

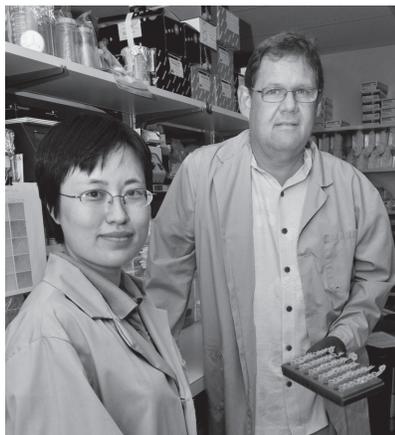
LCP's New Finding: Id2 Protein Regulates Blood Cell Development

By Tammy Eyler and Maritta Perry Grau

When you scratch a mosquito bite and see a little drop of blood well up from your skin, you might not think about the tiny world of red and white cells within. However, Drs. Ming Ji and Jonathan Keller, Laboratory of Cancer Prevention, Basic Science Program, have delved deeply into that tiny world.

The researchers and their colleagues began to wonder what goes on in the world of hematopoiesis, the process that forms these cells. While

only a limited number of stem cells are produced, the stem cells self-renew and give rise to all mature blood cells.



Drs. Ming Ji (left) and Jonathan Keller show some of the blood cell vials that helped them pinpoint the importance of Id2 protein in blood cell development.

Mouse Models Developed to Study Stem Cells

Drs. Ji and Keller developed a knock-out mouse model to study what happens when certain genes cease functioning in hematopoietic stem cells (HSC) and specific cell lineages. They also developed a knock-in mouse to study proteins that predict HSC and progenitor cell

growth and development in vivo (*Blood* 112[4]:August 2008).

Much was already known about hematopoiesis. For example, it's a multistage, developmental process and it's controlled by altering the expression of transcription factors and transcriptional regulators, the downstream mediators of external and internal cell signals.

One of these transcriptional regulators is the Id family, which controls the proliferation, differentiation, and cell death of many cell types. Within this family is an inhibitor of DNA binding protein 2 (Id2).

Red Blood Cell Development Impaired without Id2

When Dr. Ji, a member of Dr. Keller's group, analyzed blood cells in the Id2 gene-deficient mouse model, she found that B-cell (immune cell) development was significantly enhanced in these mice, but red blood cell development

(continued on page 3)

Don't Let the Auditors Find Mistakes in Your Timecard!

By Kathy Hoffman and Nancy Parrish

SAIC-Frederick is likely to be audited sometime within the next year. Of the many documents that are reviewed in an audit, one of the most important is the timecard.

Some of you may wonder why a timecard is necessary, especially if you are an exempt employee. After all, exempt employees are paid the same

salary regardless of whether they work 80 hours or 100 hours in a pay period, so why bother?

However, as an employee working on a government contract, you are required to accurately account for your time worked, every day. Under a government contract, the costs incurred and billed are subject to audit at any time.

Auditors Will Review Your Timecard

Timecards are the source document for billing costs to NCI and the document an auditor will review to assess accurate labor allocation. During an audit, the auditor may come to your desk and ask you to open up your timecard. It is therefore critical that your timecard is up-to-date and accurate, and that you are charging your time appropriately.

All costs for labor, i.e., *your* work, must be in accordance with the Federal Acquisition Regulation (which

(continued on page 3)

Arthur's Corner**Step Up; Lend a Helping Hand***Larry Arthur, Ph.D.*

Several years ago I challenged you to slim down. Now I'm challenging you to step up.

Many of you have met, and continue to meet, the

challenge of becoming more active and improving your health as a way to reduce your cancer risk. For that I congratulate you. Keep at it.

A Challenge for You

Now I have another challenge for you—step up in these hard economic times and extend a helping hand.

Our company is doing very well these days, unlike many others. Businesses are making furloughs and layoffs; some are closing altogether. Every day we read of more troubles. Most recently the jobless rate in Maryland topped 7 percent. And the nation's third largest philanthropy—the Robert Wood Johnson Foundation—is offering buyouts to 40 percent of its staff because of a drop in asset value. The foundation is cutting costs so it can keep supporting better health and health care in America.

Nonprofits and charities across the board are expected to take an even bigger hit in the coming months, as a ripple effect of the economic downturn. Asset values are in decline and charitable contributions are tapering off as many people struggle to pay the bills.

As the need for assistance grows, the ability to provide it is declining.

