

New CEO Emphasizes Research and Ethics

By Maritta Perry Grau, Staff Writer

David Heimbrook, Ph.D., recently took over the reins as SAIC-Frederick's chief executive officer, succeeding Larry Arthur, Ph.D., who remains as chief scientist for SAIC-Frederick.

Heimbrook has made it clear that he appreciates the uniqueness of NCI-Frederick, that he has a strong vision for the research done here, and that he reaffirms the emphasis on ethics that is integral to SAIC.

Indeed, in a global e-mail sent on his first day of work, Heimbrook said, "NCI-Frederick is a unique national resource with a rich history of scientific accomplishment. For nearly four decades government and contractor staffs have worked together to improve the lives of individuals with cancer and AIDS. I am excited to be joining with you in this noble effort at a time when there are so many opportunities for SAIC-Frederick to make meaningful strides in the healthcare of the American public...

"On a personal note," he continued, "I want to thank Larry Arthur for

his many years of service to SAIC-Frederick. I am pleased that he will continue to serve the mission of NCI-Frederick as SAIC-Frederick's Chief Scientist."

In a mid-June meeting with all managers and supervisors, Heimbrook noted, "Working for and with NCI, we can provide tools and knowledge that will accelerate the transition of innovative drug candidates into development and clinical proof-of-concept."

"It is a pleasure to have someone of Dr. Heimbrook's caliber leading the efforts to combat cancer and AIDS."

In that meeting, he also expressed pride in working for a company with a strong emphasis on maintaining high ethical standards, with "zero tolerance" both for unethical behavior and for any retaliation against someone who questions or reports unethical behavior.



David Heimbrook, Ph.D.

"Ethical behavior is the responsibility of every employee every day," Heimbrook said.

Heimbrook's past experience makes him a close fit for NCI's research focus. As a Hoffman-LaRoche vice president since 2003 and global head of Discovery in Roche's Oncology Discovery and Translational Area, he led cancer research sites in New Jersey, Switzerland, and Germany; developed and implemented Roche's oncology research strategy; and transitioned

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SAIC-Frederick Donates Nearly \$300,000 in Eight Years

By Maritta Perry Grau, Staff Writer

SAIC-Frederick has had a long and very positive relationship with Frederick Community College (FCC). Many of our employees and their families have taught or taken classes there.

In addition, SAIC-Frederick "has been a loyal and generous supporter of FCC," according to Dr. Rich Haney, executive director of the FCC Foundation and chief development officer for FCC. Mr. Haney noted that since 2003, funds from SAIC-Frederick, including those from the "Double Your Reach" campaign, total \$292,336.

The foundation has organized various donation programs for its new fundraising campaign, "Creating Frederick's

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Larry Arthur: A Decade of Success

By Frank Blanchard, Staff Writer

Outgoing Chief Executive Officer Larry Arthur's decade of success at the helm of SAIC-Frederick is marked by a wide range of accomplishments, each based on a single principle: He always defers to science as the true leader.

"He always makes administrative decisions from the perspective of a practicing scientist," said Robert Wilttrout, Ph.D., director of the National Cancer Institute's Center for Cancer Research. "He truly understands the need to put science first, and that administrators are here to serve science, not vice versa."

Jeff Lifson, M.D., director of the AIDS and Cancer Virus Program, said, "Even when Larry was in the board room, his heart was in the lab. He never lost track of the fact that the reason we are here is to do, and to support, science aimed at helping people."

Arthur's tenure was a time of growth. SAIC-Frederick's budget climbed from about \$200 million in 2002 to almost \$800 million (including about \$350 million in stimulus funding) in 2009; in the current year, it's about \$610 million. But NCI's overall budget stayed flat. So as the dollars coming to Frederick grew, so did the care with which each one was spent. In addition, Arthur's team instituted measures that saved taxpayers hundreds of thousands of dollars without compromising quality or productivity.

"He is a great consensus builder, which is important during good times, but critical during difficult times and in crisis situations," Wilttrout said.

More than once, Arthur restructured the company to improve efficiency and keep pace with the march of scientific discovery and the rapid advance of

biomedical research technologies. The result has been timely and effective response to NCI priorities, and record-high performance ratings reflected in contract award-fee scores.



Above: Larry Arthur shepherded many changes in the OTS contract. Shown with Arthur (seated, center) about 1999 are Marge Strobel, NCI; and SAIC-Frederick directors Joe Kates, Dave Bufier, George Mitra, and Ron Defelice. Right: Arthur set the pace for getting fit in 2006.



Look across the organization and you'll see evidence of his character:

- **His devotion to science:** The 330,000-square-foot Advanced Technology Research Facility and its promise for both partnership-building and the translation of science into medicine are coming to fruition. Construction began in 2009 as one of the nation's largest real estate deals during the worst financial crisis since the Great Depression. Previously, the Vaccine Pilot Plant had been completed for the National Institute of Allergy and Infectious Diseases on time, under budget, and with minimal change orders.

- **His compassion:** Arthur opened SAIC-Frederick's employee giving campaign to more nonprofit organizations, and was first to open his own wallet. He launched a companywide giving campaign and initiated a corporate matching gifts program with a \$50,000 annual set-aside. Last year, employee pledges and matching funds totaled a record \$123,792.
- **His openness:** He put into place a companywide communication plan with an invitation for anyone on staff to speak with him on any topic, and made it easy with a special e-mail address: TalkToLarry@mail.nih.gov. He presented to all managers and supervisors a plan for their role, followed by formal Manager as Communicator training that has been completed by 375 managers to date. An overview of the plan was shared with all employees in April 2011.
- **His practicality:** His stay-healthy advice endures with the company fitness program and his challenge that inspired it: run, walk, or bike around the world and lose a ton of weight. Since 2006, 823 employees have covered more than 160,000 miles—6.5 times the earth's circumference—and logged in excess of 35,000 hours of physical activity.

There is much more to write than this space can accommodate. We all know that.

Randall Morin, Dr.P.H., Director of the Environment, Health, and Safety Program, who has worked closely with Arthur for many years, reflected: "He has allowed me to communicate frankly, but has never micromanaged. Larry has spent almost his entire career at NCI-Frederick doing what he loves."

So as Arthur opens a new chapter, how fitting it is to have a title that reflects his longstanding dedication: chief scientist. 🏃

Heimbrook Continues E-Mail Communication

By Ken Michaels, Staff Writer

On June 15, newly appointed Chief Executive Officer (CEO) Dave Heimbrook announced the continuation of the e-mail channel direct to the CEO's office, with the new address, TalkToDave@mail.nih.gov.

As part of the corporate communication plan launched in 2009, the dedicated e-mail address was designed to make Larry Arthur, Ph.D., then CEO, accessible to all SAIC-Frederick employees by giving them a direct channel through which they could send him comments or ideas and through which he could respond in a personal dialogue apart from the daily stream of regular e-mail. Heimbrook intends to keep this informal communications channel open with the new e-mail address.

From time to time, brief messages from Heimbrook may be sent to all staff or a subset (e.g., managers and



David Heimbrook

supervisors) via TalkToDave, but its chief purpose is to function as an input channel for all employees to use. Heimbrook or a member of his staff will acknowledge all messages, and he will share or forward messages to the proper people to take action as appropriate.

As is generally true with e-mail, TalkToDave is not a proper channel for confidential communication, nor should it be used for communications for which other channels already exist, such as ethics issues.

It is Heimbrook's hope that TalkToDave will be regarded throughout the organization as an always-open conduit that provides every SAIC-Frederick employee with access to the company's top executive. He values, and wants to hear, your feedback and ideas. ☺☺

TalkToDave@mail.nih.gov

SAIC-Frederick Welcomes

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compounds through clinical proof-of-concept to pivotal registration studies.

Arthur underscored these achievements, stating that Heimbrook "brings to NCI-Frederick impressive accomplishments in cancer research, especially in the area of translational research. I expect to see him move our research agenda to a new level of excellence, and there will be a greater focus on moving basic research findings to clinical applications. It is a pleasure to have someone of Dr. Heimbrook's caliber leading the efforts to combat cancer and AIDS."

