

## Charles Koontz: “Your Company Is Proud of You and Your Country Is Proud of You”

*By Nancy Parrish, Staff Writer*

Charles Koontz, president, Information Technology and Network Solutions Group, SAIC, gave high praise to the nearly 1,400 employees attending the 13th Annual Achievement Awards Ceremony on November 5.

“Your company is proud of you and your country is proud of you,” Mr. Koontz said, adding, “You have a lot to be proud of.” Not only is SAIC-Frederick “one of the most referenced contracts in the company,” he noted, but it is also earning an international reputation. Citing a recent visit to the Vaccine Pilot Plant from representatives of the United Arab Emirates, Mr. Koontz said SAIC-Frederick is “making a difference globally” with its dedication to health care research. He also praised the Advanced Technology Research Facility (ATRF) as “fabulous,” and said that SAIC’s

new Chief Executive Officer, Walter Havenstein, is looking forward to visiting SAIC-Frederick in the coming year.

### **State-of-the-Contract Focuses on Goals Accomplished**

In his state-of-the-contract remarks, Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick, said that he had two goals when he assumed the leadership at SAIC-Frederick. The first was to relieve the scientists at the National Cancer Institute of administrative burdens, so that they were free to concentrate on their science. “We have done very well on the first goal,” he said.

The second goal was to replace the dilapidated buildings on the Fort Detrick campus, a difficult task, he said, because it literally takes an act of Congress. However, this year the

second goal was realized with the start of construction on the 330,000-square-foot ATRF, a state-of-the-art research facility designed to attract partners in biomedical research for more rapid translation of discoveries into treatments. The existing NCI-Frederick campus at Fort Detrick will be maintained, with repairs to buildings and consolidation of existing programs.



*Charles Koontz, president, Information Technology and Network Solutions Group, SAIC.*

*(continued on page 16)*

## Advanced Technology Research Facility: Construction Has Begun in Earnest

*By Nancy Parrish, Staff Writer*

Construction has begun in earnest on the Advanced Technology Research Facility (ATRF), the National Cancer Institute’s state-of-the-art research facility. Located on approximately one-third of the 177-acre Riverside Research Park in Frederick, the ATRF represents the foundation for the Advanced Technology Partnerships Initiative. This project is designed

to bring together research partners from the public, private, academic, and nonprofit sectors to collectively turn research discoveries into drug therapies more quickly than any single organization would be able to do alone.

When finished, the 330,000-square-foot building will house the Biopharmaceutical Development Program, the Advanced Technology

Program, and some laboratories of the Center for Cancer Research.

### **Exterior Walls Begin as Horizontal Slabs**

Morgan Keller Construction Company has been building the gigantic slabs for the exterior walls, which are prepared by pouring concrete into a horizontal mold that contains all the cut-outs for windows, doors, exterior venting, and drainage. Once all the walls are poured and set, they will be tilted up to vertical to create the shell’s exterior, according to Hoyt Matthai, director of operations

*(continued on page 2)*

Arthur's Corner**SAIC Corporate Leadership Is Proud of Our Work***Larry Arthur, Ph.D.*

As I have stated before, our colleagues and the leadership at SAIC look to the work we do here at Frederick with a sense of pride.

This was emphasized by Charles Koontz, Information Technology and Network Solutions (ITNS) Group president, at our recent Awards Ceremony, when he stated, "I've probably said this before, but I can tell you that your colleagues are extremely proud of what you do.

"Our new CEO is anxious to get up here; because when you meet Walt [Walter Havenstein], he's all about serving humanity, serving our country, and clearly, SAIC-Frederick and your mission with NCI is great work and very, very important." (See page 1, this issue.)

In his first presentation to the ITNS Group, Mr. Havenstein noted that SAIC employees continue to do very difficult things, such as "research in cancer and AIDS." Subsequently, Ken Carpenter and I had an opportunity to present an overview of our operations to Mr. Havenstein, and I can tell you he was very impressed by our work here at NCI-Frederick.

In addition to a strong management background, Mr. Havenstein is an engineer, having attended the U.S. Naval Academy. He received a bachelor's degree in aerospace engineering before obtaining his master's degree in electrical engineering from the Naval Postgraduate School. Prior to joining SAIC, Mr. Havenstein served as chief operating officer and member of the board of directors for BAE Systems plc, a \$34 billion global aerospace and defense company. He was president and chief executive officer of BAE Systems, Inc., the company's wholly owned U.S. subsidiary, which employs 53,000 and generates annual sales in excess of \$20 billion. We look forward to a visit from Mr. Havenstein and the opportunity to provide him with more details of our operations.

I would like to close by extending my congratulations to all of you who participated in our Double Your Reach campaign. I am pleased to tell you that SAIC-Frederick employees pledged more than \$50,000, which allowed all the SAIC-Frederick matching funds of \$50,000 to be contributed to this charity drive. Our combined donations will exceed \$100,000. This is more than eightfold greater than the contributions we pledged last year. Thank you for your generosity. 🍷

Larry O. Arthur

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

**ATRF** *(continued from page 1)*

for the ATRF. Morgan Keller anticipates doing the massive "tilt up" in mid-February, with the completion of all exterior walls in mid-March, Mr. Matthai said.

**Laboratory Design Review First**

At the same time, SAIC-Frederick Facilities Maintenance and Engineering specialists are conducting the design review for the laboratory wings. "Due

to the complexity of the lab wings, which include a cGMP manufacturing wing, isolated slabs for vibration-sensitive equipment, runs of various house gases, and so forth, we started with the design of these areas first," Mr. Matthai said. The design review consists of a meticulous examination of 1,100 pages of blueprints submitted by CH2MHILL, the architectural and engineering firm. The blueprints specify

every square inch of the laboratory wings, including such details as custom construction to support sensitive and specialized laboratory equipment; all plumbing for laboratories and general use; heating, ventilation, and air conditioning systems; all electrical installation; special cable installation to support complex data management systems; and space to support delivery and warehouse functions, and the

myriad other functions of an advanced biomedical research facility.

### Next Step: Interior Fit-Out

The design review is expected to be completed by the end of February, and bid packages for the interior construction, or fit-out, will be sent to general contractors by the end of

March. Mr. Matthai said the general contract for the laboratory wings is expected to be awarded in May.

The architectural and engineering firm for interior design of the administration wing is expected to be selected during the first quarter of 2010. The administration wing, which includes

offices, a wellness center, auditorium, cafeteria, and data center, is scheduled to be completed first and occupied in June 2011. The laboratory wings are projected to be occupied in September 2011. 



*Exterior walls of the new ATRF begin as massive horizontal slabs of poured concrete, which are tipped up to form the shell of the building. Above: One of the giant molds waiting to be filled with concrete. Below: Section of finished slab.*

### View the Construction – Live!

To see the construction of the Advanced Technology Research Facility in real time, visit the Matan web cam at: <http://www.riversidere-searchpark.com/construction-updates.cfm>. Note that the web cam is set up to handle 20 users at a time, so please be patient when accessing this site.



## Community Cancer Centers Program to Expand Activities and Add New Sites Across the Country

By Ashley DeVine, Staff Writer

The NCI Community Cancer Centers Program (NCCCP) will receive \$80 million of the nearly \$340 million in American Recovery and Reinvestment Act (ARRA) funding that will be administered to several programs by SAIC-Frederick.

The NCCCP's mission is to extend the best cancer care to more communities through a network of community hospitals. The three-year pilot program, which was recently extended to a fourth year, will use approximately half of its ARRA funding to introduce new community cancer centers into the NCCCP network and the other half to expand work at the 16 existing centers.

The Research Contracts Department, Contracts and Acquisitions Directorate, issued two Requests for Proposal (RFPs) in October for the NCCCP: (1) Recovery: Expansion of the NCCCP (otherwise known as the New Site RFP); and (2) Additional Projects for the NCCCP (otherwise known as the Existing Site RFP).

The New Site RFP will add approximately 14 free-standing community hospitals/cancer centers to the NCCCP network. Some of these new facilities may be connected to NCI-designated Cancer Centers, which are medical research institutions that

focus extensive resources on studying cancer and cancer-related problems. These institutions also deliver high-quality medical care to patients; educate health care professionals and the public; and reach out to underserved populations. The expansion of the NCCCP network will also add four staff positions to the team at the Clinical Monitoring Research Program, Clinical Research Program Directorate, and increase the communication infrastructure between cancer centers as new sites join the network.

The Existing Site RFP will fund up to 18 new projects at each existing site to reduce health disparities; increase clinical trials; and improve quality of care, information technology, research specimen collection, survivorship and palliative care, and communications, according to Joy Beveridge, NCCCP project manager.

The New Site RFP received almost three dozen proposals, 26 of which



*Patient navigator Maria Conigliaro, RN, shares a laugh with thoracic cancer survivor Donald Lundin at St. Joseph Medical Center in Towson, MD, one of the original NCCCP sites. ARRA funds will expand activities of the current program and open new sites at community hospitals across the United States. This could include hiring new navigators, who guide cancer patients through an often intricate system of doctors, treatment courses, and follow-up.*

will be reviewed by a Source Evaluation Group (SEG) that will score each proposal and identify those most worthy of award. This SEG's membership will be comprised of staff members from NCI, SAIC-Frederick, and external consultants. More than 200 proposals received for the Existing Site RFP will be evaluated by another SEG. Awards for the RFPs are expected to be determined in April. ↻

## Larry Arthur Resigns as CEO

By Nancy Parrish, Staff Writer

In a December 22nd e-mail to all employees, Larry Arthur, Ph.D., announced that he is stepping down from his position as chief executive officer (CEO), SAIC-Frederick. He said he will continue in his role as chief scientist. He originally announced his intent at the Annual Achievement

Awards Program in November 2008. "I feel it is time to bring in a person with fresh ideas to ensure that SAIC-Frederick continues to be successful in implementation of the NCI and NIAID initiatives," Dr. Arthur said in his e-mail. He will direct

all his efforts to the position of chief scientist once a new CEO is recruited.

Dr. Arthur said he is proud of the accomplishments made during his 10 years as CEO. "Our ability to respond rapidly to [requests from NCI] and to accomplish [NCI's] objectives has been due to the hard work and dedication of each and every one of you. It has been a pleasure to be associated with such a dedicated work force." ↻

## “Double Your Reach” Exceeds \$100,000 in Employee Pledges

By Frank Blanchard, Staff Writer

Asked to Double Your Reach, the SAIC-Frederick staff reached even farther. Combined staff pledges and company matching contributions for 2010 total \$102,026.26—a 561 percent increase over 2009.

Eighty-four employees participated in this year’s Double Your Reach employee giving campaign—more than double the 34 who participated last year. This year’s pledges totaled \$52,026.26—more than double the \$18,200 pledged last year.

Chief Executive Officer Larry Arthur, Ph.D., also committed \$50,000 to be used in dollar-for-dollar matching contributions, giving employees the chance to double the impact of their giving. All \$50,000 was committed, for a combined total of \$102,026.26.

“You’ve done a wonderful thing,” Dr. Arthur said. “All of you who participated in this campaign—with amounts large and small—have made a valuable investment in your community, and in your neighbors, during an especially difficult time. Congratulations, and thank you.”

