key staff and directorate heads, and she meets with them regularly to stay up-to-date on all of their recruitment and other HR needs. Her other duties include measuring her group's effectiveness with metrics, ensuring that recruitment activities are compliant with federal, state, and local employment laws, managing candidate

recruitment, interacting with temporary agencies, and overseeing the foreign national program.

Journey to a "Fascinating" Career

Heflin's background includes what she describes as "a broad spectrum of HR work." With a bachelor's degree in English, she began her career as an English teacher and then worked in the temporary staffing industry for 10 years. "Then I decided I would like a job in HR in a corporate arena and that's when I moved over to my last job," Heflin said. During her 13 years at RWD Technologies, Heflin gained experience in recruitment, HRIS, training, benefits, relocation, employee relations, and expatriate assignments. She worked her way up to manager of talent acquisition. "I was lucky that I landed in a career that I find fascinating and that has a lot of opportunity for growth and learning new things," she said.

It is clear that Heflin has a passion for learning. "When I got my Professional in Human Resources (PHR) certification, it reminded me how much I like learning, particularly in my field, so then I thought I'd pursue the master's degree, too," she said. Heflin has an MBA in human resources management and has held the PHR certification since 2000. To maintain the certification, Heflin must earn a certain amount of credit hours each year. These credits can be earned by taking or teaching classes, or by rolling out new human resources initiatives.

"Jobs for a Great Mission"

So what is it that Heflin finds so rewarding about the field of recruitment? She likes that she is finding people jobs. "Particularly here,

we're finding people to do jobs for a great mission," she said. Heflin also likes the challenge of finding highly qualified candidates and attracting them to this organization. "I'm enjoying that I'm in a field that I love, that gives me some opportunities to learn some new things, but also to share my knowledge with the company and help us improve our effectiveness," she said.

In her spare time, Heflin likes to read, spend time outdoors, travel, learn about health and nutrition, and spend time with her four grown sons and two grandsons. ☺

Save the Date

By Nancy Parrish, Staff Writer

Mark your calendars for July 20, this year's Take Your Child to Work Day (TYCTWD). This annual event allows your children to get a glimpse of the important work performed here every day to support the missions of NCI-Frederick and Fort Detrick. Event Chairperson Julie Hartman said, "The most important things we need now are ideas for new programs and increased participation from the community."

Need Help Preparing a Program?

TYCTWD is designed to inspire the next generation of scientific investigators as well as scientific support personnel. The TYCTWD Committee will help you develop ideas, plan a program, and even provide supplies. Contact Hartman (hartmanjb@mail.nih.gov) for details.

Other Dates to Note

May 9 through June 3: Registration open for programs.

June 20 through July 6: Registration open for children.

Watch your e-mail for more information, or visit the web site: <http://kidsday.ncifcrf.gov/> ☺

BDP Manager Reaches Out to Eighth-Graders

By Nancy Parrish, Staff Writer

Last fall, Mary Koleck, Ph.D., manager, Process Analytics, Biopharmaceutical Development Program (BDP), was asked by her niece to give a career talk to the niece's eighth-grade science class at California Area Middle School (California, PA). After several discussions with her niece's science teacher, it was decided that the entire eighth-grade class of approximately 80 students should attend the presentation.

Koleck presented an overview of the Biopharmaceutical Development Program (BDP), and provided examples of some of the products that have been particularly successful in treating cancer. Explaining the steps, from fermentation through fill/finish, that are involved in producing a biopharmaceutical for clinical trials, she stressed the importance of using aseptic handling techniques in producing a product that is safe and effective.

"I can't say that I inspired the entire class to pursue a career in science," she said, "but I could see that there were several students interested in this career path." The presentation ended with



Eighth-grade students enjoyed trying on laboratory gowns as part of Koleck's presentation to their science class. Koleck is shown in the back row (not gowned).

a "fashion show" demonstrating the gowning process required for working in the fill/finish aseptic processing areas, and prompting a lively discussion among the students.