NCI Director Harold Varmus concurred, commenting that "Dave ... brings outstanding credentials in the area of translational research, an area of increasing importance to the NCI, to NIH, and to American healthcare." ☺☺

SAIC-Frederick Donates

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Future... Now More Than Ever." SAIC-Frederick will be among 22 individuals, businesses, organizations, and foundations that, over "a lifetime," have contributed at least \$100,000. The groups will be recognized through one of the new programs, the Duval Sweadner Award, named for the college's first president (1957–1967). They will be inducted in the fall of 2011 and listed in the foundation's *Annual Report to Donors*, on its web site, and on a college donor recognition wall.

For more information, go to <http://www.frederick.edu/foundation/donorrecognition/givingsocieties.aspx>. ☺☺



Photo courtesy of Frederick Community College

SAIC-Frederick's donations to Frederick Community College will be recognized in an awards ceremony this fall. Presenting the Eagle Award recognizing SAIC-Frederick's support in 2009 are, left to right: Dr. Rich Haney, Chief Development Officer, FCC; SAIC-Frederick's Dr. Larry Arthur, Chief Scientist, and Dave Bufter, Chief Administrative Officer; and Dr. Carol Eaton, president of FCC.

SAIC-Frederick Awarded for Workplace Excellence and Wellness Programs

By Ashley DeVine, Staff Writer

SAIC-Frederick is now a nine-time recipient of the Workplace Excellence Seal of Approval and a first-time recipient of the Health and Wellness Trailblazer Award, both from the Alliance for Workplace Excellence (AWE), a nonprofit organization dedicated to helping employers in the greater Washington, D.C., area become excellent places to work.

The Workplace Excellence Seal of Approval goes to companies that “show an outstanding commitment to overall workplace quality,” according to the AWE web site, <http://www.excellentworkplace.org>. Companies are evaluated on corporate culture and management practices, family- and employee-friendly policies/programs, health and wellness programs, growth and learning opportunities, diversity practices, safety and security, flexible



work environment, and corporate, social, and civic responsibilities.

“SAIC-Frederick continues to demonstrate an outstanding commitment to employee health and wellness programs through regular evaluation and improvements/offerings,”

said Retha Parsons, supervisor, Compensation and Human Resources Information System, Human Resources Directorate.

All award applicants were assessed by an independent review panel of professors, Ph.D. professionals, and doctoral candidates in business, industrial and organizational psychology, and human resources.

Health and Wellness Trailblazer Award recipients “demonstrate an outstanding commitment to employee health and wellness—and have led the way by

developing innovative programs,” according to AWE’s web site. Some of SAIC-Frederick’s wellness programs include:

- Health-risk assessments offered through health insurance vendors;
- On-site health fairs;
- Support and recognition for physical activity and healthy eating programs through the Fitness Challenge;
- Reimbursement for membership at fitness facilities;
- Healthy options at the Discovery Café;
- Employee access to nurses, coaches, and other professionals through health insurance vendors and the Employee Assistance Program; and
- Educational sessions on healthy lifestyle.

“We emphasize workplace excellence by implementing effective work–life balance policies and practices, providing employee growth and development through various learning opportunities, continuing to support our community, and providing a safe work environment,” Parsons said. ↻

New Recycling Procedures Begin July 1

By Paul Stokeley, Environment, Health, and Safety, Guest Writer

NCI-Frederick is scheduled to begin using a new trash collection and recycling contractor as of July 1. This change will affect how laboratory, shop, and office personnel will handle recyclables.

New recycling bins will replace the U.S. Army Garrison (USAG) bins in lunchrooms, mail rooms, near copiers, and in hallways. Laboratory, administrative, and shop staff should place their recyclables in these bins, which will be emptied twice a week.

Recycling dumpsters will also be placed around campus, generally close to where trash dumpsters are located. These dumpsters may be used for larger items and for any items that can be recycled.

Acceptable items for recycling include paper, cardboard, glass bottles, plastics, containers, and metal cans. Some items that can’t be recycled include food-contaminated containers, Styrofoam™, aerosol cans, and plastic cutlery.

Please refer to our web site for a complete list of acceptable and unacceptable items (<http://home.ncifcrf.gov/ehs/recycling/procedures.asp>).

Procedures for disposing of medical or biohazardous waste (autoclave waste, animal tissue, sharps, and laboratory waste such as gloves, pipettes, and glassware) are not affected by these changes. Radioactive and chemical waste collection is also unaffected.

Paper-Shredding Service No Longer Available

NCI-Frederick can no longer use the USAG’s paper-shredding services for the destruction of sensitive documents. Please contact your program’s administrative officer to use NCI-Frederick’s blanket purchase order with the mobile shredding service.

For More Information

For questions about the new procedures, please refer to our web page (<http://home.ncifcrf.gov/ehs/recycling/default.asp>), or contact Environment, Health, and Safety Waste Management at 301-846-5718.

For questions about indoor recycling bin locations, number of bins, or general assistance, please call the Facilities Maintenance and Engineering Service Worker shop at 301-846-1081.

We appreciate your support as we transition to this new system. ↻

Sequencing Facility Sequences 4.6 Trillion Bases in Two Years

By Belynda Hicks and Bao Tran, Sequencing Facility, Guest Writers

Since it opened for service in June 2009, the Sequencing Facility (SF) has processed 1,357 samples and generated 4.6 trillion bases of sequence. That's equivalent to sequencing more than 1,533 human genomes.

SF's services use four Illumina GA IIX sequencers and one Illumina HiSeq 2000 sequencer. As with any other newly established core laboratory, expected and unexpected growing pains have served to highlight key requirements for a successful operation. We highlight here some lessons learned, which we will apply to the next many trillions of sequencing bases generated for NCI's Center for Cancer Research (CCR) and other NCI investigators.

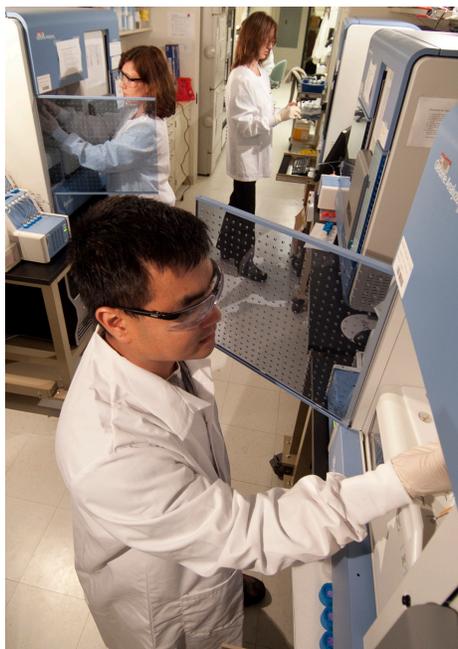
Successful and Proactive Project Design

With any new technology, one key to success is ensuring that investigators are comfortable with the capabilities and applications of the instrumentation. Knowledge of the research goal should be joined with technical guidance to develop the most sensible and realistic experimental design possible. Such a joining helps to ensure that the most effective experiments are being conducted and that resources are used efficiently. Setting up a meeting with the investigator to gather all the information, answer any questions, and outline deliverable expectations before starting the project is one key to success.

Implementation of Robust Quality Control Procedures

From inception, members of SF and the Quality Management (QM) team focused on establishing accurate, sensitive, and predictive quality control tests. These checks are critical to assess qualitative and quantitative

characteristics of incoming samples and processed libraries, minimizing sample and reagent loss from failed reactions, and maximizing the yield obtained from each sequencing run. Close communication between SF, QM, and the investigator has helped to ensure samples that pass these checks produce high-quality, useable data 97 percent of the time.



Bao Tran loads DNA samples into the GA IIX sequencer to generate base pair genetic sequencings. A single run may yield as many as 1.25 billion bases of genetic code in as little as one hour. Behind him, Yuliya Kriga (left) and Michele Mehaffey check results on other sequencing machines.