SAIC-Frederick has a new contract for up to 10 years with the National Cancer Institute. We are supporting many new NCI initiatives. As I reported to you recently, we completed \$380 million worth of work for NCI two years ago. Last year that number exceeded \$640 million. Our workforce is actually growing.

Clearly, we are all feeling the impact of a bad economy, and I don't want to minimize that for any of our staff. But I think we have it within our means and within our will to reach out to those who are less fortunate.

You Want More Choices to Give

A recent SAIC-Frederick employee survey gives me reason for optimism. The survey showed that if we made changes to our payroll giving program, more employees would participate—and would give more. Traditionally, SAIC-Frederick has offered payroll giving exclusively through United Way, and only 19 percent of respondents said they have participated.

Of the 316 employees who responded to the Employee Payroll Giving Survey, 75 percent answered "yes" when asked, "Would you be interested in expanding the giving options within our campaign?" And 63 percent said this would be a reason to give more. Respondents favored organizations involved in health and wellness and in addressing the needs of the disadvantaged.

Of employees who currently do not make payroll contributions at all, 81 percent said they would be encouraged to do so if there were more organizations from which to choose.

Many companies have begun to include more organizations in their payroll giving campaign, while still offering the United Way, and

giving has gone up. When Wal-Mart broadened its program a few years ago, giving rose 23 percent in the first year. Merrill Lynch saw a 20 percent increase.

Your Strategic Choice

Currently, a subcommittee of our Operations and Technical Support Management Committee is studying ways to open up our payroll giving program, using an approach called Strategic Choice. The goal is to offer additional choices, get more employees involved, and to bring corporate giving more in line with employee giving.

As a company, SAIC-Frederick contributes more than \$170,000 in sponsorships and donations to charities and nonprofits supporting education, business, health, science, culture, and the needy. We do this through our public affairs program, donations committee, and through our directorates' discretionary spending accounts.

Through the summer you will be hearing more about our move toward a Strategic Choice campaign. In the fall, we hope to launch a new campaign that includes the United Way and several other organizations to which you can make direct contributions through payroll deduction.

As one of the largest employers in Frederick County, we can have a significant impact on our community through our corporate and employee giving. Together, I think we really can make a difference. 

A handwritten signature in black ink that reads "Larry O. Arthur".

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.

LCP's New Finding *(continued from page 1)*

was impaired. That finding suggested that Id2 physiologically regulates blood cell development.

Concentrating on Id2 function studies, the researchers combined the results of bone marrow transplantation studies in vivo and cell line models in vitro, and discovered the underlying molecular mechanisms for these effects. They learned that Id2 regulates B-cell and red blood cell development by interacting with other proteins. These findings highlight the importance of Id2 in proper blood cell development and expand researchers' understanding of Id2's function at the molecular level.

Based on their data, Drs. Ji and Keller proposed a model for Id2 function in hematopoiesis. In their model, Id2 is part of the transcriptional network required to maintain proper HSC function, since Id2 levels control hematopoietic lineage commitment.

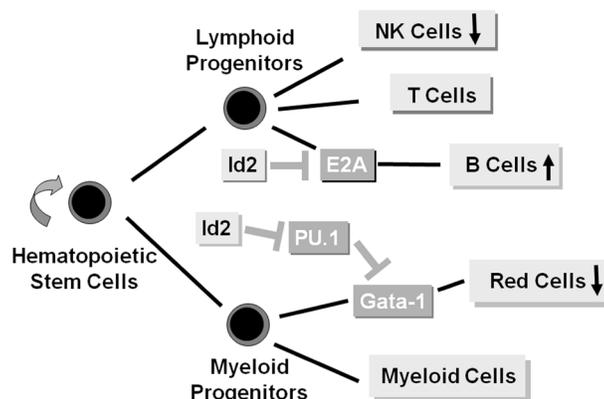
Lack of Id1 May Also Contribute to Malignancies

In other recent studies, Dr. Keller and his research team looked at Id1, another protein. They discovered that deregulated expression of Id1 may contribute to hematopoietic malignancies and may represent a potential therapeutic target for early-stage intervention (*Oncogene*, June 2008). These studies were spotlighted in the NIH periodical, the *NIH Catalyst* (December 2008).

The team has also discovered that Id1 is required for the hematopoietic microenvironment to function properly (*Blood*, May 2009).

"I'm really excited and intrigued about these findings," Dr. Keller said. "These Id1 and Id2 findings may help other colleagues

in the field of stem cell research to expand their research into genes that regulate the development of cells, help us understand the development of malignancies, and possibly find better ways to treat the cancerous cells." 