Koleck was touched by "the warm reception given by both the faculty and

students, and their genuine interest in the presentation." Overall, she said, the experience was gratifying because "I could discuss what we do at the BDP/ NCI at a level that everyone could understand and hopefully inspire the next generation of scientists." ☺

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 other SAIC-Frederick employee, as long as no reporting relationship exists. Forms can be found hanging in most buildings, and can also be accessed at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/>.

RESPECT award winners for the period of December 8, 2010 to March 4, 2011 include:

Camron Anderson • Richard Angleberger • James Baker • Sukanya Bora • Carolyn Cable • Mary Carol Fleming • Travis Gaydos • Dennis Grove • Sarah Hooper • Kelly Hutzell • Carolyn Keilholtz • Janis Krolus • Shawn Lease • Fung te Lian • Devon Moore • Marla Mullen • Kandy Rahochik • Rose Saad • Cari Sadowski • Kristin Scotto • William Sheffield



• John Simpson • Woodrow Smith • Mary Stewart • Beverly Studebaker • Coleen Tabler • Erin Wheeler • David Wiles. ☺

Project Management

What Is Project Management Leadership?

By Carmen V. Clark, Project Management Office, Contributing Writer



Carmen Clark, Ph.D.

Good leaders constantly look for ways to improve their performance as well as their image.

In developing leadership skills, the Project Management Institute (PMI)

Code of Ethics and Professional Conduct requires that every certified Project Management Professional (PMP)

abide by the PMI Code of Ethics. These ethical behaviors include (1) responsibilities to take ownership for decisions; (2) respect for everyone; (3) fairness—making decisions impartially; and (4) honesty in communications and conduct (see more details from the Code of Ethics on our web newsletter).

Before the 1990s, leadership theorists postulated that leadership was either a set of traits that could be selected for (e.g., confident, determined, decisive); behaviors that could be trained for (e.g., direct, considerate, autocratic); or styles that could be adopted and adapted (e.g., degrees of concern for people versus degrees of concern for production on the Managerial Grid).

Later, *situational* variables became important considerations in defining what constitutes leadership. Fred Fiedler's famous contingency model of leader-member relations, task structure, and position power, and his Cognitive Resource Theory both demonstrate Fiedler's thoughts on how leaders affect group responsiveness through plans, decisions, and strategies conveyed by leaders using *directive* behavior with followers.

Leadership theories abound—the attribution, the charismatic, and the transactional versus transformation leadership theory, to name just a few. These later approaches focus on interpersonal relationships between leaders and followers, such as empowerment, teaming, and coaching. Cultural and even biological bases for influencing leadership have been studied. For example, studies on serotonin and testosterone levels in monkeys indicated that increased levels of the two hormones seemed to impact monkeys' degrees of socialization and aggression (Robbins, 1998).

The moral dimension, or ethics, has now arrived at the forefront of modern leadership analyses. An article in the *Harvard Business Review* (HBR), "Leadership Lessons from the Military" (Weiss, Donigian, and Hughes, 2010), describes how well-trained military officers working in the Afghanistan and Iraqi "hot spots" make extensive use of *negotiation* and obtain all *points of view* to find "multiple solutions and invite their counterparts to critique them, [using] facts and principles of fairness to persuade the other side [and] build trust and commitments over time" (p. 69).

In the same HBR edition, Admiral Thad Allen, USCG (Ret.), the international incident commander for the recent gulf oil spill, discussed what he had learned about leadership in this and in other experiences with crisis management. Allen noted "If you're not visible to your people out on the boats in 110-degree heat, you're not a credible leader" (Berinato, 2010, p. 77). He commented that "leaders are responsible for their own morale...You're always in a teachable moment" (p. 79) and, therefore, able to mentor others. Allen's

observations are yet more evidence of the personalization trend in leadership roles.