SAIC-Frederick expanded the giving campaign this year after a survey of the staff indicated that employees would be more likely to participate, and more likely to increase their giving, if there were more organizations from which to choose. Traditionally, SAIC-Frederick has allowed payroll deduction for contributions only to United Way of Frederick County.

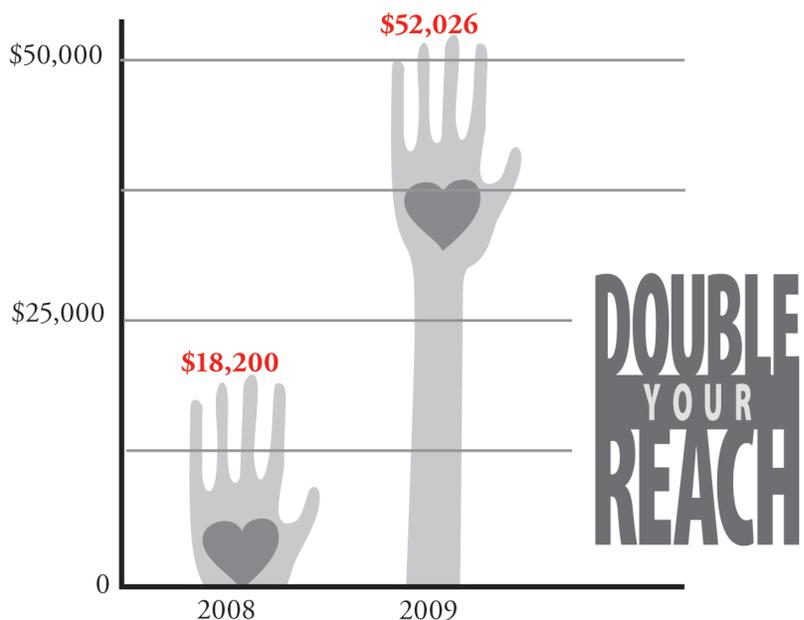
Based on results of the employee survey, the campaign offered seven organizations to which employees could contribute via tax-deductible, payroll deduction in calendar-year 2010.

The organizations and amounts pledged:

United Way of Frederick County	\$17,082.00
Heartly House	\$8,056.10
Habitat for Humanity, Frederick County	\$7,036.12
Frederick Rescue Mission	\$6,652.10
American Cancer Society	\$4,970.94
Frederick Community College	\$4,524.00
Chesapeake Bay Foundation	\$3,705.00

The 2010 Double Your Reach campaign was organized by a subcommittee of the Operations and Technical Support Management Committee: Frank Blanchard, director of public affairs, Contract Planning and Administration Directorate; Deborah Dobbe, administrative director, Facilities Maintenance and Engineering Directorate; John Gilly, Ph.D., deputy director, Biopharmaceutical Development Program Directorate; Anne Heller, manager, Payroll,

Financial Management Directorate; Halee Helmer, human resources information system specialist, Human Resources Directorate; Bill Kopp, Ph.D., associate director, Applied and Developmental Research Directorate; Amy Huter-Imming, administrative director, Basic Science Program Directorate; and Ken Michaels, manager, Visual Communications Group, Information Systems Program Directorate. 



## Think Before You Print

By Dan Fox, *Financial Management, Guest Writer*

Last year NCI-Frederick used more than 14 million sheets of paper—about 70 tons, equivalent to the weight of one M-1 Abrams tank, three garbage trucks, or 35 two-ton pickup trucks.

If these sheets were stacked, they would stand taller than 3½ Empire State Buildings—or almost 65 times higher than Building 535.

About 1,400 trees are needed to generate this much paper.

Do you think before you print? Thinking about what you actually need will reduce the number of pages that you print with each document.

Try using the simple tips below to manage your paper load, and you can help NCI-Frederick save money *and* use fewer trees.

- Print in color only when necessary. Color can cost significantly more per page than single-color printing.
- Use “Print Preview” to review your document before printing. Previewing

ensures that you get the desired output the first time.

- Reduce the number of pages you need to print: use the duplex function to print on both sides of a page; print three or six PowerPoint slides on a single page; or print only a portion of a document by designating specific page ranges.

If you aren't sure how to use duplex, or need other help with your desktop settings, please contact your local Information Technology support group.

### Select the Right Printing/Copying Device

Make informed decisions on new printer and copier purchases. Copier/printer and toner prices can vary greatly, so make sure you are using a device that fits your needs and is the most cost-effective for your application.

Information about the purchase of copiers can be obtained by contacting the Distributed Printing Initiative team of Dan Fox, [foxdani@mail.nih.gov](mailto:foxdani@mail.nih.gov), or Shannon McWilliams, [mcwilliamsjs@mail.nih.gov](mailto:mcwilliamsjs@mail.nih.gov).

### Use Electronic Documents When Possible

Instead of handing out copies of slides during a presentation, offer to e-mail

the slides afterward. Instead of printing document files on paper, convert to PDF for electronic viewing and archiving.

### Be Green and See Green

The Cost Savings Committee—through the “A Penny Saved” campaign—is looking carefully at how we can save our “green” through our printing and copying habits. Simple changes can sometimes make a big difference, saving money for you and for SAIC-Frederick, while also saving the environment.

Watch for more information about this program in the future.

We welcome your help. Please e-mail your cost-savings ideas to [APennySaved@mail.nih.gov](mailto:APennySaved@mail.nih.gov). ↻



## Tips to Reduce Your Carbon Footprint

By Maritta Grau, *Staff Writer*

Here are some recent tips from the NCI-Frederick Green Team:



Buy rechargeable batteries and a battery charger. Most rechargeable batteries can be recharged up to 1,000 times.



Bring in a coffee cup from home instead of using disposable cups daily.

Remember, the Discovery Café gives you a discount if you bring in your coffee mug but even if you make your

own coffee, a reusable mug cuts down on the waste stream.



Buy phosphate-free detergent. Phosphates are a cause of oxygen depletion in water, leading to the loss of aquatic life. Your laundry water does end up in the Chesapeake Bay.



If you notice a leaky faucet or toilet, report it immediately in order to conserve water.



Turn your ignition off when you will be stopped or parked for more than 30 seconds.

Idling for more than 30 seconds burns more gas than it takes to restart the

engine or if the car were moving, and thus produces more toxic emissions.

## Be a Green Thinker!

Have a recycling tip? Submit your ideas/tips for “greening” the campus. One tip a month will be chosen and posted on the SAIC-Frederick Green web site (<http://web.ncifcrf.gov/campus/als/green/default.asp>). If your tip is selected, you'll win an “I'm a Green Thinker” tee-shirt!

Submit your tips and contact information to Lori Smith, [smithlori@mail.nih.gov](mailto:smithlori@mail.nih.gov). ↻

## Work on the Communication Plan Moves Ahead

By Ken Michaels, Staff Writer

The OTS Management Committee continues to develop a strategic Communication Plan for SAIC-Frederick.

### More Than 300 Managers and Supervisors to Be Trained

The most significant activity during the last quarter has been the “Manager as Communicator” training. The five-hour workshop, including a working lunch provided by the company, was developed internally with guidance from Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick, beginning last spring. Following a pilot workshop presented in August to the key executive officers, members of the Operating and Technical Support (OTS) Management Committee, and other senior managers, refinements were made to the program, and formal training began in September.

The workshops are facilitated by Sukanya Bora, Manager of Training and Development (Human Resources); Ken Michaels, Manager of Visual Communications (Information Systems Program); and Barbara van der Schalie, Clinical Training Manager (Clinical Research Program). The program includes discussion of organizational history, mission, and values; communication models; communication styles and how to benefit from understanding them; and communication best practices.

During the working lunch, participants discuss the attributes of a culture of effective communication and brainstorm action steps that the organization might take to improve communication. All ideas are collected and passed along to the OTS Management Committee’s



Ken Michaels, Visual Communications manager, leads a discussion in one of the Manager as Communicator training sessions.

communications subcommittee, which is developing the Communication Plan.

To date, 223 managers have completed the training in 13 sessions. Following a break during December and January, training will resume in February and be completed by early spring.

### Employees Give Feedback on Communications Flow

A six-question survey of all SAIC-Frederick employees was conducted in October 2009. Participants were requested to rate six statements with a score of 1 (strongly disagree) to 5 (strongly agree). Twenty-eight percent of the employees responded to the survey, with average scores for each of the statements shown below.

<i>Information flows freely in my work environment</i> .....	3.48
<i>I have regular useful one-on-one meetings with my supervisor</i> .....	3.63
<i>My supervisor holds regular productive staff meetings</i> .....	3.75
<i>I am encouraged to give feedback to my supervisor</i> .....	4.04
<i>I feel comfortable expressing my opinions to my supervisor</i> .....	4.10
<i>I feel that my opinions are heard and valued</i> .....	3.85

The scores will be used to benchmark our progress in improving internal

communications; additional detail is being provided to each directorate. The communications subcommittee wishes to thank all who participated.

### Plan Draft to Be Released in Early Spring

The communications subcommittee is planning an all-day working session in mid-to-late January to move forward on the text of the Communication Plan itself, and expects to release a draft of the plan in early April. ↻

## Speak Up!

All members of the communications subcommittee are eager to hear any ideas you have about making our communications more effective. Feel free to contact any of them:

#### Beth Baseler

301-846-5413; bbaseler@mail.nih.gov

#### Frank Blanchard

301-846-1893; blanchardf@mail.nih.gov

#### Andi Gnuschke

301-846-6952; gnuschkea@mail.nih.gov

#### Steve Harshman

301-228-4003; harshmanj@mail.nih.gov

#### Amy Huter-Imming

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#### Bill Kopp

301-846-1707; koppw@mail.nih.gov

#### Ken Michaels

301-846-1057; michaelskv@mail.nih.gov

#### Jill Sugden

301-846-5193; sugdenj@mail.nih.gov

## Eric Morfin Leads Project Management Efforts to Move Candidate Drugs through the Therapeutics Pipeline

By Kim Shafer-Weaver, Clinical Services Program, Contributing Writer

One of NCI's highest priorities in the area of drug development is enhancing the entry of early-stage drug candidates into the NCI therapeutics pipeline. To this end, the Division of Cancer Treatment and Diagnosis (DCTD) Project Management Office (PMO) supports NCI's drug discovery and development process by incorporating project management best practices to move candidate drugs through the process. In August of 2009, Eric Morfin, Ph.D., was selected to be the director of the PMO for DCTD and the Center for Cancer Research (CCR). He initially worked as a consultant with the DCTD PMO in 2008. After receiving his Ph.D. in molecular biology, Dr. Morfin received several master of science degrees in marketing and leadership, and a master of business administration. He has more than 20 years of executive project leadership experience in the pharmaceutical industry. As the PMO director, Dr. Morfin has seen his group become a full-fledged PMO staff of 10.