Id2 intrinsically regulates B cell and red cell development via interactions with E2A protein and PU.1 protein, respectively. In Id2 knockout mice, B cell development is enhanced, and red cell development is inhibited.

Don't Let the Auditors *(continued from page 1)*

governs all government acquisitions and contracts) and the terms of the SAIC-Frederick contract. Work must be allocable to our contract, which means it must be related, either directly or indirectly, to the statement of work as defined in the contract. Labor charges must also be reasonable for the work performed.

Everyone's Responsibility

Meeting each of these requirements puts responsibility on every employee to understand and follow time-charging policies and procedures. This means filling out your timecard every day, recording your time accurately, correcting it appropriately, and submitting it on time every pay period.

Unlike most government contractors, SAIC-Frederick has only one contract with the government. If we fail to

accurately report labor, monetary penalties could potentially affect individuals personally, and could materially impact our business and contractual relationship with NCI.

Please take time to review these policies and make sure you are accurately reporting time worked. SAIC-Frederick's contract—and your job—depend on it!

Questions?

The SAIC-Frederick time-charging policy can be found in the *Administrative Handbook of Standard Processes*, at <http://web.ncifcrf.gov/campus/sahsp/sahsp.pdf>. See Section B301, "Guidelines for Completing Time Cards."

Time-charging questions can be directed to the Payroll Department,

301-846-1518 or 301-846-1139; or the Timewizard administrator, 301-846-5545. 



SAIC-Frederick Scientists Win Top Honors in Corporate Competition

By Nancy Parrish

Kathryn Jones, Ph.D., Principal Scientist, and Cari Sadowski, Research Associate II, both of the Laboratory of Experimental Immunology, were named winners in the Biochemistry/Molecular Biology category of the 2009 SAIC Technical Fellows Council (STFC) Publications Competition for a paper they published in *Nature Medicine* (14:4, 429–436, 2008). The paper presents findings that have significant implications in the study of human lymphotropic virus type 1 (HTLV-1),



Cari Sadowski (left) and Dr. Kathryn Jones have shown that human lymphotropic virus type 1 can infect dendritic cells, which in turn infect T cells, contributing to the spread of adult T-cell leukemia and other syndromes.

the virus that can cause adult T-cell leukemia, a progressive neurological disorder, or other syndromes.

In an article on SAIC's web site, ISSAIC (<https://issaic.saic.com/corporate/oot/news-021909.html>), John Parker, M.D., chair of the STFC, senior vice president, and SAIC's chief medical officer, said that this competition "is designed to showcase the diverse talent of our researchers and scientists who are an integral part of SAIC. It encourages

authorship at the highest level of scientific integrity."

Discovery Provides New Look at Virus Transmission

Prior to their research, it was generally believed that HTLV-1 nearly always was found in CD4⁺ T cells, and that, in infected individuals, HTLV-1 spread from one T cell to another, Dr. Jones said. Studies of the virus were problematic because T cells are difficult to infect in cell culture.

Dr. Jones and Ms. Sadowski determined that, in culture, HTLV-1 particles can efficiently infect dendritic cells (DCs), which normally interact with T cells in humans to trigger an immune response. Dr. Jones and Ms. Sadowski observed that DCs infected with HTLV-1 can in turn infect the target T cells in culture; in humans, such a transmission of HTLV-1 would lead to disease.

This finding demonstrates that DCs play an important role in the transmission of HTLV-1, and provides a more efficient way to study the virus, Dr. Jones explained. "Now that we have a good way to infect cells with HTLV-1 in culture, we can get a better understanding of its life cycle and how it can cause disease."

"We have been studying HTLV-1 and other cancer-causing viruses for a long time. It is gratifying to be able to fit the pieces together," Ms. Sadowski said. She and Dr. Jones are now expanding these cell culture studies to examine the role DCs play in transmitting the virus and in causing cancer in humans, she said. They are currently performing collaborative studies with a group at NCI-Bethesda headed by Thomas Waldmann, M.D., to study DCs and T cells isolated from individuals with adult T-cell leukemia.

Basic Research "Relevant to Patient Care"

More gratifying than winning the award, Dr. Jones said, is the impact that the article has had in the clinical setting. Since the paper was published, she has received e-mails from clinicians from several different countries, asking how these findings will help their patients. "It reminded me that basic

"It reminded me that basic research really can be relevant to patient care."
– Dr. Kathryn Jones

research really can be relevant to patient care," she said.