Finally, a discussion of leadership would not be complete without including one of the many remarkable insights about leadership expressed by General Colin Powell: "Never let your ego get so close to your position that when your position goes, your ego goes with it" (Harari, 2010).

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Quality Assurance

SPs and P&Ps Help Us Achieve the NCI Mission

By Teresa Stitely, Quality Management Office, Guest Writer



Teresa Stitely

The late football coach Vince Lombardi, Greenbay Packers' head coach from 1959 to 1967 and Washington Redskins' head coach

from 1969 to 1970 (<http://www>).

vincelombardi.com/), once said, “The achievements of an organization are the results of the combined effort of each individual” (http://www.brainyquote.com/quotes/authors/v/vince_lombardi_2.html).

Have you ever wondered what it takes to develop and maintain standard processes (SPs) for SAIC-Frederick and policies and procedures (P&Ps) for NCI-Frederick?

Any SAIC-Frederick employee can submit a request for a new SP or revision to an existing one. In the same way, any NCI-Frederick contractor or government employee can submit a request for a new P&P or revision to an existing one. Such requests for new or revised SPs and P&Ps should be sent to the Quality Management Office, Contract Planning and Administration Directorate, at SAICcontrolledocs@mail.nih.gov. The Quality Management Office coordinates the review and approval process for SPs and P&Ps.

The Operations and Technical Support (OTS) Management Committee, with representatives from each directorate, and the Information Security and Compliance Office (ISCO) vet new policies and processes, as well as revisions to existing ones. (See sidebar for current OTS members.)

SPs and P&Ps are reviewed at least biennially. The OTS Management Committee and ISCO review and comment on all policies and processes for NCI-Frederick. At the completion of the review, comments and revisions for a particular SP or P&P are submitted to the department or directorate from which it originated. Final drafts of SPs and P&Ps are submitted to the Scientific Publications, Graphics and Media (SPGM) department for formatting and editing.

In addition to submitting P&Ps to the OTS Management Committee for review, P&Ps are submitted to the principal manager/investigator for each NCI-Frederick contract for comment. Formatted and edited versions as well as contractor comments are returned to the originating department or directorate for final approval.

Once all documented steps have been completed, the director of the Quality Management Office authorizes an SP to be posted to the *SAIC-Frederick, Inc., Administrative Handbook of Standard Processes* (<http://web.ncifcrf.gov/campus/sahsp/>).

Final drafts of P&Ps are submitted to NCI’s Management Operations and Support Branch (MOSB) for approval by the chief, MOSB, and director, Office of Scientific Operations. Once NCI-Frederick contractors and designated NCI staff have reviewed P&Ps, and MOSB has “provisionally approved” them, the P&Ps are posted to the *Policy and Procedure Manual of Record* (<http://web.ncifcrf.gov/campus/administrative/policies/>). Additional edits or changes may be made later with the final approvals; however, in the interim, NCI-Frederick operates under these provisionally approved P&Ps.

Notifications, including a description of the changes, are sent to all managers and supervisors when an SP or P&P has been revised and posted to the web version of either the *Administrative Handbook* or the *Policy and Procedure Manual*.

It takes the combined efforts of many individuals to keep the SPs and P&Ps current. But these SPs and P&Ps are critical to achieving our best results in meeting the goals of the NCI’s mission; they require everyone’s efforts to make sure we are following established policies and procedures.

Operations and Technical Support Management Committee

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Vaccine Clinical Materials Program
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gov 

Employee Recognition Names for December 2010–March 2011

The following employees were recognized for outstanding workplace contributions in their directorates.