DCTD and CCR have been consolidating all of NCI's current drug development programs into one program called the NCI Experimental Therapeutics (NExT) Program. In conjunction with NCI and advisors, PMO works to develop and coordinate the criteria to be met before a drug can move from one stage of development to the next. These criteria are: scientific merit, feasibility, NCI mission, novelty, and clinical need. Applications are assessed for these criteria by a NExT Program Special Emphasis Panel (SEP) composed of external experts. While Dr. Morfin's team is responsible for planning and executing the project plan, advisory boards and NCI senior management evaluate project "stage-gate" progression. Implementing

the multiple elements required to support NExT is a team effort. The team is composed of SAIC-Frederick and NCI personnel under the leadership of James Doroshov, Ph.D., director, DCTD, and is coordinated by Dr. Morfin and Barbara Mroczkowski, Ph.D., special assistant to the director, DCTD. Each project is evaluated and prioritized to make sure the work is focused on only high-potential drug candidates. This process ensures that effective go/no-go decisions are made to prevent a drug candidate from undergoing unnecessary analysis.

"There are significant efficiencies and opportunities that are resulting from implementing the new NExT Program, and it is an exciting opportunity to be a part of it," Dr. Morfin said.

PMO project managers provide coordination and communication between multidisciplinary team members, allowing highly trained scientists to focus on their own areas of expertise. Project managers facilitate team discussions while maintaining the project focus and empowering functional areas. PMO also provides technical writing, editorial support for protocols and manuscripts, and preparation of preclinical and clinical data for publication. This service allows principal investigators to spend more time treating patients in the clinic or being involved in more clinical protocols.

Dr. Morfin and his team have developed a number of new strategies to shorten the drug development timeline and ensure that valuable resources are focused on high-potential drug candidates. To keep team members, management, and advisors on the same page, PMO has procured and



*The DCTD Project Management Office: First Row (left to right) – Dr. Karen (Kay) Gray, Dr. Marion Williams, Dr. Yvonne Evrard, Gina Hayman; Middle Row – Dr. Heba Barazi, Dr. Melanie Simpson, Dr. Will Jacob, Lori Lydard, Gina Uhlenbrauck; Back Row – Dr. Eric Morfin and Tiziano DiPaolo.*

deployed Microsoft Office Project Web Access. This web-enabled solution allows project management data to be centralized and provides management with a single view of the entire NExT portfolio, while allowing team members to share project-specific planning. PMO integrates project, portfolio, and resource management best practices and tools for NExT. The goal is to develop processes that will enable metrics-driven decision-making, project prioritization, efficient allocation of financial and people resources, and effective communication between all stakeholders throughout a project. To achieve this, PMO is focusing its efforts on these key areas: (1) creating project team-centered management; (2) implementing a stage gate to guide the progression of drugs through the pipeline; (3) standardizing the process for managing all projects; (4) introducing IT Enterprise Project Management tools; and (5) closing gaps in infrastructure.

For more information about NExT, go to [http://dctd.cancer.gov/About/major\\_initiatives\\_NExT.htm](http://dctd.cancer.gov/About/major_initiatives_NExT.htm). 

## HR Reorganizes to Provide Points of Contact to Key Officers

By Maritta Perry Grau, Staff Writer

The Human Resources Directorate recently reorganized to provide points of contact (POCs)

for the “key” staff members: chief executive officer (Dr. Larry Arthur); chief technology officer (Dr. Tim Harris); chief medical officer (Dr. Barry Gause); chief administrative officer (David Bufter); and chief financial officer (Ken Carpenter).



Mary Lou Siegle

Mary Lou Siegle, Human Resources manager, is the POC for Dr. Harris, Mr. Bufter, and Dr. Randall Morin, Environment, Health, and Safety Directorate.

Mary Neville, Human Resources manager, is the POC for Dr. Gause and Mr. Carpenter.

After analyzing the current and anticipated workload in the area of regular recruitment, as well as in the ARRA (American Recovery and Reinvestment Act) recruitment, it was determined to have a single POC for each “key” officer.

“Because there is a good deal of fluctuation in open positions between directorates and groups, having Ms. Siegle and Ms. Neville co-manage the recruitment and support staff ensures ease and responsiveness with regard



Mary Neville

to workload distribution, and ensures coverage for absences. Both are well qualified for this role, having served as HR directors in past employment,” said their manager Darlene Rosmarino, Human Resources associate director.

Among their other duties, the two will manage the recruitment and track metrics for their groups, and address employee relations, compensation, benefits, staff training, and team building. In a number of these areas, they will be assisted by other HR specialists, as needed. Both expect to regularly meet face-to-face with the groups that they support.

Ms. Siegle and Ms. Neville are located in Building 372; Ms. Siegle may be reached at 301-846-5366, and Ms. Neville at 301-846-1377. ☺

### Supergraphic

## Allen Kane: Supporting Cancer and AIDS Research through Graphic Design

By Ashley DeVine, Staff Writer

Allen Kane’s work as senior graphic designer in Scientific Publications, Graphics & Media proves you don’t have to be a scientist to support cancer and AIDS research.



“I’m not a scientist, but I hope that what I do can help them in the cause of curing cancer,” said Mr. Kane, whose

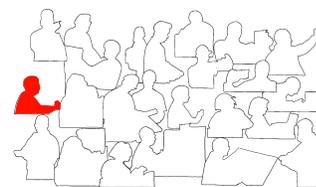
job helps scientists and non-scientists communicate their messages and research effectively. As a leader in his department, one of Mr. Kane’s goals is “to set a high-quality standard for printed material for both internal and external audiences at SAIC-Frederick and NCI-Frederick.” These printed materials range from journal figures, brochures, and booklets, to scientific posters, advertisements, promotional packages, and seminar materials.

“One of my duties is to improve the quality of the work of my colleagues in graphic design,” Mr. Kane said. He began working at SAIC-Frederick 12 years ago, originally applying for a job as print shop manager. When the job opening was filled internally, Mr. Kane’s

graphic design background made him a perfect fit for the illustrator position that became available. “I am much more suited for graphic design,” he said.

Mr. Kane said interacting with the diverse employee population of NCI-Frederick is one of his favorite aspects of his job. “From my own desk, I can visit with people around the world,” he said. “I enjoy working with really smart people who get really excited about what they’re doing. That enthusiasm makes what I do so much better.”

In his free time, Mr. Kane likes to spend time with his two sons.



The supergraphics images on the walls of Building 549 celebrate the diversity of talents, expertise, and creativity of NCI-Frederick employees. ☺

## Show These Employees Some RESPECT!

By Ashley DeVine, Staff Writer; and Andi Gnuschke, Contract Planning and Administration, Guest Writer

This past October, Larry Arthur, Ph.D., chief executive officer, SAIC-Frederick, introduced the “Show Some RESPECT! (Recognizing Excellent Service Promotes Employee Commitment and Teamwork!)” employee recognition program.

The program recognizes those who put in extra effort for NCI’s mission. Employees are nominated by their peers. Posters with tear-off nomination forms have been placed around the facility to advertise the program. On behalf of the RESPECT! Employee Recognition Committee, Andi Gnuschke, the program’s coordinator, reported in an e-mail to all staff that the program was a huge success during its first six weeks and that it continues to thrive, as indicated by the following:

- 85 (82 individual and 3 project team) nominations have been submitted since October 6.
- All 85 of the nominations were approved by the RESPECT! Employee Recognition Committee.
- The 85 award recipients are from 14 different directorates.

More information about the RESPECT! program and nomination forms can be found at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/>. RESPECT! award winners for the last quarter of 2009 are as follows:

### Advanced Technology Program

Dr. Kelley Banfield  
Dr. King Chan  
Casey Dagnall  
Linda Halton  
Belynda Hicks  
John Klose  
Jeff Lake

Jessica Roelkey

### AIDS and Cancer Virus Program

Gaby Dasema

### Applied and Developmental Research

Donald Beauchamp

Kathy Conaway

Erskine Johnson

Paul Klausmeyer

Lois Summers

Sharon Wiles

### Basic Science Program

Liubov Zaritskaya

### Biopharmaceutical Development Program

Vanessa Grubbs

### Clinical Research Program

Andrey Chudny

Brenda Fevrier-Sullivan

Daniel Owens

Sara Stallings

Ismahan Ugas

### Contracts and Acquisitions

Bonnie Beard

Rue Bowen

### Construction Contracts (Group):

Kimberly Abdinoor, Marilyn Buchen, Cheryl Charles, Chad Hildebrand, Tim Tewalt

Larry Cosley

Rick Cregger

Matthew DeSantis

Kimberly Iman

Gary Krauss

Joyce Shelton

Cathy Simpson

Lori Smith

Ray Stine

Jennifer Thomas

### Contract Planning and Administration

Steve Harshman

Teresa Stitely

### Facilities Maintenance and Engineering

Vicki Bailey

John Bell

Carolyn Boone

Diane Briggs

Scott Burdette

Robin Bushnell

Linda Caldwell

Betty Green

Wayne Helm

Jeffrey Hess

Todd Hiltner

Robert Kline

*Labor Crew (Group):* Dennis Grove, Robert Jackson, Woody Smith, Bryan Vaughn, David Wiles

Gretchen Martin

Geoffrey Needham

*Phone Shop (Group):* Larry Kees, Gregory Selby

Donald Shriner

Joe Spencer

Scott Wanrow

Beverly Weigand

### Financial Management

Megan Kaminski

Karen Toms

### Human Resources

Retha Parsons

### Information Systems Program

Colin Celaya

Ashley DeVine

Doris Hodge

Allen Kane

Courtney Kennedy

Mel Lambert

Susan Skidmore

**Laboratory Animal Sciences Program**

Lindsay Dutko

Darlene Green

Omar Pacheco Velez

Gregory Selby

Donald Shriner

Roberta Smith

Stephanie Smith

Holly Wastler

**Vaccine Clinical Materials Program**

William Boone

John Hart 

## Employees Recognized for Outstanding Workplace Contributions

*By Ashley DeVine, Staff Writer*

In a program separate from RESPECT!, the management of each directorate selects employees to be recognized for outstanding work. The following employees were recognized in October–December 2009 for outstanding work in their directorates.

**Advanced Technology Program**

Nina Bubunenko

William (Billy) Burgan

Ferri Soheilian

**Applied and Developmental Research Program**

Dr. Heba Barazi

Tricia Barr

Lori Lydard

**Biopharmaceutical Development Program**

Judy Duears

Nicole Fisher

Man-Shiow Jiang

Nirmala Saptharishi

Deena Wisner

Alan Wolf

**Contracts and Acquisitions**

Debra Hogarty

**Environment, Health, and Safety**

Sharon Fritz

**Facilities Maintenance and Engineering**

Vicki Bailey

Aryln Boone

Carolyn Boone

Scott Burdette

Linda Caldwell

Ashok Desai

Steve Dove

Charles Early

Diane Flook

David Lee

Doug Leggett

Michael Schildtknecht

Rallie Self

Woodrow Smith

Joe Spencer

Terry Tressler

**Financial Management**

Debora Boyer

Justin Taylor

**Human Resources**

Sukanya Bora

Kathy Burke

Patricia Fitzsimmons

Halee Helmer

Deborah Higdon

Nelmarie Miranda Garcia

Mary Neville

Rebecca Newhall

Irene Newman

Retha Parsons

Lauri Rimorin

Darlene Rosmarino

Mary Lou Siegle

Kelly Spore

Jill Sugden

Courtney Watkins

Laura Weddle

Candice Zodrow

**Information Systems Program**

David Bryant

**Laboratory Animal Sciences Program**

Roselyn Chin

Lisa Riffle

Jalpa Shah

Bryan Smith

**Vaccine Clinical Materials Program**

Paul Biser

Tim Brown

Julie-Anne Lanahan 

**Project Management**

# “Agile” Methods: Is the Time Right for Lightweight Project Management?

By Teresa L. Stitely, Project Management Office, Guest Writer

“Agile” project management has been around since the 1960s—so why all the agile project management hype now? To answer this question, we first need to examine how “agile” has evolved.