Dr. Jones and Ms. Sadowski were honored at a dinner hosted by SAIC in San Diego on June 24. For Ms. Sadowski, winning the award not only is a great honor, but also allowed her to go to California for the first time.

The Laboratory of Experimental Immunology is part of the Cancer and Inflammation Program in NCI's Center for Cancer Research. Dr. Jones joined SAIC-Frederick in 1999, and Ms. Sadowski has been with SAIC-Frederick since 1994. Their winning article may be found on *Nature Medicine's* web site: <http://www.nature.com/nm/journal/v14/n4/full/nm1745.html>. 🌐

Correction

In the April issue, the article "Gene Find May Help Slow Decline in Kidney Disease" should have identified Dr. Jeffrey Kopp as the scientist who has collaborated with Dr. Cheryl Winkler since 1994. We regret the error. 🌐

Three OMAL Scientists Receive SAIC Publication Award

By Ashley DeVine

Three scientists in the Optical Microscopy and Analysis Laboratory, Advanced Technology Program, are winners in the Applied Mathematics and Computer Sciences category of the 2009 SAIC Technical Fellows Council (STFC) Publication Competition for their paper published in *Cytometry Part A*.



The research published in the award-winning paper written by Dr. Stephen Lockett (left), Dr. Prabhakar Gudla (center), and Mr. Kaustav Nandy (right) has the potential to improve detection of a greater diversity of cell phenotypes, including metastatic (cancer) cells. (Photo illustration).

Prabhakar (Reddy) Gudla, Ph.D., Scientist II; Kaustav Nandy, M.S., Scientist I; and Stephen Lockett, Ph.D., Lab Head, developed an algorithm that automatically identifies nuclei in cell culture images, a process known as segmentation, which could be used in cancer research to more accurately detect the diversity of molecular phenotypes and rare cells, such as metastatic cells.

A Smart Segmentation Algorithm

The paper, “A High-Throughput System for Segmenting Nuclei Using Multiscale Techniques,” describes a smart segmentation algorithm that can automatically detect a greater proportion of nuclei than other published methods, according to Dr. Lockett.

Automatic segmentation of cell nuclei is necessary for many high-throughput cytometry applications. However, segmentation algorithms only identify objects that fit a pre-defined model or a nucleus. To overcome this constraint, Dr. Gudla, Mr. Nandy, and Dr. Lockett performed model-free segmentation using statistical pattern recognition. This algorithm easily adjusts to changes between datasets in the characteristics of the imaged nuclei by using an artificial intelligence-based decision maker.

Scientists’ Research In Use in other Labs

According to Dr. Gudla, the team is “optimistic that our research will not only reduce manual effort, but also decrease the turnaround time to analyze data.” Dr. Tom Misteli’s Laboratory of Receptor Biology and Gene Expression (NCI-Bethesda) is already using the group’s research to understand “if the spatial location

and distribution of individual genes in normal and malignant cells can be used as a diagnostic tool for breast cancer,” Dr. Gudla said. Other NCI-Frederick and SAIC-Frederick principal investigators are using this algorithm to test their cancer- and AIDS-related hypotheses.

“I feel honored to get the award and it increases my enthusiasm to come up with even more sophisticated techniques to help cancer diagnosis and research.” – Kaustav Nandy

Since the paper’s publication, the group has been working to improve the algorithm to “accurately delineate and identify cell nuclei in malignant tissue sections (breast cancer),” said Dr. Gudla. Accurately delineating nuclei from tissue section images is much more difficult than characterizing them in cell culture images, which was the focus of the researchers’ winning publication.

“I feel honored to get the award and it increases my enthusiasm to come up with even more sophisticated techniques to help cancer diagnosis and research,” Mr. Nandy said.

Dr. Gudla, Mr. Nandy, and Dr. Lockett were honored for their award-winning publication at a dinner hosted by SAIC in San Diego on June 24. Their article can be found on the *Cytometry Part A* web site: <http://www3.interscience.wiley.com/cgi-bin/fulltext/117934772/HTMLSTART>. 🌐

SAIC-Frederick Recognized as an Excellent Place to Work

By Ashley DeVine

SAIC-Frederick is now a six-time winner of the “Workplace Excellence Seal of Approval” from the Alliance for Workplace Excellence (AWE). This award is given to employers who “show an outstanding commitment to overall workplace quality,” according to AWE’s web site, www.excellentworkplace.org. Employers are evaluated on their programs in communication, diversity, employee growth, life–work balance, and other categories.