Leveraging Resources

SF exists as a matrix organization and pulls in resources from across the contract to provide the highest level of service and quality to the investigator. Members of the Genetics and Genomics Group's (GGG's) QM team support development of shared documentation, tracking, inventory, and equipment management approaches. Members of the Laboratory of Molecular Technology (LMT) offer guidance and advice on implementation of

new technologies and automation support; additionally, LMT provides services for targeted amplification and exome capture. Finally, members of the Advanced Biomedical Computing Center (ABCC) provide expert support for the laboratory information management system, for data management, and for standard analytical pipelines.

Keeping Pace with Technology

The rapid improvements in sequencing technology, coupled with the increasing demand for reliable sequencing services, demand a group that can provide robust standard processes and that has the flexibility to incorporate new advances that help science progress. Working with QM, LMT, and ABCC, SF strives to keep pace with technology that has far outpaced Moore's Law for the last several years. Moore's Law is drawn from an observation made in 1965 by Intel co-founder Gordon Moore that the number of transistors on a computer chip would double every two years (see <http://www.technologyreview.com/computing/21901/>).

Established in March of 2009 and located at the Advanced Technology Center in Gaithersburg, SF is a dedicated high-throughput, massively parallel sequencing (MPS) core facility supporting NCI's CCR. MPS can read 1.25 billion bases of genetic code within one hour or a human genome in 2.4 hours. This is about 12,500 times faster than Sanger sequencing and capillary-based electrophoresis.

QM, LMT, ABCC, and SF work together to provide the newest sequencing technologies to the investigator, with a focus on high quality, an eye towards innovation, and a commitment to our customer. For information about SF, please call Bao Tran at 301-402-3410, or e-mail him at tranb2@mail.nih.gov. ↻

LPAT Installs Robot for Analysis of Clinical Samples

By Tim Veenstra, *Advanced Technology Program, Guest Writer*

Biomarker discovery can be conducted via two pathways. If discovery-driven, a series of samples is analyzed to collect information on the molecules present in comparative samples (e.g., diseased versus healthy). In general, the data reveal the relative abundance of molecules observed in the different sample cohorts. In hypothesis-driven studies, specific molecules are targeted, and their absolute abundance is measured in the sample cohorts being compared.

One of the major efforts being conducted within the Laboratory of Proteomics and Analytical Technologies (LPAT) is utilizing a hypothesis-driven approach to measure estrogen levels in urine and serum samples to determine if the levels of these steroid hormones are linked to cancers of the reproductive system in women.

In these studies, the absolute abundance of up to 15 estrogen metabolites in urine or serum samples obtained from hundreds of healthy patients and those diagnosed with cancers of the reproductive system are compared. The process can be broken down into three major steps: (1) sample preparation; (2) mass spectrometry (MS) analysis; and (3) data analysis.

While the overall method for this comparison was developed approximately four years ago, LPAT scientists continue to work on ways to increase the throughput of the assay. For example, higher-pressure liquid chromatography was coupled to the MS analysis last year, resulting

in a significant shortening of the time required to collect the data.

Robot Handles Sample Preparation

To meet the increased MS throughput, LPAT scientists are working with Tecan engineers to design an automated

20 minutes. The solvent containing the estrogen metabolites is then removed, placed into fresh vials, and lyophilized to dryness, after which a dansyl chloride solution is added to derivatize the molecules.

After this step, the robot transfers all of the samples into vials that are placed into the injection rack of the liquid chromatography system, where they are automatically analyzed by MS.



LPAT scientist Mike Citro tests and optimizes methods for conducting automated sample preparation on the new Tecan liquid-handling station. Estrogen metabolites will be measured in the clinical samples.

liquid-handling station capable of conducting the sample preparation steps necessary to hydrolyze, extract, and derive the estrogen metabolites in preparation for MS analysis.

Starting with the original cryovial containing the clinical samples, the Tecan robot uncaps the vial, removes a specified aliquot, and dispenses it into a test tube to which hydrolysis buffer is added. After the samples incubate overnight, the robot adds extraction buffer to the samples and places them into a rotary device, where they are mixed for 30 minutes. Then, the samples are automatically placed in a centrifuge and spun for approximately

Scientists Freed Up for Data Analysis

While a scientist can conduct all of the sample preparation steps in roughly the same amount of time that the Tecan robot does, the increase in throughput is realized because the scientist is able to focus more on data analysis and development of methods to measure other biomarkers.

The robot was installed May 9, and LPAT scientists are currently learning the operation of the new system and planning testing experiments before it is fully implemented in the estrogen metabolite analysis pipeline. ☺

BSP CCR Genetics Core Provides Research Support

By Tammy Eyler, Basic Science Program, Contributing Writer

The Basic Science Program (BSP) provides dedicated support to the NCI Center for Cancer Research (CCR) laboratories that carry out investigator-initiated, hypothesis-driven biomedical research. The BSP CCR Genetics Core (BCGC) was formed in 2010 in response to specific research support needs of CCR principal investigators (PIs).

More involved and responsive than large production cores, the BCGC serves the interests of the investigators with expert skills and state-of-the-art, dynamic technology development. This core has become an indispensable component of multiple CCR PI research programs, with its ability to respond quickly to investigator needs, its resident expertise, and its capacity for creative problem solving.

BCGC Focuses on Critical Aspects of Genetic Research

At BCGC, we focus on three aspects of modern molecular genetic research: bioresources, genotyping, and bioinformatics. Work in each section is highly integrated and transparent to CCR researchers. Collaborators can expect BCGC staff to function as an extension of their own laboratory personnel.

Handling Patient Samples and Information

The Bioresource Section provides training, human cohort development, import permits and Institutional Review Board support, and sample processing and shipping, in addition to making primary transformed immortalized cell lines from human and animal material.

For genetic studies, particularly international studies, to be successful, care must be taken in handling patient



David Wells, research technician, BCGC, loads samples into the newest instrument in the BCGC, the Roche 454 Junior next-gen sequencer. This instrument can generate up to 55 million bases of sequence data in one overnight run.

information and samples from start to finish. Combining robotics with human expertise in sample preservation and data management, our staff developed a collection of protocols to ensure the quality and identity of cohort collections from around the world.

Collaborators are trained in field collection techniques, and the core provides barcode labeling technology and compatible technology for recording patient information, identifying samples and linking them to clinical data, tracking sample locations, and monitoring collection-study progress on-site and at NCI.

High-Throughput Genotyping

The Genotyping Section uses sophisticated equipment and technologies (Taqman, Illumina, Affymetrix, ABI 3730, and Roche 454), to provide CCR investigators low- and high-throughput genotyping data for all types of genetic sequences.

BCGC staff have streamlined protocols to enable greater throughput on both the Affymetrix and Illumina genotyping systems. By closely monitoring all stages of the process on-site, our staff can genotype and recover samples more quickly than can an outside vendor;

sequences are typically delivered within 24 to 48 hours after receipt.

In addition, considerable cost savings may be realized from increased efficiencies and expertise, as well as from the ability to perform the work in-house.

Support to HIV/AIDS Researchers

The Bioinformatics Section supports the work of scientists in identifying genetic factors, notably CCR5-Δ32 and HLA Class I alleles, that profoundly influence HIV infection and AIDS progression. The

database, analytical, and genotyping support activities of the Bioinformatics Section are tuned to the needs of the core as a whole, as well as to the particular needs of the CCR scientists who use the core resources in their research.

Working closely with the CCR scientists involved in AIDS genetic association research has given core staff a specialized knowledge of association analysis, along with a deep understanding of the clinical data from various cohorts. This knowledge has recently been more generalized to study other complex diseases.

For More Information

For information on how the BCGC can assist with your research, contact Bailey Kessing (bailey.kessing@nih.gov) or visit the BCGC web site at <http://bcgc.nci.nih.gov/>.

ATRF Construction Picks Up Momentum

By Hoyt Matthai, Advanced Technology Program, Guest Writer

The construction of the Advanced Technology Research Facility (ATRF) is moving ahead on many fronts.