Agile methodologies were mainly associated with the software development industry. However, in today’s economic environment and with the need to conserve resources and costs while improving project quality, the traditional “waterfall” (up-front, beginning-to-end project planning) methodologies are being viewed in a different light.

Agile methods, sometimes referred to as lightweight project management, have more frequent but shorter iterations or development cycles; require less formal documentation (that does not mean NO documentation); and enable responsiveness to unforeseen project issues earlier in the project life cycle, thus saving both time and cost.

On February 11, 2001, a group of 17 software developers met in Utah to find common ground between software development and the heavy documentation that was required. Naming themselves “The Agile Alliance” at the end of this meeting, the members agreed on certain premises they set forth in the *Manifesto for Agile Software Development*, as follows:

We are uncovering better ways of developing software by doing it and

helping others do it. Through this work we have come to value:

- Individuals and interactions** over processes and tools
- Working software** over comprehensive documentation
- Customer collaboration** over contract negotiation
- Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.<sup>1</sup>

The group developed the following 12 principles that support the manifesto:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.<sup>2</sup>

Is a traditional approach always the best choice? What are some of the impacts of an “agile” approach in common projects? In a future *News & Views* article we will explore traditional project management versus agile project management methodologies for projects other than software development. ↻

<sup>1</sup>© 2001, Kent Beck, Mike Beedle, Arie van Bennekum, Alistair Cockburn, Ward Cunningham, Martin Fowler, James Grenning, Jim Highsmith, Andrew Hunt, Ron Jeffries, Jon Kern, Brian Marick, Robert C. Martin, Steve Mellor, Ken Schwaber, Jeff Sutherland, and Dave Thomas. This declaration may be freely copied in any form, but only in its entirety through this notice.

<sup>2</sup> “Principles behind the Agile Manifesto,” <http://agilemanifesto.org/principles.html>.

Answers to the October 2009 News & Views crossword puzzle.

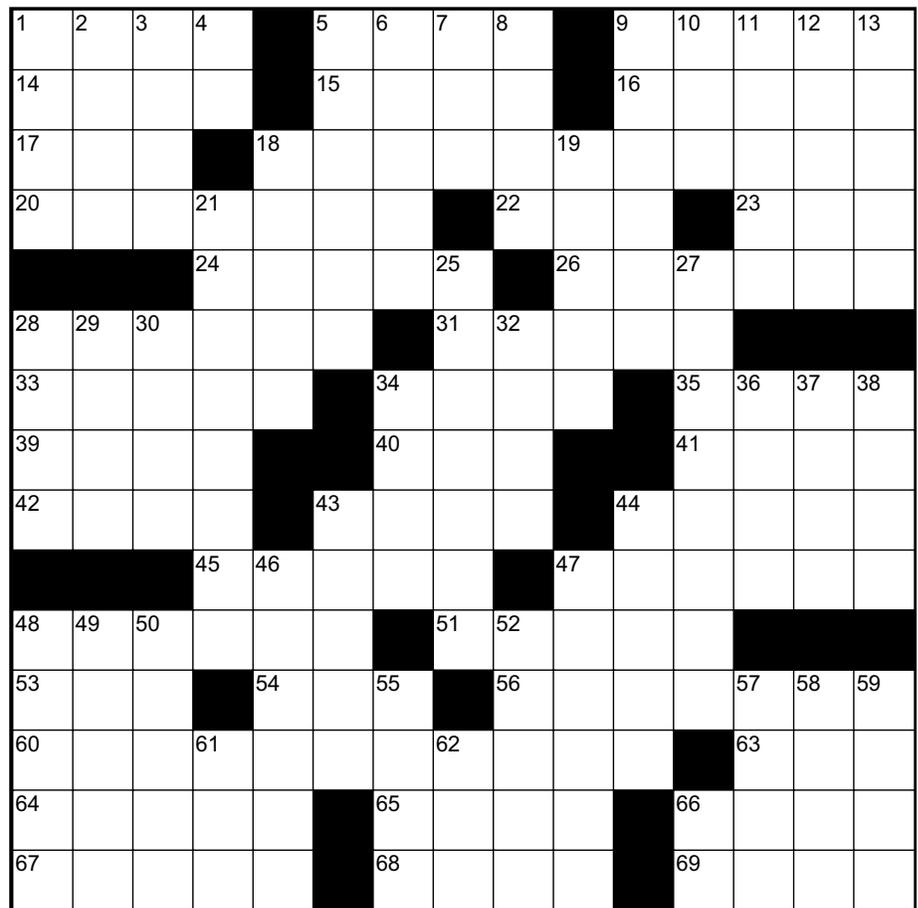
S	P	A	S		N	A	B	O	B		L	S	A	T	
E	L	I	E		O	C	A	L	A		O	N	T	O	
R	O	D	E		T	U	B	A	S		B	A	R	N	
A	P	E	N	N	Y	S	A	V	E	D		C	E	E	
					I	E	S			P	A	R	K	E	R
F	O	R	D	G	T			L	O	A	M				
I	N	O	N	E		T	O	N	I		B	E	S	T	
D	O	U	B	L	E	Y	O	U	R	R	E	A	C	H	
O	R	T	S		A	P	P	S		E	N	R	O	E	
					T	S	O	S		E	V	E	N	T	S
T	O	M	C	A	T			S	M	E					
A	R	E			T	A	L	K	T	O	L	A	R	R	Y
M	O	N	A		S	A	D	A	T		C	O	P	E	
E	N	D	S		I	R	A	T	E		E	M	M	A	
D	O	S	E		A	D	D	E	R		S	E	S	S	

# Seasonal Issue

by Frank Blanchard

## ACROSS

1. Sharpen
5. Mineral springs
9. Follower of Jamaican religious/political movement
14. Soon
15. Baked or fried cornbread
16. Fragrant compound
17. Stock abbr. for large aircraft contractor
18. A preventative measure against 1 Across 69 Across?
20. The quarter toward which the wind blows
22. Local reference to home of Cal Poly
23. FBI peer
24. \_\_\_ of the emergency broadcast system
26. Speaks in a pompous manner
28. Divine Ms. Midler, and others
31. Housing alternative to "buys"
33. Broadcast
34. Noxious exhaust vapor
35. Kind of tide
39. Fortune teller
40. 1 Across 69 Across, casually?
41. Out of work
42. Long walk in the woods
43. Short life stories
44. Rip-offs
45. Archaeologist's found object
47. Professional wrestling's dot com
48. California's fifth largest city
51. Divided nation
53. Between "ready" and "fire"
54. Tango requirement
56. Jose: "not these"
60. A preventative measure against 1 Across 69 Across?
63. Nebraska destin.
64. Be \_\_\_ and do me a favor
65. Former Surgeon General C. Everett
66. Laudatory poems
67. Plea from the rock opera *Tommy*
68. They grow into fathers?
69. Not any



## DOWN

1. In the \_\_\_ of the Mountain King
2. Treater's declaration
3. It's passed in fifth grade?
4. Printer's measure
5. Has mercy on one's life
6. Little lakes
7. Bread \_\_\_ butter
8. Uses a needle
9. Where you might find 5 Across
10. A holy Wednesday
11. Period of time doing something
12. Not relaxed
13. Genus of venomous tick
18. Despised
19. Solo
21. Gardeners, occasionally
25. Home security company
27. He's \_\_\_ he can be
28. Wild party
29. Four-fifths of refrain from kids' farm song
30. Star \_\_\_ (television rerun)
32. Ostrich cousins
34. First sequel to Nintendo game/movie (abbr.)
36. Soft cheese
37. \_\_\_ mater
38. Ant at a picnic
43. What the wind has done
44. Martin or Charlie
46. All of it
47. They're armed in Afghanistan
48. Common Latin American beans
49. Battle of \_\_\_ (won by East Francia)
50. The host
52. Vegetable that can make you cry
55. Acorns make them
57. Type of list
58. Prayer ending
59. Enc. with manuscript
61. CAD/\_\_\_ (design software)
62. Also
66. Switch setting

(Answers to the October News & Views crossword puzzle are on page 12)

## Quality Assurance

### When Plans Fail

By Steve Harshman, Staff Writer

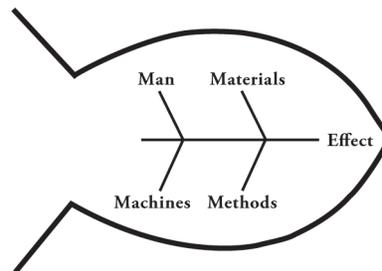


In spite of our efforts to control process inputs and plan our work, sometimes the outcome is not what we (or the customer) expected. When that happens,

we need to make sure of three things: (1) we discover the problem before the customer does; (2) we understand the root cause of the problem; and (3) we implement corrective actions to prevent a recurrence of the problem.

Although the role of quality assurance is to plan for success, things may not always go as planned, which is why quality control activities are performed to determine if the outcomes of our efforts meet expectations. Whether quality control involves checking for spelling errors, testing product purity, or evaluating assay performance, effective quality control is another quality management tool used to make sure deliverables meet customer expectations.

When a problem with the deliverable has been detected, sometimes it can be easily corrected before it reaches the customer; but in some cases, extensive re-work may be required. In either case, it is important to identify the root cause of the problem and implement corrective actions to prevent its recurrence. One of the tools that can be used to help identify the root cause of a problem is the Ishikawa, or fishbone diagram.



Kaoru Ishikawa (1915–1989), an early proponent of quality management, said that most errors can be attributed to one of four process inputs: man, machines, materials, and methods (which is why internal controls are focused on personnel, equipment, materials, and procedures). Through a stepwise analysis of all components of these process inputs, the root cause of a quality issue can be identified. Once the issue is identified,

corrective actions can be defined and implemented to address the cause so that the problem will not recur.

As an example, suppose you have been tasked with sample analysis using a specific methodology. You perform the test; however, the results for your internal quality control samples are not within the acceptable range, which indicates the assay failed. Following the approach defined by Ishikawa, you would start looking at your process inputs to determine why the assay failed.

Was the equipment operated according to established procedures? Was it properly calibrated? Were the correct reagents used to perform the assay and were they properly prepared and stored? Did you follow the current version of the Standard Operating Procedure? Had you received proper training and did you perform all of the process steps as described?

Nobody likes to receive a call from a disgruntled customer, especially when the customer points out a problem that should have been addressed before the customer ever received the deliverable. Incorporate a quality control check into your work flow to make sure what you are delivering meets both your expectations and those of your customer. 🔄

## Dates of Fort Detrick Gate Construction

### Veterans Gate – 7th Street

Construction is anticipated to be completed **this month (January)**.

During construction, only decaled vehicles and pedestrians will be able to enter this gate between **6:00 a.m. and 6:00 p.m., Monday–Friday**. Non-decaled vehicles must enter through the Old Farm Gate.