Advanced Technology Program:

Talisa Creavalle • Adam Harned • Andrew Waters

AIDS and Cancer Virus Program:

Brandon Keele

Basic Science Program:

Xiaohu Zhang

Clinical Research Program:

Heather Edwards

Contract Planning and Administration:

Carmen Clark

Facilities Maintenance and Engineering:

Larry Kees • Norman Lambert • Doug Leggett • Greg Selby
• Paul Thomas • Keith Zecher

Human Resources:

Patti Fitzsimons • Nelmarie Miranda • Rebecca Newhall •
Courtney Watkins

Information Systems Program:

Emir Khatipov

Laboratory Animal Sciences Program:

Niza Borchin • Louise Cromwell • Raja Sriperumbudur

Vaccine Clinical Materials Program:

Meredith Dyson • William Gonzalez • Giovanni Lopez •
Ester Sudec • Albina Toderas • Andre Weedon ↻

Hill, Clark Retire

By Maritta Perry Grau, Staff Writer

SAIC-Frederick employees Dwight Hill, Biopharmaceutical Development



Doug Gaum (on left), Director of Quality Assurance, recounts highlights of Dwight Hill's career at Hill's retirement celebration last winter.

Program, and Carmen Clark, Ph.D., Project Management Office, Contract Planning and Administration Directorate are among those who have retired in recent months. Hill retired in December, while Clark retired in February.

Hill's most recent duties included review/approval of calibration data,

and he also performed validation studies for various pieces of cGMP equipment. "Dwight's insightful and caring personality, as well as his unique sense of humor, are missed by his co-workers. We wish Dwight the best in his new adventures," said his former manager, Robert Patterson.

Clark helped many people at NCI-Frederick, as she worked in various management capacities. Beginning in 1976 as a research assistant manager, she went on to manage the Repository, Glassware, and the now-defunct Space Management Office. She was instrumental in bringing project management tools to the attention of many here at NCI-Frederick, organizing classes and lectures on the topic. More than 500 people have been trained in project management skills during the

past four years (see her final article on project management, page 16, this issue).

Clark continues her project management work in retirement: Since 2004, she has taught undergraduate project management courses online for Franklin University and currently serves as a "Content Expert" to design Franklin's project management courses. ↻



Carmen Clark, Ph.D.

Correction

In the January 2011 issue of *News & Views*, we incorrectly identified the directorates of Victoria Barron and Larry Key. The correct directorate for each of them is the Contracts and Acquisitions Directorate.

On Effective Communication

Beyond the Deadline: It's Dead!

By Ken Michaels, Staff Writer



The term “deadline” was first recorded in official congressional papers in the United States in 1864. During the American Civil War,

prisoners were housed in high-walled, wooden stockades. A railing was placed approximately 20 feet inside the stockade's walls, and prisoners were informed that it marked the limit beyond which they must not cross. Should a prisoner cross the line, the guards in the watchtowers assumed that an escape attempt was under way, and had orders to shoot to kill. The line came to be known picturesquely (and appropriately) as the “dead line.”¹

The journalism industry picked up the term and adopted it for everyday use. A reporter working on a story was always given a deadline to meet. Since submission of the story is only the first step, to be followed by editing, typesetting, layout, and printing press make-ready before the presses could actually start rolling—with every story in place—the meaning was clear: if the story isn't in by the deadline, the story is dead, at least for that edition. The

reporter had to realize that much had to happen *after* the story was finished for it to make it into the daily newspaper. It wasn't enough to just tell the story—it had to be told on time, or it didn't get told at all. It was dead.

Is It a Due Date, a Deadline, or a “Drop Dead” Date?

In organizations, people are expected to respect each other's time frames for collective projects, such as meeting reporting requirements, sending out meeting agendas, completing meeting minutes, etc., to function efficiently together. We have “due dates” and we have “deadlines,” but do we always use these terms precisely?

A due date specifies the date that something is desired. Due dates are largely about setting forth plans for completing the project as conveniently as possible. Courteous employees with effective time management skills typically will either simply meet the due date or, if circumstances dictate, negotiate a modification. Some develop reputations for virtually always (or virtually never) meeting due dates. Those who reliably meet due dates, not surprisingly, tend to find favor with co-workers.