The final design of the administration wing and atrium, which includes details on specific spaces, such as hallways, offices, an auditorium, and conference rooms, early in the summer. Selection of a general contractor for fit-out of this area will follow, with construction projected to start in early September.

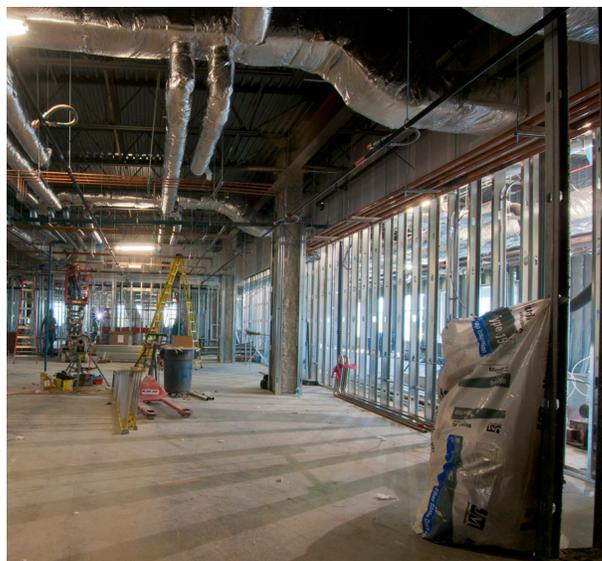
The Biopharmaceutical Development Program (BDP) trailer has been on site since early June and will eventually



Top: Main (visitor) entrance to the ATRF at 8560 Progress Drive.

Middle: Mezzanine in A wing, second floor, to access the walkable ceiling of the BDP cGMP manufacturing area (in the background). Note the wall section of aluminum studs on the left; this section is so constructed that if, in the future, new equipment too large for the elevators is acquired, this wall section can be more easily knocked out than opening up the solid walls for delivery.

Bottom: Lab wing construction in progress.



house approximately 25 employees from the cGMP validation contractor, cGMP Validation, LLC. A number of BDP personnel are currently working at the site to oversee the validation of the facility. Validation activities will continue through February 2013 for placing all BDP cGMP laboratories, utilities, and equipment into use at the ATRF (see related article on page 9).

We are currently receiving bids on data center equipment (racks, servers, cables, etc.) and anticipate awarding contracts for this equipment in mid-July.

In conjunction with construction, teams are working to develop the scope of work for the pending move and new furniture needs. Additionally, standard operating procedures are being developed for general operation of the facility (including such functions as security; shipping and receiving; and environment, health, and safety).

Occupancy of the ATRF continues to be projected for the summer of 2012. 📍

ATRF Validation Started Early

By Greg Feaga, Biopharmaceutical Development Program, Guest Writer

Completion of the Advanced Technology Research Facility (ATRF) is scheduled for June of 2012 and, although major equipment is not yet installed, the Biopharmaceutical Development Program (BDP) has been performing validation activities for months.

Successful Validation Starts Long Before Equipment Is Installed

BDP applies the term “validation” to the process of commissioning, qualifying, and documenting and reviewing data for equipment, utility, or process. Specifications for the design of the building and equipment must support operational objectives, or you may not get the expected results.

The BDP validation group is using a contractor due to the magnitude of the job; cGMP Validation, LLC began in October 2010 by first reviewing the overall building design and layout, assessing whether the design would support BDP’s mission and comply with applicable regulations.

VMP Assesses Risk, Critical Need, and Regulations

The Validation Master Plan (VMP) details the facility, equipment, and processes in the context of risk, criticality, and regulatory requirements. Because these factors are so intertwined, any change in one inevitably impacts the others.

Validation is like boot camp for equipment, utilities, and processes. Once put through the paces, their strengths and weaknesses are evident, and limitations understood. The ATRF validation effort includes a number of steps. Among them are:

Design Qualification (DQ): DQ verifies that the design of the system is appropriate for the intended use and complies with applicable regulations. For example, if you were buying a new car to tow your boat trailer, you wouldn’t want a small, economy car. In the same way, by first making sure that equipment and systems meet specifications and can handle the workload, you can prevent costly mistakes in ordering equipment. Imagine how impractical it would be to modify the new economy car into a stout towing machine!

Installation/Operational Qualification (IOQ): IOQ assures that the system is installed correctly, determines if the equipment will perform reliably, and allows you to test equipment limitations. It’s a bit like verifying that your new car meets specifications stated by the manufacturer, such as its dimensions or cargo capacity. In addition, you also test things that are important to you, the user. Maybe you like the AC set really cold, so you test how long it takes to cool the car and whether it keeps you comfortable on the hottest days.

Performance Qualification (PQ): PQ focuses on the performance of the integrated system under actual use. You may test your car by driving a route that simulates the most frequently encountered conditions.

For BDP, typical PQs test our ability to fill vials or grow cultures used for therapeutics. We inspect the vials for integrity and test for sterility. When testing fermenters and bioreactors for sterility, we simulate the growth parameters and manipulations using TSB (tryptic soy broth), a growth-promoting medium.

Hiccups along the Way

Not all validation activities go as planned; unexpected results and the occasional failure are a reality. Resolutions are usually simple and may merely require a comment or a piece of missing documentation from a vendor. In some cases, failure to meet a vendor specification may not affect your operational needs. For example, if an agitator that should reach 1,000 rpm will only achieve 900 rpm, but the process never exceeds 800 rpm, there is no issue. The resolution could be a comment that the system cannot be used above 900 rpm.

Proper planning, skilled staff, a thorough understanding of your equipment, and knowledge about your process are key ingredients in a recipe for successful validation.

In the end, you can be confident that these resources will perform consistently and reliably to help produce novel medicines to treat cancer and other conditions. ↻

Fitness Challenge 2011

Don't Forget to Eat Wise, Exercise, and Stay Fit for Life

By Ashley DeVine, Staff Writer, and Will Sheffield, Occupational Health Services, Guest Writer

The 2011 Fitness Challenge would like to congratulate all the runners and walkers who participated in the ninth annual Frederick running festival on May 7. SAIC-Frederick purchased 124 race slots for employees to run or walk in the half marathon, the two-person half-marathon team relay, the 5K, and the “nut-job” challenge (half marathon and 5K in the same day). For the first time since 2006, all SAIC-Frederick race slots were used.

You Could Be a Monthly Winner!

It's never too late to join the Fitness Challenge—you could be a monthly winner and receive a prize! All you have to do is create a personal account at <http://saic.ncifcrf.gov/fitnesschallenge/> and begin entering your numbers in the Fitness Challenge tracker. You can enter numbers for weight; miles biked, walked, or run each day; and hours spent performing other fitness activities. The tracker is reset each month so everyone has an equal chance of being

a winner. Although you can only win once in a 12-month period, as long as you enter your numbers throughout the year, you could be one of the yearly winners announced at the next Annual Achievement Awards Program.

Are You Having Trouble Finding the Fitness Challenge on the New NCI-Frederick Web Site?

If you are looking for the Fitness Challenge link on the new NCI-Frederick web site, <http://ncifrederick.cancer.gov>, you can find it in the center of the front page by expanding the Special Initiatives and Programs section (click on the plus [+] icon).

If you have any questions, please contact Will Sheffield, Fitness Challenge coordinator, at sheffieldwg@mail.nih.gov or 301-846-5442. 📧

Protein Chemistry Laboratory Donates Mass Spectrometer

By Nancy Parrish, Staff Writer

Last fall, the Protein Chemistry Laboratory (PCL, Advanced Technology Program) donated a used ion trap mass spectrometer to the chemistry department of Hamilton College, Clinton, New York. The donation was facilitated by PCL Senior Scientist Jack Simpson, Ph.D.

PCL had upgraded its equipment early in 2010. About the same time, Simpson attended a meeting in Salt Lake City, Utah, where he ran into a former colleague, Greg Rahn, who is now an instrumentation specialist at Hamilton. Rahn discussed with Simpson the challenges of acquiring instrumentation for the Science Center at Hamilton, and Simpson had an idea: donate the used mass spectrometer to the college. That way, the equipment would not sit unused in a surplus warehouse, and the chemistry department at Hamilton would be able to offer increased access to high-tech equipment that would cost more than \$100,000 if purchased new.