Larry Arthur, Ph.D., Chief Executive Officer, SAIC-Frederick, said the company is proud to again be recognized by AWE. “Our success as an organization is a direct result of the efforts of our employees. For us, the best way to serve our customer is to provide a workplace environment where our employees can thrive both as individuals and as members of a community with

a common mission.” SAIC-Frederick previously received this award from 2003–2006, and in 2008.

AWE is a nonprofit organization dedicated to helping employers in the

greater Washington, DC, area become excellent places to work through training and education, recognition awards, and community awareness. 



AWE assesses employers in several areas for the Workplace Excellence Seal of Approval, including an employer’s commitment to corporate, social, and civic responsibility. Last year, SAIC-Frederick sponsored a group of more than 70 employees in the Frederick Marathon with the proceeds benefiting two local charities. Pictured here are just a few of those participants.

SAIC-Frederick Earns American Heart Association Gold Start Award

By Maritta Perry Grau



Dr. Larry Arthur, center, Chief Executive Officer for SAIC-Frederick, demonstrates to the OHS staff the exercise potential of the traditional hula hoop. Dr. Arthur was helping to kick off this year’s fitness theme, “Feeling Fine in 09.”

SAIC-Frederick encourages employees to keep physically and mentally fit through a wide range of activities and programs.

Throughout the year, employees can participate in a variety of physical activities, use a fitness trail, get counseling for various problems, get help to stop smoking, and attend periodic programs on health issues. Many of the programs, which include books to read and discuss, speakers, and films to see, are co-sponsored with WISCO and the NCI-Frederick Diversity team.

This spring, the American Heart Association (AHA) recognized the contributions that SAIC-Frederick makes to its employees’ health, rating us as a Gold Start, Fit-Friendly company.

AHA noted that the gold-level award is given to companies that recognize the importance of a healthy workplace and “have taken important steps to create a culture of physical activity in the workplace. Promoting a wellness culture by providing support to employees and implementing physical, nutritional, and cultural changes are extraordinary efforts,” the commendation stated.

The award includes recognition on the AHA’s Start! web site, at local AHA events, and in AHA communications materials.



For more information, visit www.americanheart.org/fitfriendly. 

SPGM Earns Awards for Excellence in Writing, Video Production, and Graphics Arts

By Ashley DeVine

Scientific Publications, Graphics & Media (SPGM) earned several awards this year for excellence in writing, video production, and graphic arts skills.

The “Advanced Technology Program” video produced by SPGM garnered one silver and two gold awards.

The video received a Gold Award in the Video/Corporate Image category of the Hermes Creative Awards, and received a Gold Award in the Facility Overview category of the Videographer Awards. It also received a Silver Award in the Self Promotion category of the Communicator Awards. The video can be viewed on the ATP web site, <http://www.ncifcrf.gov/atp>.

The Communicator Awards recognized “Riverside Research Park,” the package distributed at the groundbreaking of the Advanced Technology Research Facility, with a Gold Award in the Media Kit/Special Event category; and recognized the banner “Drug Discovery & Development,” designed for the Clinical Monitoring Research Program, with a Silver Award in the Corporate Image category.

The NCI-Frederick *Poster* newsletter received an honorable mention in the Writing/Publication Article category from the Hermes Creative Awards for the article “NCI-Frederick Repository Helps Texas Researchers Find Rare Toxin,” which appeared in the September 2007 edition. The article was written by Maritta Perry Grau,

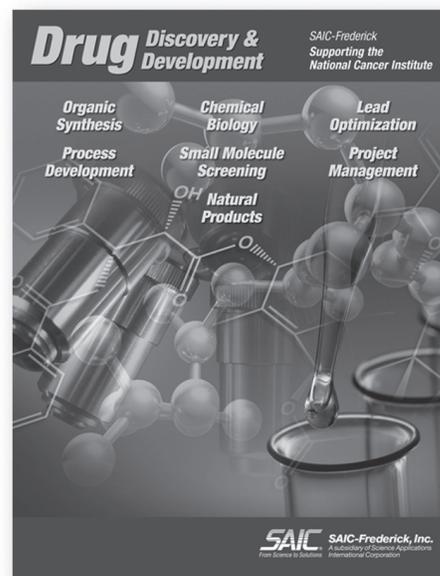
Managing Editor of the *Poster*, and Dr. David Newman, Chief, Natural Products Branch. To read the article, visit http://web.ncifcrf.gov/ThePoster/archive/Sep07_POSTER.pdf.