### Opossumtown Gate

Improvements are scheduled to begin **January 18** and end in **early April**.

This gate will be closed during construction. All traffic entering Fort Detrick must go through Veterans Gate or the Old Farm Gate.

### Old Farm Gate

Construction is scheduled to begin **April 12** and be completed by the **end of June**. Two lanes will be closed during construction. 🔄



## On Effective Communication

# It's All About the Message

By Ken Michaels, Staff Writer

In the Effective Oral Presentations workshop that is offered on the NCI-Frederick campus, I usually introduce one of my segments with three major principles:

1. Always show respect for your audience.
2. Remember that presentation is teaching.
3. Remember that it's all about the message.

I'd like to address the third of these principles: It's all about the message. What does that mean? Essentially, it means our fascination with tools like PowerPoint might interfere with keeping our focus where it should really be—on the topic itself.

Mass media expert Marshall McLuhan, in his 1964 masterpiece *Understanding Media*, famously declared “the medium is the message.” He went on to explain that the assimilation of any new communication medium, in itself, has an impact on those whom it affects; that is to say, the presence of radio, television, the Internet, twitter™—the very existence of these various communication media—changes our lives. I do not dispute his premise; in fact, I find it both interesting and meaningful. But in the context of preparing to give an oral presentation, I

must contend that the *message* is the message.

More than once I've heard said something like, “I'm doing a PowerPoint next week on [topic].” And then there's, “[Name] just showed me how to make a word in a PowerPoint spin around. Cool! I'm going to use that in my next talk!”

Both of these statements seem to me like having the focus in the wrong place. Now please don't misunderstand: I don't mean to say that we shouldn't be concerned about the presentation itself. We should. A good presenter takes care to prepare effective visual aids, when needed, to illustrate key points and concepts. But crafting the visuals should be “Phase Two” of preparation. “Phase One” should be crafting the message.

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### *Think of giving a presentation as similar to telling a story.*

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First, line up the first four *Ws*: *Who* is the audience? *Why* are you talking to them? *When*, and *Where*? And now let's work on the fifth: *What* do you plan to say to them? I think too often we get the steps out of sequence, sometimes even going straight to PowerPoint to make slides before really thinking about the message. Think of giving a presentation as similar to telling a story. You wouldn't start talking before knowing what the point of the story was, would you? Start by asking what

is it that—when the presentation is over—you want the audience to know, to know how to do, to understand, or to feel? The desired outcome informs the message itself.

So, first we get clear on what story we're going to tell and then comes “Phase Two”: deciding how we're going to tell it. If my memory serves me correctly, we communicated before PowerPoint, and even before 35 mm slides and overhead transparencies. It's my feeling that unless your story simply can't be told without PowerPoint, you ought to consider other options. Perhaps a live demonstration of a technique or procedure will tell the story better. Or maybe motion media is really needed, or audio, or a combination of audio and video. Or perhaps a printed handout or workbook will do the trick. Or possibly you might simply stand up and talk and use no visuals at all. In any case, the medium you decide to use should be the one that gets the message across most effectively.

I think preoccupation with “what I can make PowerPoint do” can, and sometimes does, get in the way of crafting a powerful and memorable presentation. Your real objective, after all, should not be to impress your audience with your mastery of flashy technology. It's not about “doing a PowerPoint” and it's not about exhibiting a parade of showy visuals. An effective presentation is all about the message. ↻

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## Learn Something New in 2010

Start the new year by challenging yourself in a course or a workshop. NCI-Frederick, SAIC-Frederick, the Scientific Library, and Fort Detrick offer a variety of college credit courses, as well as seminars and workshops to help you improve your skills and advance your career. Check out the web site for the most current list of courses. And watch your e-mail for course announcements. ↻

### Training Classes and Workshops

<http://web.ncifcrf.gov/campus/outreach/course-list.asp>

Or contact Sukanya Bora, Training and Development Manager, 301-846-1129; [boras@mail.nih.gov](mailto:boras@mail.nih.gov).

**Charles Koontz** *(continued from page 1)*

Dr. Arthur also reviewed the community outreach programs that SAIC-Frederick is involved with, and noted that the Double Your Reach campaign was launched this year to afford employees more choices in their annual giving. “SAIC-Frederick will match, dollar-for-dollar, up to \$50,000” of employee donations through this program, Dr. Arthur said.

**Key Officers Share 2009 Highlights, 2010 Goals**

Tim Harris, Ph.D., chief technology officer, Technology and Research Group, highlighted the gains in efficiency made throughout his organization, and progress with the Advanced Technology Partnerships Initiative. “2008 was a great year for the number of publications made in high-impact journals” he noted. The goals for 2010 include continuing

to break the silos across the entire company and making the Center for Applied Preclinical Research (CAPR) project successful.

Barry Gause, M.D., chief medical officer, Clinical Group, noted that the structure of the Clinical Group is “based on our relationship with patients,” with a focus on production of research agents and clinical and laboratory monitoring. Highlights of the year included the expansion of the NCI Community Cancer Centers Program; the Latin American Cancer Program; new findings in neuroblastoma research; and rapid turnaround on the production of the H1N1 vaccine. The coming year will focus on moving the Biopharmaceutical Development Program to the ATRF, as well as expansion of existing programs.

Rich Pendleton, director, Contract Planning and Administration Directorate, Operations Group,

presented an impressive array of metrics from each of the directorates, including a dramatic increase in the number of Yellow Task projects received in 2009. Goals for 2010 will focus on American Recovery and Reinvestment Act (ARRA) funding as well as on issues related to security, employee benefits, infrastructure, and contract operations.

Ken Carpenter, chief financial officer, Financial Group, reminded the audience that our common vision is “to improve the lives of cancer and AIDS patients.” Noting that our budget is \$508,000,000, he said “every one of us has a hand in how we deliver against that budget.” With the ARRA funding, Mr. Carpenter said, the budget is \$620,000,000, and reminded us that “the American taxpayer has entrusted this money to us to work toward the common vision.” ↻

**Fellows and Young Investigators Colloquium Set for March 17**

*By Kim Shafer-Weaver, Clinical Services Program, Contributing Writer*

Whether you are a postdoctoral fellow, clinical fellow, graduate student, post-baccalaureate, or principal investigator, you won't want to miss the tenth annual NCI Center for Cancer Research Fellows and Young Investigators (CCR-FYI) Colloquium, March 17–19.

To be held at the Hershey Lodge in Hershey, Pennsylvania, the colloquium provides a terrific opportunity for you to learn about ways to build your career, hear experts present their research, and to present your own research.

**Register by February 12**

To attend, you must register for the colloquium by Friday, February 12. Register online at: <http://web.ncifcrf.gov/events/ccrfellows>. Registration and lodging for the colloquium are generously funded by the NCI-CCR Office of the Director.

**Keynote Speakers**

Four outstanding keynote speakers will present their research: Elizabeth Jaffee, M.D., Johns Hopkins University School of Medicine; Jill Suttles, Ph.D., University of Louisville School of Medicine; George Pavlakis, Ph.D., CCR, NCI-Frederick; and Glenn Merlino, Ph.D., CCR, NCI. The recipient of the “Outstanding Postdoctoral Award” will also give a plenary lecture.

**Career-oriented Workshops**

Several workshops are scheduled: Career Options, Strategies, and Growth; and a career fair, including a CV “slam.”



*From left are recipients of the 2009 CCR-FYI Colloquium Awards for outstanding scientific presentations: Dr. Tiffany Wallace, Luhua Zhang, Dr. Kimberly Shafer-Weaver, Sam Hong, Dr. Patricia Tsang, and Dr. Tai Chi Cheuk. Picture courtesy of the Center for Cancer Research.*

**Awards for Presentations**

Several outstanding abstracts (from among those submitted by postdocs and trainees in January) will be chosen for oral presentation, while others will be presented as posters. Travel awards, based on the quality of the abstract and presentation, will be given for abstracts. ↻

## 2009 Achievement Award Winners

By Nancy Parrish, Staff Writer

[Editor's note: This text was adapted from the nominating documents for each award.]

### President's Award



**Bob Fitzsimmons, Lead Project Manager;<sup>1</sup> Mitzi Guarino, Senior Project Manager;<sup>1</sup> Eric Hazard, Real Estate and Facilities Director;<sup>2</sup> John Trifone, Director<sup>3</sup>**

<sup>1</sup>Contract Planning and Administration Directorate; <sup>2</sup>SAIC Corporate; <sup>3</sup>Contracts and Acquisitions Directorate

The Advanced Technology Research Facility (ATRF) team was principally responsible for working with NCI and the Matan Companies to develop the lease and secure the financing for the ATRF. Securing the financing was exceptionally difficult, given the recent credit crisis that fundamentally changed the availability of credit and the terms under which credit could be secured. The project was further complicated by its sheer size and complexity: the ATRF alone will be a 330,000-square-foot facility that is the first of many buildings to be constructed at the National Cancer Institute at Riverside Research Park. The lease provides for 63 acres of land that can support up to 800,000 square feet of facilities. Thanks to the efforts of the ATRF team, the project is now underway.

### Norman P. Salzman Mentoring Award

**Dr. Michael Piatak, Jr., Senior Principal Scientist; Head**

*Quantitative Molecular Diagnostics Core; AIDS and Cancer Virus Program Directorate*

A nationally recognized expert in quantitative nucleic acid amplification methodologies, Dr. Michael Piatak, Jr., has been sharing his expertise with the NCI-Frederick community for a decade. Dr. Piatak provides meticulous training to his staff members to ensure that they develop not only the technical skills needed to execute rigorous assays, but also the conceptual understanding needed to troubleshoot problems and develop new assays. Proactive in giving attention to the professional development of each staff member, Dr. Piatak consistently recognizes individual contributions to the overall productivity of his group. He is generous with his time and expertise, both inside and outside of the lab, and is an invaluable resource for the AIDS and Cancer Virus Program.

### Distinguished Career Service Award: Administrative

**Darlene Rosmarino, Deputy Director**

*Human Resources Directorate*

During her 25 years in Human Resources, Darlene Rosmarino has positively affected the entire SAIC-Frederick employee population with her responsible



leadership and wide-ranging experience. She has contributed substantially to improvements in the Performance Review Program, the Wage and Salary Program, and the Recruitment Program, and has provided direction for significant modifications in employee benefit plans throughout years of legislative and economic change. She ensures compliance with both the complicated and ever-changing requirements for recruiting and retaining top-notch international scientists, as well as with the multitude of Department of Labor, Homeland Security, and Internal Revenue Service requirements. Ms. Rosmarino exemplifies the dependability, dedication, determination, and integrity that provide our employees with a solid support system, enabling them to focus on scientific discovery.

### Distinguished Career Service Award: Scientific

**Ralph "Butch" Hopkins, Head, Eukaryotic Expression Group**

*Protein Expression Laboratory; Advanced Technology Program Directorate*



Ralph "Butch" Hopkins is a highly motivated and thoughtful scientist whose willingness to go the extra mile for colleagues as well as investigator clients has been a hallmark of his more than 35 years of service at SAIC-Frederick. Realizing early on the importance of testing multiple expression variables in the insect/baculovirus expression system, Mr. Hopkins has dramatically reduced the time and cost of analyzing new DNA constructs in that system and, through his exploration of various transfection reagents, has brought online an HEK293 expression format with greatly reduced costs to the investigator. He is a master cell culturist who, with his

(continued on page 18)

**2009 Achievement** *(continued from page 17)*

group, has made more than 30,000 vials of the NCI-60 cell lines and is considered the ultimate source of information on this critical resource.