Simpson spent the next few months obtaining approvals and making arrangements for the donation, and at the end of October, Rahn drove to NCI-Frederick to pick up the machine. It is now up and running for students and faculty in the chemistry and other science departments at the college.

“This was something I could do to make sure students had access to this kind of equipment,” Simpson said. “This is something they might not see until they reach graduate school.”

The instrument can be used to determine the structure of drugs as well as identify proteins and other biomolecules.



As the result of an equipment upgrade last year, the Protein Chemistry Laboratory donated its used ion trap mass spectrometer to Hamilton College, Clinton, New York. The donated instrument is similar to the one pictured here.

According to the Hamilton College web site (<http://www.hamilton.edu/news/story/chemistry-department-welcomes-donated-mass-spectrometer>), the newly acquired equipment “will be used in teaching laboratories and for student-faculty research.” 📧

Photo courtesy of GenTech Scientific.

Frederick Rescue Mission Expands Dining Room with the Help of “Double Our Reach” Donations

By Tommy Skaggs, Frederick Rescue Mission, Guest Writer; and Frank Blanchard, Staff Writer



Photo courtesy of the Frederick Rescue Mission

With the help of donations from SAIC-Frederick’s “Double Our Reach” employee giving campaign, the Frederick Rescue Mission opened its newly renovated dining room on April 22, where an average of 200 meals is served each day (<http://www.therescuemission.org/history.htm>).

For the Frederick Rescue Mission, April 22, 2011, marked the last day disadvantaged and hungry men, women, and children would have to endure bone-chilling cold in the winter and sweltering heat and humidity in the summer while waiting in line to receive a much-needed meal. It was the last day hundreds of hungry people would be corralled down a dark hallway and into cramped dining quarters to receive a meal that would have to be eaten outdoors or while sitting on the floor.

Generous donations from the community—including those from SAIC-Frederick employees through last year’s “Double Our Reach” campaign—enabled the mission to complete renovations and open a spacious new dining room at its Bread of Life Kitchen. The opening is a milestone in the mission’s program of feeding hundreds of men, women, and children who come to the Bread of Life Kitchen every day for the food they need.

“Thank you SAIC employees for your part in helping the mission complete our new dining room and creating a clean, safe, and welcoming space where everyone is greeted with a warm smile, an encouraging word, and maybe even a hug from time to time,” said Tommy Skaggs, director of development for the Frederick Rescue Mission.

The rescue mission is one of seven organizations to which SAIC-Frederick employees can contribute through the company’s payroll deduction program. Last year’s “Double Our Reach” campaign brought in \$123,792 in pledges and matching company funds to support the work of the mission and six other organizations: the American

Cancer Society, the Chesapeake Bay Foundation, Frederick Community College, Habitat for Humanity of Frederick County, Heartly House, and the United Way of Frederick County.

The annual giving campaign occurs in the autumn, but employees can sign up at any time to make donations to these organizations via payroll deduction. The only difference is the lack of a company match, which is tied exclusively to the annual campaign.

To enroll, fill out and sign a pledge form from Human Resources (HR) and return a hard copy of the form to HR.

“Thank you SAIC employees for helping to change lives now and for eternity by supporting the Frederick Rescue Mission.”

Employees can have regular amounts deducted automatically from each paycheck and forwarded to designated charities via quarterly payments from SAIC-Frederick. Last year’s campaign focused on increasing participation, even for as little as \$1 per pay period; it all adds up.

“Thank you SAIC employees for helping to change lives now and for eternity by supporting the Frederick Rescue Mission,” Skaggs said. 

SAIC-Frederick, Inc.



Project Management

Do You Ask the “QBQ”?

By Mitzi Guarino, Project Management Office, Contributing Writer

I'm sure some of you may be thinking the same thing I was thinking when my co-worker and fellow Project Management Professional (PMP) Teresa Stitely suggested I read *QBQ!*, by John G. Miller, founder of QBQ, Inc. My first reaction was, “What is ‘QBQ?’”

I soon found out.

“QBQ” stands for the “question behind the question.” *QBQ! The Question Behind the Question* (New York: Putnam Publishing Group, 2004) is a quick read and offers great insight into practicing personal accountability at work and in life. After reading the book, I couldn't help but think how this mindset applies to successful management of projects.

“That's Not My Job”

So often in work and life, when faced with a challenging situation, people choose the easy path by passing the blame to someone else or playing the “That's not my job” card. By taking a step back, practicing personal accountability, and making better choices by asking the right questions, you may find that you can identify ways to address the situation to achieve a successful result.

More specifically, *QBQ!* states the following guidelines for creating the right QBQ (pages 106–107):

1. Begin with “What” or “How” (not “Why,” “When,” or “Who”).
2. Contain an “I” (not “they,” “them,” “we,” or “you”).
3. Focus on action.

As you focus on action, remember:

1. No more victim thinking (“Why”), procrastinating (“When”), or blaming (“Who”).

2. I can only change me.

3. Take action.

QBQ! also discusses the topics of leadership, teamwork, and ownership. Miller, according to the book's back flap, founded QBQ, Inc., to aim at “making personal accountability a core value for organizations and individuals.”

The cover of Miller's book grabs the reader with a good hook: “What to really ask yourself to eliminate blame, complaining and procrastination.” These three things can sabotage any project; to avoid them, successful project management involves personal accountability, leadership, ownership, and teamwork.

Create a Cohesive Team

For example, most SAIC-Frederick projects involve team members from various directorates, each having its own set of priorities. For project teams to be successful, it is important that they work across directorate lines and create a cohesive, unified team. Working together means that as the team approaches a project, they aim for the success of SAIC-Frederick and NCI-Frederick, rather than concentrating on the success of their individual directorates.

This approach can be challenging, since directorates may have conflicting priorities and goals. A focus on these differences can create a breeding ground for passing blame, finger-pointing, and scapegoating. Instead, if the project team members apply the QBQ methodologies to themselves, they can turn this line of thinking around to enhance their productivity, morale, teamwork, and problem-solving. With the changing budget climate, project teams may need to be leaner and more agile, thus making personal accountability even more important.

As Miller noted, “[The ‘question behind the question’ is] about practicing personal accountability and choosing to make a positive contribution, no matter what our role or ‘level’.”

I would recommend reading *QBQ!* and then asking yourself, “Am I being personally accountable?” It is a tough question, but one well worth asking. As Miller said, “You can only change yourself.”

For more information about the QBQ! program and philosophy, visit the web site, www.QBQ.com. 

Quality Assurance

QMO Centralizes Document and Records Management

By Steve Harshman, Quality Management Office, Contributing Writer

In an earlier article, quality performance was defined as satisfying customer requirements on a consistent basis. Follow-up articles stressed the importance of documented procedures in achieving consistent, predictable operations, which are the cornerstone of quality performance.

The Contract Planning and Administration Directorate (CPAD) recently realigned functions to support the following efforts at the company level, and to transition from a stand-alone quality assurance



function to a more centralized approach identified as the Quality Management Office (QMO):

- Documenting NCI-Frederick Policies and Procedures (P&Ps) and SAIC-Frederick Standard Processes (SPs);
- Managing the P&P and SP revision and review process and maintaining version control;
- Communicating information included in the policies and procedures to the appropriate audience; and
- Managing company records to document performance, support continuous improvement, and preserve corporate knowledge.

The quality assurance function within QMO continues to focus on defining and meeting customer requirements and serving as a resource for addressing specific customer concerns. As part of this effort, it may be necessary to create or revise an NCI-Frederick P&P or an SAIC-Frederick SP. Managing the review process and control of these documents now resides within QMO.

You can access the current versions of P&Ps at <http://ncifrederick.cancer.gov/Staff/Policies/Default.aspx> and the current versions of SPs at <http://ncifrederick.cancer.gov/Staff/Sahsp/Sahsp.aspx>.