Unlike a due date, which can be flexible, a deadline is an absolute. It's the point

at which something will happen, or it won't. The end of an open enrollment period for fringe benefits, for example, is a deadline. You either meet the deadline and get what you want, or you don't. Tomorrow is too late.



Recently another expression has surfaced—the “drop dead date.” It goes something like this: “I know I missed the due date, and it's past the deadline, but what's the drop dead date?” I suppose there's something about saying “drop dead” that seems a higher order of magnitude in terms of consequences, but by definition, the drop dead date is the deadline.

It seems to me that one aspect of effective institutional communication is using terms like due date and deadline with precision, with everybody understanding what they mean, and behaving accordingly. Due dates can sometimes be missed with no serious consequence other than causing somebody else inconvenience. Courteous employees meet their due dates as a matter of routine. Deadlines can't be missed without consequences, and the consequences are almost always negative. Effective employees meet deadlines.

¹Source: <http://users.tinyonline.co.uk/gswithenbank/curiousc.htm> ↻



Arthur Named CEO of the Year

Larry Arthur, Ph.D., chief executive officer (CEO) of SAIC-Frederick, was named Frederick County CEO of the Year by the Tech Council of Maryland (TCM). According to TCM's web site, <http://www.tcmtechawards.com/Nominate.html>, this award “recognizes and honors executives

who have made outstanding contributions to their firm and driven it to succeed through their leadership skills and personal abilities in 2010.”

Arthur was honored at TCM's ninth annual Frederick County Tech Awards on March 29.

The TCM tech awards are open to all companies in the mid-Atlantic region who have done business in the region during 2010. ↻

SAIC-Frederick Training Calendar

Communication Series

How to Write Effective Policies and Procedures	April 21, 10:00 a.m.–12:00 p.m.
Presenting Science the “Write” Way, Strategies for Scientific Publication	May 23, 25, 27, 9:00 a.m.–12:00 p.m.
Effective Oral Presentations.	June 7 and 24, 9:00 a.m.–12:00 p.m.
The Art of Listening	June 8, 9:00 a.m.–12:00 p.m.

Management and Supervisory Series

Making Meetings Work	April 20, 9:30 a.m.–12:00 p.m.
Employment at Will	May 11, 12:00–1:00 p.m.
Manager Orientation	May 18, 8:00 a.m.–12:00 p.m.
Successful Interviewing Techniques	June 15, 12:00–1:00 p.m.
Coaching Employees to Success	June 22, 2:00–5:00 p.m.

Professional and Personal Enrichment Series

Enhancing Professional Relationships	April 19, 9:00 a.m.–12:00 p.m.
Problem Solving: Two Minds are Better	April 27, 1:30–4:30 p.m.
Four Steps to Better Workplace Relationships	April 29, 10:00 a.m.–12:00 p.m.
What’s My Communication Style	May 10, 2:00–5:00 p.m.
Managing Conflict Constructively	June 16, 2:00–5:00 p.m.
The Power of Micromessages	June 29, 12:00–1:00 p.m.

All programs are offered at no charge. To register for any of the courses listed above, go to <https://lms.learning.hhs.gov>. For additional information, contact Sukanya Bora, Training and Development Manager, 301-846-1129, or boras@mail.nih.gov.

Due Dates

April issue	February 9	Please send your information,
July issue	May 10	articles, or ideas to Maritta Grau,
October issue	August 12	Managing Editor
January 2012	November 14	(graump@mail.nih.gov).

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SAIC Stock Programs	1-800-785-7764
	or 858-826-4703
SAIC Stock Recorded Information	1-888-245-0104

Dates to Note

Spring Research Festival	April 27 and 28
Memorial Day: NCI-Frederick closed	May 30
Independence Day: NCI-Frederick closed	July 4
Take Your Child To Work Day	July 20

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Frederick

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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