**Outstanding Achievement Award: Administrative****Mitzi Guarino,  
Senior Project  
Manager***Contract Planning  
and Administration  
Directorate*

For more than two years, Mitzi Guarino has led a combined team of SAIC-Frederick and NCI executives through one of the most complex strategic expansion projects in the history of NCI—the Advanced Technology Research Facility (ATRF). Ms. Guarino has demonstrated exemplary leadership and management skills in facilitating project details with executive stakeholders of SAIC-Frederick, NCI, and the Matan Companies, managing numerous subteams, as well as managing and directing project scope, budget, communications, and meetings. Her work has led to the achievement of a key milestone in NCI's history. Displaying exceptional patience and diligence, Ms. Guarino navigated the many complex scenarios and obstacles throughout the ATRF project.

**Outstanding Achievement Award: Technical****Daniel Logsdon,  
Research Associate  
II***Laboratory Animal  
Sciences Program  
Directorate*

Dan Logsdon has provided animal technical support to NCI investigators for nearly 30 years. With his superb technical skills,

he is considered the resident expert in rodent surgery, carcinogenesis experiments, and the development of new procedures. He is enthusiastic about researching and perfecting procedures to ensure successful experiments, and he has trained many junior technicians. He is a responsible, honest, organized, and self-motivated technician who can always be counted on to get the job done. His experience in scrutinizing and conducting animal study protocols enables him to identify potential problems and recommend viable solutions. Investigators frequently consult with him before submitting Animal Study Proposals to the Animal Care and Use Committee. Mr. Logsdon's contributions to the mission of NCI are significant.

**Outstanding Achievement Award: Technical****William  
Utermahlen,  
Quality Control  
Manager***Biopharmaceutical  
Development  
Program Directorate*

William Utermahlen took over the management of the Stability Program for clinical products for the Biopharmaceutical Development Program (BDP) several years ago, and has taken it from a fragmented system to a coordinated program. As the Stability Program Manager, Mr. Utermahlen monitors more than 60 products for stability, authors protocols, organizes testing and tracking, and issues stability reports. His efforts have provided invaluable data for Investigational New Drug (IND) submissions to the U.S. Food and Drug Administration. He is always willing to assist in getting information needed even if it is not directly related to his responsibilities. His friendly "get-the-job-done" manner has made the stability program a success.

**Outstanding Achievement Award: Doctoral/Postdoctoral****Dr. Robert Gorelick,  
Senior Investigator;  
Head, Retroviral  
Mutagenesis Section***AIDS and Cancer  
Virus Program  
Directorate*

Dr. Robert Gorelick was instrumental in a study of the structure of the entire HIV-1 RNA genome *that was featured* on the cover of *Nature* (460:711–716, 2009). Dr. Gorelick's expertise in the structure and biochemistry of HIV-encoded proteins is renowned in the field, and he is a major leader in the study of nucleocapsid. In his most recent *Nature* publication, he and co-authors demonstrated a correlation between protein and primary RNA sequences, and the data suggest that RNA structure ultimately promotes native protein folding. Dr. Gorelick is a generous collaborator, and, as the paper's senior author noted in a public seminar, his input was essential to this exceptional work. His publication record is evidence that he consistently participates as a generous collaborator on many projects.

**Outstanding Achievement: Doctoral/Postdoctoral****Dr. Meili Zhang,  
Scientist II***Laboratory Animal  
Sciences Program  
Directorate*

Dr. Meili Zhang has made significant discoveries using anti-CD40 antibody therapy in combination with IL-15, demonstrating that co-administration of these agents enhanced therapy or cured mice in separate preclinical cancer models. Her recent studies, which she published as first author in the *Proceedings of the National Academy*

of *Sciences USA* (106:7513–7518), are significant to NCI's development of IL-15 as an adjunct treatment for metastatic cancer. Furthermore, her published experiments form the basis for the NCI-sponsored first human clinical trials using IL-15. As leader of the Translational Research Drug Development Program for the NCI Metabolism Branch, Dr. Zhang also plays a critical role mentoring other scientists in preclinical research. She brings insightful contributions to the laboratory and consistently demonstrates exceptional performance.

**Outstanding Achievement Award: Doctoral/Postdoctoral (Team)**



**Dr. Jay Ji, Head;<sup>1</sup> Sonny Khin (not shown), Research Associate III;<sup>1</sup> Dr. Robert Kinders, Principal Scientist, PD Assay Development and Implementation Section;<sup>1</sup>**

**Dr. Ralph Parchment, Director;<sup>2</sup> Dr. Yiping Zhang, Scientist II<sup>2</sup>**

<sup>1</sup>*National Clinical Target Validation Laboratory;* <sup>2</sup>*Laboratory of Human Toxicology and Pharmacology*

This team developed a pharmacodynamic (PD)-biomarker laboratory program to support NCI's pioneering effort to apply the U.S. Food and Drug Administration's Exploratory Investigational New Drug (IND) Guidance to the development of molecularly targeted therapies in a new type of clinical trial known as Phase 0. In just five months, Drs. Ralph Parchment and Robert Kinders developed a PD section within the Laboratory of Human Toxicology and Pharmacology (LHTP). In

collaborative studies, Dr. Kinders and Sonny Khin developed and validated assays that enabled NCI's submission of the Exploratory IND for the PARP inhibitor named ABT-888. In June 2006, NCI enrolled the first participant in a Phase 0 oncology trial and, with as few as six patients, proved the utility of the Phase 0 concept for evaluating targeted therapeutics. Dr. Jay Ji developed the National Clinical Target Validation Laboratory support program and, with Dr. Yiping Zhang, completed a successful transfer-validation of the PARP assay from LHTP.

**Outstanding Achievement Award: Doctoral/Postdoctoral (Team)**



**Heidi Bokesch, Scientist II; Alan Brooks, Research Associate III; Dr. Curt Henrich, Senior Scientist; Dr. Tom Sayers, Principal Investigator**

*Basic Science Program Directorate*

In a collaborative project between the Cancer and Inflammation Program (CIP) and the Molecular Targets Development Program (MTDP), this tightly integrated team developed, validated, and implemented a unique assay to identify substances able to sensitize cancer cells to killing by tumor necrosis factor (TNF)-related apoptosis-inducing ligand (TRAIL). A number of novel natural product sensitizers have been identified and characterized, including three families of compounds with potent activity and multiple likely mechanisms of action. This work has resulted in one published manuscript and submission of two employee invention reports. Some

TRAIL sensitizers have proven useful as therapeutics, but additional sensitizers with alternative mechanisms of action are needed. Thus, the identification of novel TRAIL sensitizers may have profound implications for cancer chemotherapy. This project has been a remarkable example of the potential of team science in its implementation and results.

**Special Achievement Award**

**Dr. Ralph Parchment, Director, Laboratory of Human Toxicology and Pharmacology**



*Applied and Developmental Research Directorate*

Dr. Ralph Parchment successfully manages the Laboratory of Human Toxicology and Pharmacology (LHTP) and the National Clinical Validation Laboratory (NCTVL) to support NCI's Pharmacodynamic Biomarker Program. Separate from this effort, Dr. Parchment was tasked with interim management of the Project Management Office (PMO) to support the Division of Cancer Treatment and Diagnosis. Dr. Parchment expended considerable energy to rectify problems in the PMO, make the office more efficient and responsive, and lead the team in the successful issuance of the Chemical Biology Consortium RFP, which resulted in the award of Basic Ordering Agreements to 11 outstanding centers across the country that will be the cornerstone of the CBC and NCI Experimental Therapeutics Program (NExT). This enormous task could not have been accomplished without sacrifices in both his professional and personal life. His is truly an exceptional achievement.

*(continued on page 20)*

**2009 Achievement** *(continued from page 19)***Special Achievement Award**

**Dr. Cheryl Winkler, Principal Investigator, Laboratory of Genomic Diversity**

*Basic Science Program Directorate*

Dr. Cheryl Winkler identified MYH9 as a main effect gene for focal segmental glomerulosclerosis (FSGS) and HIV-1 associated nephropathy (HIVAN; the third leading cause of end-stage renal disease [ESRD] in African American men). The association between MYH9 and kidney disease is strong, increasing the risk of FSGS and HIVAN by 500 percent. A second group at Johns Hopkins University replicated the MYH9 associations with ESRD, and Dr. Winkler and her collaborators extended the role of MYH9 to hypertensive ESRD and diabetic ESRD. The MYH9 risk alleles occur in 50 to 60 percent of persons of African ancestry but in fewer than 3 to 4 percent of non-Africans. This landmark study provides excellent groundwork for potential targeted drug therapy, genetic screening, kidney donor screening, and improved diagnostic decisions.

**Special Achievement Award: Viral Oncology Team**

**Vickie Marshall, Research Associate III; Wendell Miley, Research Associate III**

*AIDS and Cancer Virus Program Directorate*



The Viral Oncology Section (VOS) has developed assays to detect antibodies and DNA viral load for Kaposi's sarcoma-associated herpesvirus (KSHV), the causative agent of Kaposi's sarcoma, the most common cancer in AIDS patients. Vickie Marshall and Wendell Miley have transferred this KSHV technology to laboratories in Uganda, South Africa, and Zimbabwe. They have trained students and technicians from African laboratories in the lab in Frederick and provided technological support for those establishing these techniques in Durban, Johannesburg, and Entebbe. In addition, Mr. Miley has provided on-site training in Johannesburg and Durban, South Africa. This transfer of technology and expertise supports efforts to understand the epidemiology and pathogenesis of KSHV in a setting where it causes a significant burden of disease and mortality.

**Special Achievement Award: Building 376 Renovation Team**

**John Bell, Contracting Officer's Technical Representative; Talal Khalil, Senior Project Manager; Larry Pawlik, Mechanical Engineer; Len Wrona, Manager, Engineering**

*Facilities Maintenance and Engineering Directorate*

This project transformed the unoccupied North Wing of Building 376 into a state-of-the-art animal imaging and support facility. A cooperative venture of the Center for Cancer Research and the Small Animal Imaging Program, the renovation involved completely gutting

the North Wing and constructing all-new animal holding areas; heavy chemistry laboratories; imaging rooms; and administrative, data processing, and support facilities. The aggressive schedule required fast-track design and reviews, as well as an accelerated bid, evaluation, and award of construction contract. The first NCI facility to achieve Green Globe certification, Building 376 is a showcase not only for its unique animal imaging facilities, but also for the excellence in design and management exhibited by the project team.