As new P&Ps and SPs are established or if current versions change, QMO is responsible for ensuring that changes are communicated in a timely fashion. These and other business communications originate within QMO, and you will recognize them by the following signature line: “Keeping You Informed, The CPA Directorate.”

QMO also oversees the retention and storage of company records, and is available to assist with establishing the means to meet your record storage needs.

Looking ahead, QMO plans to standardize the look of facility and company forms, implement a review process for these forms, and establish a central electronic repository of fillable forms where only the current approved versions will be available. You can also expect to receive additional communications from CPAD as new

or revised P&Ps, SPs, or forms become available.

If you have questions about QMO or the support it provides, you can send a message to QMO@mail.nih.gov or contact one of the following individuals:

Steve Harshman, 301-228-4003, harshmanj@mail.nih.gov

Andi Gnuschke, 301-846-6952, gnuschkea@mail.nih.gov

Karen Cowden, 301-846-6958, Karen.Cowden2@nih.gov

Teresa Stitely, 301-228-4009, stitelytl@mail.nih.gov

Sheri Miles, 301-228-4026, Sheri.miles@nih.gov 

SAIC-Frederick Training Calendar

Individual and Professional Enrichment Series

Microsoft Outlook Tips for Administrative Professionals..... July 19 and August 18, Time TBD

Management and Supervisory Series

Manager Orientation Program August 11, Time TBD

Management Development Program

Module 1: Increasing Self-Awareness and Understanding Diversity September 7, 8:30 a.m.–5:00 p.m.

Module 2: Compensation and Staffing..... September 14, 8:30 a.m.–5:00 p.m.

Module 3: Benefits and Coaching for Managers September 21, 8:30 a.m.–5:00 p.m.

Module 4: Conflict Management and Employee Relations September 28, 8:30 a.m.–5:00 p.m.

For more information, view the fall 2011 MDP flyer: <http://home.ncifcrf.gov/SAICFTraining/mdpFall2011Flyer.pdf>.

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

Thank You for 146 Years of Service

By Ashley Devine and Nancy Parrish, Staff Writers

Editor's note: So far, 2011 has been a year of transition for SAIC-Frederick. We have had to say good-bye to many of our long-standing friends as they move into a new phase of their lives. News & Views caught up with seven of them, who collectively have contributed 146 years of service to NCI-Frederick.



Jennifer Brown, Senior Illustrator, Scientific Publications, Graphics & Media, 35 years



Mary Carol Fleming, Senior Nurse Practitioner, Occupational Health Services, 20 years



Rocky Follin, Senior Designer, Facilities Maintenance and Engineering, 37 years



Shirley Keller, Secretary III, Facilities Maintenance and Engineering, 23 years

When did you begin working at NCI-Frederick, and how did your job change over the years?

Jennifer Brown, senior illustrator, Scientific Publications, Graphics & Media (SPGM): I started working here on November 20, 1975, as an illustrator in the Technical Information Center (now known as SPGM). The scientists would bring over mockups of charts, graphs, and drawings. Back then, we saw a lot more scientists because the phone and e-mails were not used for proofing. We used special inks and papers for drawing, and did two-layer composites of text and photographs; now computer software allows us to put text and photos together on one layer and to enhance images.

Mary Carol Fleming, senior nurse practitioner, Occupational Health Services (OHS): I started in January 1991 as an occupational health nurse. In 1993, I earned the Certified Occupational Health Nurse Specialist credential, and my Maryland nursing license included the credential for worker compensation case management. In 2000, I earned a master's degree in nursing and became certified as an

adult nurse practitioner. I was promoted to nurse practitioner in 2001, and then to senior nurse practitioner.

Rocky Follin, senior designer, Facilities Maintenance and Engineering (FME): I started on May 21, 1974, as a junior drafter with what was then the Engineering Department. My duties consisted of drawing simple floor plans for laboratory renovations and making copies of plans for bidding and construction purposes. Eventually I learned to independently design new laboratories and animal holding facilities and am retiring as a senior designer, responsible for completing designs that reflect our scientific customers' requirements.

Shirley Keller, secretary III, FME: I began on November 16, 1987, as an administrative specialist in the Intramural Research Support Program (IRSP), where I was involved

in procuring scientific supplies and equipment. In 1991 I moved to the Engineering Department in FME, where my job duties changed from supporting scientists and researchers to supporting engineers, draftsmen, and project managers. I had to learn how to format design specifications for renovations on the facility as well as construction and project management terminology. Today I support the Engineering Department manager, plus the FME director.

Criss Tarr, director, Vaccine Clinical Materials Program: I began on



Criss Tarr, Sc.D., Director, Vaccine Clinical Materials Program, 10 years



Marti Welch, Senior Illustrator, Scientific Publications, Graphics & Media, 20 years

September 10, 2001. I was hired specifically to oversee the design, development, and operation of a Vaccine Pilot Plant to support the National Institute of Allergy and Infectious Diseases' Vaccine Research Center. With the events of September 11, the job took on a larger sense of urgency; also, the scale of the facility dramatically increased. My job has evolved to the more routine day-to-day operation of the pilot plant.

Marti Welch, senior illustrator, SPGM: I started in December 1990 as an illustrator (when it was the Publications Department). The department had one Mac computer for graphics. We were still sitting at drafting boards and using a typesetter, and all the graphics were done by hand. Gradually we shifted to an all-computer environment, and we now no longer have to hand a customer a physical print for a journal submission. About 10 years ago, I started doing photography, and I continued to do that along with illustration work. I did most of the photography for SAIC-Frederick retirements and the majority of the studio portraiture.

What activities or committees have you been involved with over the years at NCI-Frederick?

Brown: One of the fun things I did in the 1980s, when PALS was just opening, was painting the mural of the rainbow and kids that you see as you walk in the front door of the building. The other event I've enjoyed working on over the years is the Spring Research Festival, and I have designed the *News & Views* newsletter for about eight years.

Fleming: I was chairperson of the Ergonomics Committee; mentored several newly hired nurses and nurse practitioners; participated on the Disability Management Team; and was a member of an OHS/Environment,

Health and Safety/ Human Resources Working Group.

Follin: I worked on the FME summer picnic committee, participated in on-campus mentoring programs for summer students, and volunteered at the Frederick County Public School Career Camp at Frederick Community College. I have also been part of the Campus Improvement Committee and contributed regularly to the "Poster Puzzler" feature of the *NCI-Frederick Poster* newsletter.

Keller: Food Drive committee and the picnic committee

Welch: I used to teach second graders as part of the Elementary Outreach Program, and that was a lot of fun.

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

Brown: It was impressive how SPGM adapted from drawing boards to computers. I also think the body of work that this department has produced is quite an achievement.

Fleming: My role was always to support the OHS mission of maintaining a safe and healthy workforce at NCI-Frederick. What that meant to me was becoming an employee advocate. In my experience, employees came to trust in the expertise and advocacy role of the professional nursing and administrative staff, which was personally very exciting and rewarding to me.

Follin: FME's greatest achievement has been to transform the 1950s-vintage laboratories and offices we inherited from the Army into modern research facilities, which contain state-of-the-art equipment that enables our scientific



Shirley Keller (third from left), Facilities Maintenance and Engineering, pauses with her family at her retirement celebration.

staff to continue the quest for a cure for cancer in the twenty-first century.

Keller: The demolition of Building 470 was a historic event that was very controversial and discussed for many, many years before finally being accomplished. I supported the project team in this effort.

Tarr: Without doubt, my group's greatest achievement was finishing the pilot plant on time and under budget. A second major achievement was producing and releasing in 52 days a novel H1N1 plasmid DNA vaccine for clinical use. This was a testament to the wonderful group of people that have worked with me here.

Welch: Changing the way portrait photography was done and researching



Criss Tarr, Vaccine Clinical Materials Program, enjoys a special concoction at his farewell gathering.

(continued on page 16)

Thank You for 146 *continued from page 15*

specifications on the new motorized backdrops and ceiling rail for hair light.

What are some of your earliest memories of life at NCI-Frederick?

Brown: My dad worked here as a chemical engineer and I was able to go to nursery school and kindergarten on post, beginning in 1956.

Fleming: Planning and attending the first health fairs; touring the animal facilities and learning about the work there; witnessing a building fire and watching the animal-care workers carry out the precious research animals (what dedication they showed!); witnessing the demolition of the anthrax tower; volunteering for the anthrax vaccine so that I could respond to emergencies in the building where vaccine work was anticipated.

Follin: When President Nixon shut down the Biological Warfare Program [in November 1969], the laboratories at Fort Detrick were abandoned and sterilized, but all the



Rocky Follin (on left), Facilities Maintenance and Engineering, enjoys the festivities at his farewell celebration.

equipment and furnishings remained in place. Some labs and offices still had 1969 calendars hanging on the walls. I remember walking through a dimly lit corridor on the second floor of Building 469 with all the rooms dark, and the only noise you could hear was your own footsteps.

Keller: I met a lot of people and made many new friends throughout the post. A group of us would always get together for lunch and go to the gym after work.

Tarr: The weekend before 9/11, my new neighbor (we had just moved from San Diego), who works for the Department of Defense at Fort Detrick, took me on a riding tour of the base and I was struck by

the ease with which we entered the facility, essentially waving at the guards as we drove by. After an uneventful first day of work, the tragedy that occurred the second day forever changed how things ran.

Welch: I remember the beer blast truck and sitting at a drafting board drawing figures and graphs by hand.

What did you like best about working at NCI-Frederick?

Brown: The people—I have been here long enough that everyone seems like family.

Fleming: The wonderful people that I met during my years in OHS.

Follin: It's the people here who have helped me move ahead in my career. I was fortunate to have had several unselfish mentors over the years who tutored me and shared their knowledge and talents.

Keller: Working at NCI-Frederick has given me a great opportunity to meet some really wonderful and unique people, and I have made some great friends. I will truly miss them.

Tarr: When I interviewed for the job, Dave Bufter said that they didn't mind if people made mistakes, only if they didn't ask for help. I've probably asked for help more frequently than most, and the people here have unfailingly responded...this is the nicest corporate culture in which I have ever worked.

Welch: I have always enjoyed the face-to-face meeting of people.

What are your plans for retirement?

Brown: I plan to volunteer at the new Catoctin Creek Park and Nature Center near Jefferson. I would also like to take some classes at Frederick Community College and the Delaplaine Visual Arts Education Center.



Mary Carol Fleming (third from left), Occupational Health Services, gathers with her OHS co-workers during her retirement gathering.

Fleming: I plan to spend more time with family, relocate to coastal South Carolina to be closer to grandchildren, stay active in nursing, and care for my mother who is 102 years young.

Follin: Of course I have the infamous "Honey Do List" to take care of. I also plan to spend some more time with my dad, and that will include some hunting, fishing, ATV riding, and long weekends at our hunting camp. I plan to volunteer some time to some local organizations. I also have grown very fond of cruise ships, so there will be some traveling involved in my retirement experience.

Keller: I am looking forward to spending time with my husband (we will be celebrating our 50th wedding anniversary in December), family, and friends. We love to travel and already have trips planned to Tennessee and Colorado, and a 2-week trip out West by car with friends.

Tarr: My wife and I are homebodies, so we won't be doing any significant traveling. I'm very big into landscape work and building wooden ship models, so I think I'll remain well occupied. Our facilities group gave me an elegant ship model kit, which will probably take me until my last breath to finish.

Welch: I plan to look for a new job close to home, catch up with house work and home repairs, and weed my flower beds. 🌸

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. Project teams are also eligible for awards upon the successful completion of a significant project; nominations must be made by an individual external to

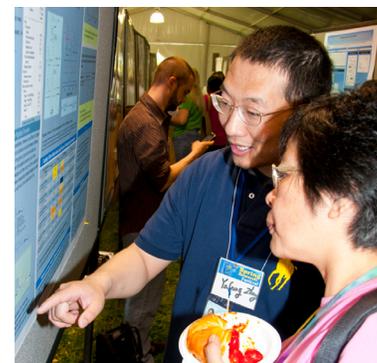
the team. Individual employees receive a \$25 award via biweekly payroll and project teams receive an advance check equal to \$15 per team member to be used for a team celebration at a restaurant. RESPECT awardees also receive a different RESPECT-branded item for each of the first four awards they receive. Forms can be found hanging in most buildings and common areas, and can be accessed at <http://ncifrederick.cancer.gov/campus/sahsp/EmployeeRecognition/default.pdf>.



RESPECT award winners for the period of March 5 to June 7, 2011, are:

Shanthala Basavappa • Salma Chowdhury • Mark Cosentino • Dan Fox • Stephen Fox • Kris Ghimire • Jessica Graham • Kathy Green • Herbert Hagenau • Dan Hartman • Herbert Higson • Todd Hochstrasser • Bob Miller • Chris Ohler • Tammy Schroyer • Grace Strine • Kedest Teshome • Arinze Uzoka • Chelsea Yasenachak • Keith Zecher • Candice Zodrow 🌟

2011 Spring Research Festival



Scientists, postdocs, research technicians, and students presented 181 posters on current research discoveries at the Spring Research Festival on April 27 and 28. Exhibitors from NCI-Frederick and Fort Detrick were also on hand to showcase their products and services, and nearly 200 companies displayed the latest scientific equipment and technology. 🌟

Walking to Find a Cure for Diabetes

Several SAIC-Frederick employees, including Bruce Crise (far left), Rachel Bagni (second from left), and Andrew Waters (second from right), all of the Advanced Technology Program, were among the more than 300 people who participated on behalf of Team SAIC in the Juvenile Diabetes Research Foundation's Walk to Cure Diabetes on May 22 at Nationals Park in Washington, D.C. SAIC, the corporate presenting sponsor of the event, doubled its goal of raising \$50,000 for the walk. To read more about the event, go to https://issaic.saic.com/corporate/responsibility/news/2011-06-06.asp?email_id=SNIR-060611&link_id=JDRF060611. 🌟