**Special Achievement Award: ATP Sequencing Facility**

**Kim Kieffer, Secretary III;<sup>1</sup> Yuliya Kriga, Research Associate II;<sup>1</sup> Hongling Liao, Research Associate II;<sup>1</sup> Michele Mehaffey, BioInformatics Analyst;<sup>1</sup> John Orzechowski, Research Associate II;<sup>1</sup> Castle Raley, Quality Control Analyst III;<sup>1</sup> Mary Lou Siegle, Human Resources Manager;<sup>2</sup> Bao Tran, Director, Sequencing Facility;<sup>1</sup> Yongmei Zhao, BioInformatics Analyst<sup>1</sup>**

<sup>1</sup>*Advanced Technology Program Directorate;* <sup>2</sup>*Human Resources Directorate*

This year, a request from the Center for Cancer Research for a new laboratory offering next-generation sequencing technology became a reality in the form of the Sequencing Facility. The new technology can be used for both traditional sequence applications as well as many analyses that until now have required microarray methods. In just three months, capital equipment and supplies were purchased, a director and staff members were hired, and the Sequencing Facility was up and running on March 20, 2009, as promised. By July, the facility was successfully processing experiments in support of CCR. Considering that a single sequencing run takes more than a week to complete with the Illumina sequencing technology, the speed with which this team delivered high-quality data and a streamlined production facility was remarkable.

### **Customer Relations Award: Scientific**

**Susan Strobl,**  
Associate Scientist,  
Laboratory of  
Cell-Mediated  
Immunity

*Applied and  
Developmental  
Research Directorate*



Susan Strobl's leadership, broad research experience, and superior ability to interact with customers are instrumental in the success of the Laboratory of Cell-Mediated Immunity (LCMI) in developing and validating assays to assess cellular immune function in patients enrolled in clinical protocols at NIH. As the primary client contact, Ms. Strobl dedicates significant time to establishing strong relationships with existing clients as well as developing new relationships. She thoroughly discusses protocols with the customer, and then offers her expertise to select and optimize the relevant methods for monitoring a clinical trial. Because of Ms. Strobl's constant efforts

and her excellent customer service skills, LCMI has been recognized for performing superior work and for providing outstanding service to the research community.

### **Customer Relations Award: Scientific**



**Dr. Ming Zhou,**  
Senior Research  
Scientist,  
Laboratory  
of Proteomics  
and Analytical  
Technologies

*Advanced Technology  
Program Directorate*

As the leader of the Protein Identification Section of the Laboratory of Proteomics and Analytical Technologies (LPAT), Dr. Ming Zhou works with many NCI investigators to characterize protein complexes using advanced technologies such as mass spectrometry. He has a unique ability to understand the goals and procedures in isolation complexes, and uses the advanced technologies to characterize them. He also acts as a consultant, training customers on performing protein complex isolations. Dr. Zhou has worked with NCI scientists in their own laboratories to optimize their experiments, ensuring success once the samples are sent to LPAT for analysis. His professional attitude, skills, and intelligence have provided an excellent model for working with NCI investigators to enhance research efforts at the Frederick campus.

### **Customer Relations Award, Administrative: OHS Team**



**Carolyn Cable, Program Coordinator; Mary Carol Fleming, Senior Occupational Nurse Practitioner; Sarah Hooper, Senior Occupational Nurse Practitioner; Kelly Hutzell, Secretary II; Paula Mathis, Occupational Health Nurse; Marla Mullen, Nurse Practitioner; Alberta Peugeot, Manager; Kandy Rahochik, Secretary III; Will Sheffield, Occupational Health Associate; Mary Stewart, Senior Occupational Nurse Practitioner; Coleen Tabler, Occupational Health Associate (not pictured); Dr. Robert J. Thomas, Medical Director**

*Occupational Health Services,  
Environment, Health, and Safety  
Directorate*

The Occupational Health Services (OHS) team consistently demonstrates an outstanding level of professionalism, sensitivity, and expertise when performing blood work, occupational health assessments, immunizations, smoking cessation counseling, blood pressure checks, and other occupational and nonoccupational encounters. Their services are especially commendable given the complexity of potential hazards within this biomedical

**2009 Achievement** *(continued from page 21)*

research facility comprising multiple employers and a multicultural workforce. Specifically, the Research Donor Program (RDP) exemplifies how OHS teamwork, attention to detail, and customer service benefit the NCI-Frederick community. Utilization of the RDP has consistently increased, and investigators continue to express appreciation for the program, as these specialized services are otherwise unavailable and are critical to the quality and continuity of their research.

**Cost Savings Award, One Time: Financial Analysis Team**

**Dan Fox, IT Security Analyst; John Shannon McWilliams, LAN/Network Specialist**

**Information Systems Program Directorate**

Dan Fox and Shannon McWilliams analyzed a proposed purchase of a new copier for the Accounts Payable/General Ledger group and determined that the copier selected provided more capacity than the group needed. An appropriate device was purchased at a cost savings of \$11,730, with the total cost-of-ownership savings estimated at \$12,000 over the next five years. Additionally, users can scan documents so they may be saved electronically, reducing the costs of physical storage and the amount of paper used, and streamlining business processes by enabling them to be executed electronically. Lessons learned from this initiative are being applied to other areas to create additional short-term savings, and are being folded

into a larger initiative that will reduce printing and copying costs throughout the entire organization.

**Cost Savings Award: One Time****Tim Potter, Research Associate II****Advanced Technology Program Directorate**

Tim Potter has saved the Nanotechnology Characterization Laboratory large sums of money by consistent and vigilant bargain-seeking. He has saved several thousand dollars by taking advantage of laboratory supply vendor special discounts and by researching alternatives to NCI-Frederick preferred vendors; last year, for example, Mr. Potter saved an estimated \$2,000 by purchasing laboratory gloves from alternate vendors. He has also saved the laboratory an undetermined amount of funds by acquiring free laboratory equipment from NCI-Frederick surplus, including a microscope valued at \$94,000, which he acquired from surplus in July 2009. Mr. Potter's colleagues note his consistently successful efforts toward cost containment, which encourages them to look for ways to save money. His example has had a positive impact on the laboratory's budget.

**Cost Savings Award: Recurring****Teresa Stitely, Project Manager****Contract Planning and Administration Directorate**

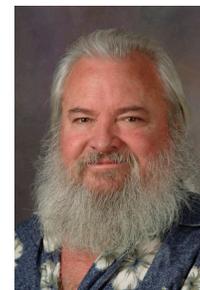
Teresa Stitely identified ways to streamline processes to improve efficiency in warehouse deliveries, saving hundreds of pieces of paper daily that previously were printed from SmartStream, tracked, sorted, and filed. The labor and material savings alone



are estimated to be nearly \$7,800 per year. In addition, Ms. Stitely initiated the adaptation of a copy machine to transmit documents electronically. Adapting one copy machine for joint use at the TJ Drive facility alone saved nearly \$6,500 by reducing the need for individual scanners, IT support, and equipment management. Adapting copy machines in other areas of SAIC-Frederick for scanning and mailing is resulting in similar savings. Finally, free computer-based E-Fax capabilities have also been deployed through Ms. Stitely's efforts.

**Safety Award****Craig Driver, Research Associate I****Laboratory Animal Sciences Program Directorate**

Craig Driver has been instrumental in the expansion of the Laboratory Animal Sciences Program (LASP) Hazard Communication Program by working closely with Environment, Health, and Safety (EHS) staff on toxicology reviews of novel research reagents. Mr. Driver also works to ensure that staff members handling highly toxic materials used in animal work have been thoroughly trained in safe operating procedures and risk reduction techniques. Mr. Driver maintains close contact with EHS staff and identifies many potentially hazardous animal procedures. Last year, Mr. Driver assisted a newly appointed animal facility manager in establishing a safety program specific to that facility's needs. Mr. Driver shows a rare initiative and integrity in his commitment to advancing employee safety at NCI-Frederick.



**Safety Award:  
Facilities Maintenance and  
Engineering Safety Team**

**Bill Lonergan, Director; Dr. Dante  
Tedaldi, Associate Director**

*Facilities Maintenance and  
Engineering Directorate*

Over the last six years, the annual injury incidence at Facilities Maintenance and Engineering (FME) has been reduced by two-thirds, from 15 cases to 5 cases per 100 employees. Much of this reduction is attributable to significant changes in safety culture



instilled in FME employees by Bill Lonergan and Dr. Dante Tedaldi. It is no fluke that the injury incidence of FME dropped dramatically in 2002 and again in 2003, the years these managers began respective employment with SAIC-Frederick.

Their committed and uncompromising efforts to institute employee safety as the prime value for their supervisors and workforce are exemplary. That FME was able to entrench this philosophy in an environment of rigid client demands for increased productivity and responsiveness is a noteworthy achievement. 



*Nearly 1,400 employees attended the 2009 Annual Achievement Awards held at the Lynfield Complex near Frederick.*



*(continued on page 24)*

## Reflections on 35 Years of Service

### I Remember When ...

By Ashley DeVine, Staff Writer

*Editor's note: In 2009, Robert Follin, Andrew Garner (not pictured), Kunio Nagashima, and Wanda Shook-Bartlett marked 35 years of service with NCI-Frederick. We asked these longtime colleagues to reflect on how their jobs have evolved.*



Robert Follin



Kunio Nagashima



Wanda  
Shook-Bartlett

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

**Robert “Rocky” Follin**, senior designer, Facilities Maintenance and Engineering Directorate: My first day at NCI-Frederick was May 21, 1974. I was a junior drafter with the Engineering Department. At that time the Engineering Department and the Maintenance Department were separate functions. They weren't combined until the late 1970s. My duties consisted of drawing simple floor plan layouts for laboratory renovations and making copies of completed plans for bidding and construction purposes.

**Kunio Nagashima**, manager, Electron Microscopy Laboratory, Advanced Technology Program Directorate: I started work in October 1974 as an electron microscope technician (an entry-level position), using all the techniques related to electron microscopy (i.e., processing biological samples, embedding in Epoxy resin, making thin sections for the electron microscope study of retroviruses).

**Wanda Shook-Bartlett**, prime contract coordinator, Contract Planning and Administration Directorate: I began working at NCI-Frederick for Litton

Bionetics in 1974 during my senior year in high school as part of a work study program. I remember getting a call from the HR Department asking if I was interested in a clerk typist position and I said “sure, at least until I figure out what I want to do with my life.” Well,

I guess I already had it figured out but just didn't know it at the time. I started working in Building 560, Project 9, Chemical Carcinogenesis. It was a fairly large project, but to the best of my knowledge there are only three of us left here that used to work in that program. After a few years I became a floater around the facility, helping out where needed. This was kind of neat, as I got to meet a lot of different folks, as well as learn a lot about what was really being done at the facility. I eventually ended up working in Safety, Building 550, for several years, and then in 1978 I decided to interview for a clerk position in Contracts. I have been working in the Contracts and Administration area, now the Operations Group, ever since.

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

**Follin:** With time on the job came experience and knowledge. I learned to independently design new laboratories and animal holding facilities. Working together with our mechanical/electrical designers, I am now responsible for completing designs that reflect our scientific customers' requirements. This includes floor plan development and

writing statements of work, construction specifications, and technical responses to information requests.

**Nagashima:** The basic EM techniques have not changed significantly in the past 35 years, but I have added new technologies such as cryo-sectioning (late 1970s); immunolabeling electron microscopy (IEM) and the DNA heteroduplex technique (1980s); whole chromosome mounting (1990s); and cryo-EM technology and 3D tomography (2000s).