Photo courtesy of SAIC Corporate

BZZZZ

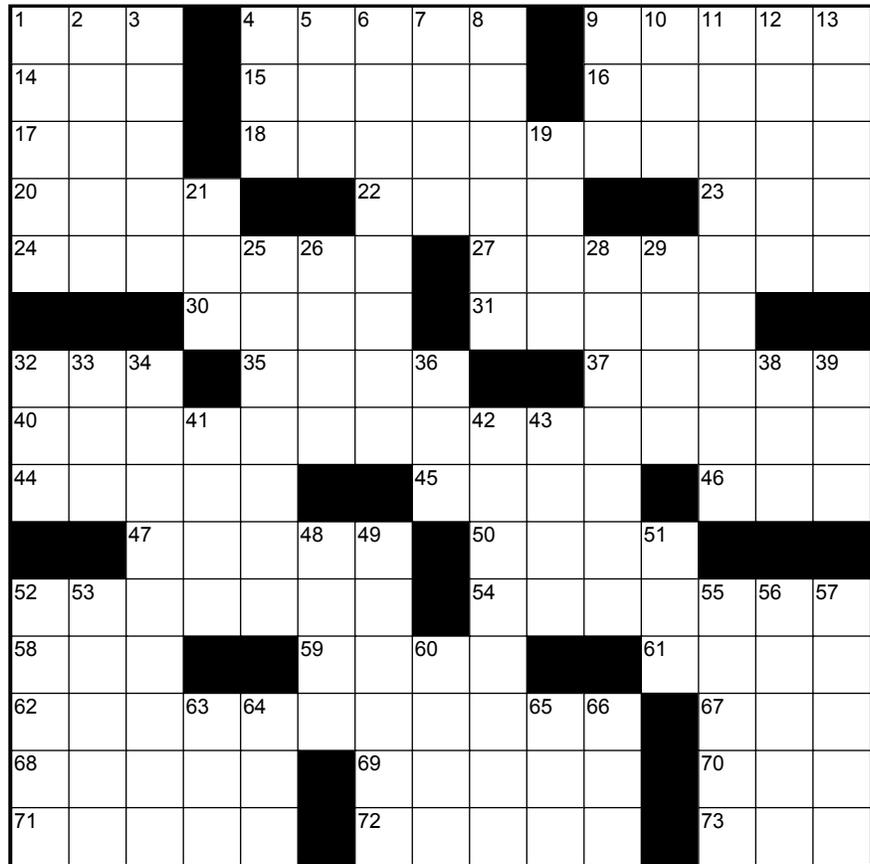
By Frank Blanchard, Staff Writer

ACROSS

- 1 North Carolina heel
- 4 Heavy rock music
- 9 Kind of acid
- 14 Miner's find
- 15 Rock and Texas country singer Steve
- 16 Something of love?
- 17 It's high in some digital images
- 18 A kind of 36 down (pl.)
- 20 Lost, dizzy
- 22 James ___ Warren, justice
- 23 Kind of church (abbr.)
- 24 Soup kitchen offering
- 27 Global public relations firm
- 30 Italian wine region
- 31 Second television viewing
- 32 Rhyme scheme
- 35 Unknown soldier is inside
- 37 Sitting position in yoga
- 40 Three kinds of 36 down
- 44 Former military service person (abbr.)
- 45 A man of good breeding, family, or social position
- 46 Grassy meadow
- 47 ___ Kagan, supreme court justice
- 50 Press up against
- 52 Lifeless bodies
- 54 Nativity visitor
- 58 Lou Gehrig's disease (abbr.)
- 59 Taekwondo martial arts popularizer Jhoon
- 61 *Gone with the Wind* estate
- 62 A kind of 36 down (pl.)
- 67 Fast plane
- 68 Dog ___ book pages
- 69 Type of tropical mosquito, now ubiquitous
- 70 Suffix for person from a place, tribe, system
- 71 Girls' name with Mawr (pl.)
- 72 Where hornets huddle
- 73 80s video game console (abbr.)

DOWN

- 1 *Five Books of Moses*
- 2 Child's argument position
- 3 Start-over button
- 4 Harry and Sally did this
- 5 Aural organ



- 6 What 36 down might walk along
- 7 Police grp.
- 8 MacNeil's longtime co-anchor
- 9 Tall mountain
- 10 On it, north is usually up
- 11 Big rivet?
- 12 ___ Jeane Mortenson
- 13 James "Jim" Bakker's middle name
- 19 Ye ___ shoppe
- 21 Doc group
- 25 Country houses or mansions
- 26 Smaller than a molecule
- 28 City treasurer, officer of Corinth
- 29 Strong desire
- 32 Chicken ___ King recipe
- 33 Emeril Lagasse catchword
- 34 Orkin man to 36 down
- 36 Theme of this puzzle
- 38 Austin to Boston direction
- 39 Alias indicator
- 41 Dog cry
- 42 Salt water plants
- 43 Type of typeface (abbr.)
- 48 He fiddled; Rome burned
- 49 Cold soot collector (var.)
- 51 Vietnamese holiday
- 52 Bible story of Joshua and ___
- 53 *Totally Killer* author Greg
- 55 ___ Buu of Dragon Ball
- 56 Knife-like ridge of rock
- 57 Television host Berkus, and others
- 60 Fencing sword
- 63 Mineral-rich wetland
- 64 Kinds of TVs
- 65 ___ proto-oncogene
- 66 Draft agency (abbr.)



Answers to the April 2011 News & Views crossword puzzle

On Effective Communication

Make Meetings Interesting

By Ken Michaels, Staff Writer



On April 6, 2011, one of my co-workers presented an in-service on a fairly technical topic. Prior to the gathering, she sent the staff a notice outlining the topics to be

covered. After that, she sent a second notice that read:

If the previous email did not spark your interest in today's in-service, maybe this will...FOOD, there will be food!

And then she strengthened the tease with this comment:

Hint: This food was included in the National Millennium Time Capsule by President Clinton.

When the staff arrived, they found “props” lined up along the conference table. They were boxes of Twinkies®, a Twinkie cookbook, and plates of Twinkie “sushi”—cross-sections of Twinkies, wrapped with Fruit Roll-Ups® and adorned with colorful, fruity candies.

My co-worker began the session by explaining that this day was the 80th

anniversary of the American iconic Twinkie, and gave an abbreviated history of the dessert treat, reading from *The Twinkies Cookbook* (Berkeley, California: Ten Speed Press, 2006). One phrase from the book was “Continental [Baking Company] was looking for a new, inexpensive product that would appeal to consumers in the tight economy [of early 1930]” (page 4).

All present were encouraged to sample the goodies as she launched into her presentation, which was about tricks and tips for effective use of InDesign® page composition software by Adobe®.

I suspect that if more people took the trouble to create a little “buzz” about an upcoming get-together by planning to include something a little out of the ordinary, perhaps some of the negative feelings that many have about meetings in general would soften. None of those present “endured” this particular in-service—they enjoyed it. And they enjoyed the treats, too, of course.

Unusual Facts (Along with Treats) Have a Certain Appeal

“This day in history” is an opening that many public speaking coaches

recommend as a meeting or presentation starter, especially when the event from the past relates in some way to the present topic. “Tight economy” certainly relates. But beyond that, facts not generally known but of interest (the anniversary of the Twinkie, President Clinton’s choice of it as an “object of enduring American symbolism” for the National Millennium Time Capsule) have a certain appeal, especially when they involve edible treats being

supplied. (If you’re a contractor employee, mind the rules about offering gifts to government people, right? A plate of Twinkies is probably okay.)



And there’s absolutely no harm in beginning a meeting with something out of the ordinary that puts people at ease and provides a connection between the presenter and the audience. My co-worker Tammy Schroyer really nailed it...the staff will not soon forget her “Twinkie In-service.” And we all learned something about making meetings interesting. 🍩🍩

Take Your Child to Work Day Is July 20

By Ashley DeVine, Staff Writer

Take Your Child to Work Day is Wednesday, July 20, 7:30 a.m.–3:00 p.m. All children attending should wear closed shoes (no flip flops or open-toed sandals) and dress for warm weather and/or rain (the event goes on, rain or shine). It is important for children to wear their ID badges at all times. Badges are available at the Information Tent in the Hub area (located near Building 538, along Chandler Street). For more information, visit <http://kidsday.ncicrf.gov/>. 🍩🍩

TYCTW Day 2010 gave children a chance to learn about creatures they don't usually see—such as reptiles like the snake pictured here.



Employees Recognized between March and June 2011

Advanced Technology Program

Kristine Jones • Jamie Rodriguez • Katie Beam

AIDS and Cancer Virus Program

Mike Piatak

Applied and Developmental Research Program

Yuan-ji Pan

Basic Science Program

Amy Huter-Imming

Contract Planning and Administration

Mitzi Guarino

Information Systems Program

Braulio Cabral

Laboratory Animal Sciences Program

Jaime Greear • Marie Osborne • Mai Ni Cuai Thawng Tha

Vaccine Clinical Materials Program

Hector Carrillo • Kevin Colon • Norman DeCastro • Criss Tarr
• Dawn White ↻

Thank You, Jennifer and Marti

With this issue, the *News & Views* staff bids a fond farewell to Jennifer Brown, lead designer, and Marti Welch, photography editor. Jennifer, who retired on July 1, 2011, after 35 years of service to NCI-Frederick, has

designed the current *News & Views* since its launch in July 2002. Marti, who retired on June 27, 2011, after 20 years of service, was responsible for many of the hundreds of photos and portraits we've enjoyed in *News & Views* over the years. Thank you, Jennifer and Marti, for your dedication to making this newsletter one that we are all proud of. ↻

Due Dates

April issue February 9 October issue August 12
July issue May 10 January 2012 November 14

Please send your information, articles, or ideas to Maritta Grau,
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Dates to Note

Take Your Child To Work Day July 20
NCI-Frederick/Fort Detrick Student Poster Day July 27
Labor Day: NCI-Frederick closed September 5
Columbus Day: NCI-Frederick closed October 10

202524



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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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