**Shook-Bartlett:** When I first started working here I used an old green army typewriter. It was electric, but you really had to hit the keys to get it to move; and we had to make carbon copies as we were typing, so you had to apply a good bit of pressure. Then as time went on, I remember I had to learn how to use a Lexitron during one of our re-compete years—talk about scared. I was just a kid and had no idea what I was doing, but I picked up on it quickly and it became my main word processor. That was until the desktop computers came into play, and as luck would have it, I had to once again learn a new system, Windows, for the first time just as we were beginning another re-compete.

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

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

**Nagashima:** Micrograph HIV (then called HTLV-III) for Dr. Robert Gallo's manuscript in *Science*, which was a discovery of the century...but now you know the rest of the story. I also took micrographs for Dr. Judy Mikovits' (Whittemore Peterson Institute, Reno,

NV) *Science* article (XMRV; Vol 326, 23 October 2009). The EM images continue to have high impact in the science community.

**Shook-Bartlett:** Working here for over 35 years is quite an achievement in itself; especially after being involved in numerous re-competes, which is a very

involved process. Having worked for four different contractors under numerous facility names, I can truly say that I have seen a lot of changes. Not only have we gone from a staff of approximately 400 to over 1,900, but we have also made a lot of improvements. My early years here, we had no cafeteria, we had

no childcare center, we didn't have numerous employee benefits to choose from. NCI-Frederick has come a long way since 1974 and I would like to think that, though not directly, in some small way I have had a hand in helping to get us closer to finding the cure for cancer. 🍷

## Celebrating 30 Years at NCI-Frederick

By Ashley DeVine, Staff Writer

Editor's note: In 2009, the following employees marked 30 years of service with NCI-Frederick. Below is a little history from when these employees began working here.



Anne T.  
Chaltain, Jr.



Lorraine D. Covell



Darlene M. Green



Deborah J.  
Griffiths



James G.  
Hannigan III



Timothy L.  
Lenhart



Dominic A.  
Scudiero



Sheridan O.  
Sewell

Library, the Information Systems Department, and the Graphics Center to support scientific and administrative activities involved in the acquisition, processing, control, analysis, and presentation of information. The *Whisper of IS*, a newsletter from IS, was first published in August. In this issue, a short article mentioned that, because of changes in the state tax guidelines, Frederick Cancer Research Center employees who resided in Maryland had received an unexpected take-home pay increase of \$2.85 per pay period. After a brief survey, the

*Whisper of IS* reported that "the \$2.85 will purchase a six-pack or three gallons of gas, depending on the employee's priorities." NCI also achieved approval of its first billion-dollar budget that year. That's \$1,000,000,000.00. Today it's more than \$5 billion. (Source: "Did You Know?" page 17, *Poster*, December 2004). 🍷

### A Glimpse at the Past: 1979

The Information Services (IS) group was established to bring together the

## 25 Years

Stephen D. Fox • John W. Mount  
• Darlene R. Reaver • Darlene L. Rosmarino • Timothy A. Rowe  
• Edward C. Sandy • Sherry A. Stockman-Crummitt • Bruce I. Tobias  
• Mary Jane Troncatti • Ginny A. Whipp • Deborah D. Whitmore • Jefferson M. Wright

## 20 Years

Tammy I. Beachley • Earl W. Bere III  
• Alan D. Brooks • John R. Buckley  
• Mary N. Carrington • John W. Connelly, Jr. • Charles C. Couch • Sherri L. Cregger • Troy D. Cregger • Tarra W. Dumas • Miriam M. Ferraro  
• Richard M. Frederickson • Shelly K. Hollinger • David W. Johnston •



Laura K. Knott • Felicia J. Krapf • Philip A. Krietz • Timothy K. Lenhart

(continued on page 26)



• Barbara A. Lescalleet • Marvin D. Lescalleet • Lora M. Main • Gretchen D. Martin • Nancy L. Mayo • Wendell J. Miley • Gina M. Moon • Kathrin Muegge • Linda B. Newman • Tammy D. Ovejera • Cynthia M. Pople • Timothy M. Potter • Penny J. Sellers • Christopher J. Semler • Thomas E. Silvers • Paul C. Summers, Jr. • Lori L. Testerman • Andrea L. Turner • Victor P. Wells • Mark D. Whitmore • Wendy S. Zimmerman

• Kimberly D. Hill • Mohammad Ishaq • Min K. Jiang • Scott D. Keimig • Young D. Kim • George C. Knapp IV •

Kelly F. Leib • Nicole L. Lum (Shrader) • Matthew J. McCollum • Timothy J. Murphy • Ven Natarajan • Ray D. Price • Dana M. Randall • Rebecca J. Rohrback • Joseph E. Saavedra • Akram S. Shah • Teresa L. Shatzer • Michael W. Smith • Roberta M. Smith • Troy E. Taylor • Kenneth W. Thomas • Julie M. Toms • Paul W. Wright • Yu-Chun Zhou



## 15 Years

Kimberly S. Abdinoor • Mary E. Albaugh • Stephen K. Anderson • William J. Bosche • Shawn K. Brown • Andrew F. Burnette • Donna J. Carter • Zhang-Qun Chen • Elena N. Chertova • Cynthia M. Culler • Ivery L. Davis • Robin L. Dewar • Genetta Jo Dixon • Dennis J. Dougherty • Jing M. Fong • Herbert W. Hagenau • Toni L. Harbaugh • Helene C. Highbarger

## 10 Years

Rachel K. Bagni • Andrew L. Barr • Sara E. Bass • Donald R. Beauchamp, Jr. • Marion K. Bona • Gregory L. Borchert •

Ronald W. Brown • Tracy B. Butler • Nichole Cline • John P. Cobuzzi • Karen C. Cowden • Karen C. Custer • Ren-Ming Dai • Becky M. Defelice • Catherine I. Drennan • Gregory J. Feaga • Richard R. Fralinger • Lisa M. Gray • Diana C. Haines • Ana R. Hancox • Deborah S. Higdon • Charlana L. Hughes • Bonnie S. Hunter • Stephen C. Jay • Scott K. Jendrek • Kathryn S. Jones • Anne U. Kamata • Edward S. Krusinski

• Bradley J. Leggett • Timothy R. McNickle • Giovanni Melillo • Gautam Mitra • Guity Mohammadi • Cheryl L. Mowen •

Jodie K. Mussio • Delores M. Nelson • Val Joe Painter • Peggy E. Pearl • Debra A. Ramsburg • Annamaria Rapisarda • Rose M. Raymond • J. David Roser • Sukanya Sathyanarayana • Julie A. Sawitzke • Kathy A. Scarzello • Samir H. Shaban • Nancy B. Shulley • Loretta A. Smith • Gopalan Soman • Lee L. Stambaugh • Grace B. Strine • Cedric R. Sukie • Karen K. Toms • Matthew T. Trivett • Chung-Jung Tsai • Badarch Uranchimeg • Que N. Van • Denise Whitby



## 5 Years

Eugene B. Anderson

- Jo Ann L. Anderson
- Eva L. Andersson
- Theresa D. Bell •
- Marcelino Bernardo •
- Eckart H. Bindewald •
- Sukanya Bora • Melissa
- D. Borucki • Debora A.
- Boyer • Arthur Britton
- Barbara A. Brooks
- Carla D. Bryant •
- Patrick A. Clester •

- Kathryn E. Compton • Christopher
- J. Courtney • Run Cung • Casey L.
- Dagnall • Rennay Dewberry • Donna
- L. Dinsmore • James K. Dykes •
- Robert G. Eackles • Nicole Fisher •

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- John P. Hart •
- Curtis J. Henrich •
- Charles W. Hopkins
- Da Wei Huang
- Christopher M.
- Jacobs • Randall C.
- Johnson • Stanislaw
- J. Kaczmarczyk •

- Tara A. Kenny • Aaren D. King •
- Janis L. Krolus • Shilpa S. Kurian •
- Chenwei Liu • Stephen E. Marsh •
- Lisa R. Maslan • Casey A. Matthews
- Gregory W. McKenzie • Christopher
- B. McLeland • Scott E. McNeil •
- Zhaojing Meng • Juanita Mercado •
- Robert A. Meyer • Uma S. Mudunuri
- Blossom L. Munday • Margaret M.



- OToole-Lualdi • Nancy T. Parrish
- Smruti Patel • Robert J. Patterson
- Megan L. Peach • Jodi M. Penn •
- Gareth A. Peters • Ruta Petraitiene •



- Sean T. Plunkett • Luis G. Rodriguez
- Tracy M. Safran • Rosalba Salcedo
- April D. Schildtknecht • Timothy
- M. Sheehy • Woodrow W. Smith, Jr. •
- Mary E. Spinelli • Pamela D. Summers
- Brian C. Tabb • Wei Tan • Eileen
- A. Thompson • Hlei Tial • Charles M.



- Trubey • Andrew C. Warner • Beverly
- A. Weigand • David L. Wenner •
- Patsy J. Worrell • Leonard M. Wrona
- Xiaolin Wu • Ming Yi • Ping Yu •
- Meili Zhang 🍷



## Feeling Fine in '09 Winners of the Year

By Ashley DeVine, Staff Writer

### Miles Walked

1. Wayne Helm, Facilities Maintenance and Engineering Directorate (FME)
2. Ann Heller, Financial Management Directorate
3. Terri McLellan, Laboratory Animal Sciences Program Directorate (LASP)

### Miles Run

1. Beth Buckheit, Financial Management Directorate
2. William Adkins III, FME
3. John Carter, Applied and Developmental Research Directorate (ADD)

### Miles Biked

1. Dwayne Neal, Vaccine Clinical Materials Program Directorate (VCMP)

2. John Beutler, Molecular Targets Development Program, NCI-Frederick

3. Victoria Barron, Contract Planning and Administration Directorate

### Weight Lost

1. Deborah Christ, Financial Management Directorate
2. Debra Gilchrist, Clinical Research Program Directorate
3. Debra Fitzgerald, LASP

### Other Fitness Activities Completed

1. Terri McLellan, LASP
2. William Lonergan, FME
3. William Adkins III, FME



Some of the year-end winners of Feeling Fine in '09 are shown with Dr. Larry Arthur (far left). Bottom row, from left: Terri McLellan, William Lonergan, Beth Buckheit, Debra Gilchrist, Victoria Barron, and Debra Fitzgerald. Top row: Wayne Helm, Deborah Christ, Dwayne Neal, and John Carter. (Not pictured: Ann Heller, William Adkins, and John Beutler)

### Deadlines

January issue.....	November 12	Please send your information,
April issue.....	February 12	articles, or ideas to Maritta Grau,
July issue.....	May 17	Managing Editor
October issue.....	August 13	(graump@mail.nih.gov).

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### Dates to Note

Martin Luther King, Jr., Day: NCI-Frederick closed.....	January 18
President's Day: NCI-Frederick closed.....	February 15
Registration Opens for Spring Research Festival.....	February 26
Spring Research Festival.....	May 5 & 6

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SAIC-Frederick, Inc., under contract to the National Cancer Institute at Frederick, conducts research and development to accelerate the translation of basic research discoveries into products that will advance the prevention, diagnosis, and treatment of cancer, infectious diseases, and associated public health concerns.