The Competitions

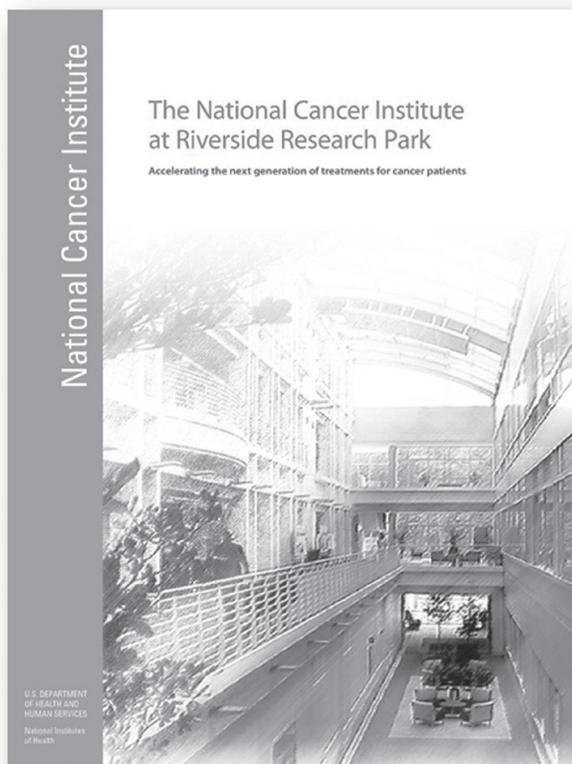
Hermes Creative Awards are designed for creative professionals involved in the concept, writing, and design of traditional and emerging media. The competition and awards are administered by the Association of Marketing and Communication Professionals.

The Communicator Awards honor creative excellence for

communications professionals. The competition and awards are given by the International Academy of the Visual Arts.



The Videographer Awards recognize excellence in video productions, TV commercials/news/programs, and new media. Entries are judged by the Association of Marketing and Communication Professionals. 



Eight SAIC-Frederick Scientists Win at Spring Research Festival

By Nancy Parrish

Winners of the Spring Research Festival Poster Presentation were recently announced by the Spring Research Festival Committee. Of the 190 poster presenters, 24 winners were selected, and eight of those were from SAIC-Frederick.

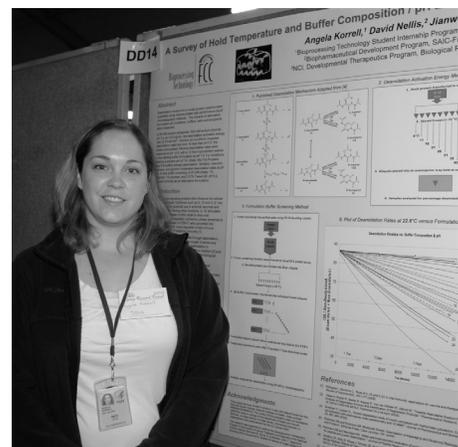
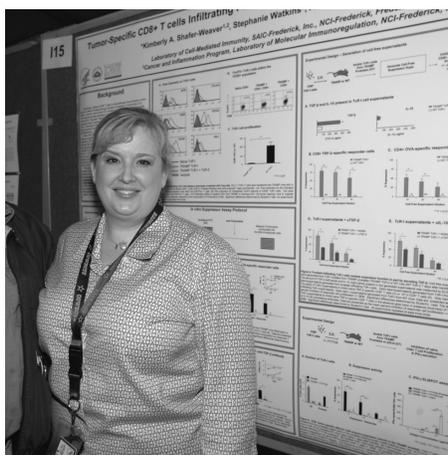
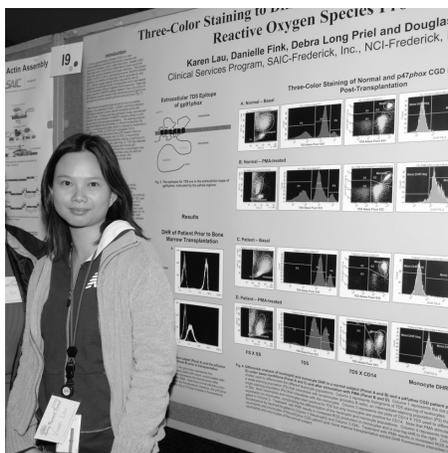
Top winners from SAIC-Frederick were **Angela Korrell**, Early Process Sciences Department, Biopharmaceutical Development Program, in the Student category; and **Lakshman Bindu**, Protein Chemistry Laboratory, Advanced Technology Program, in the Lab Technician/ Technical Support category.

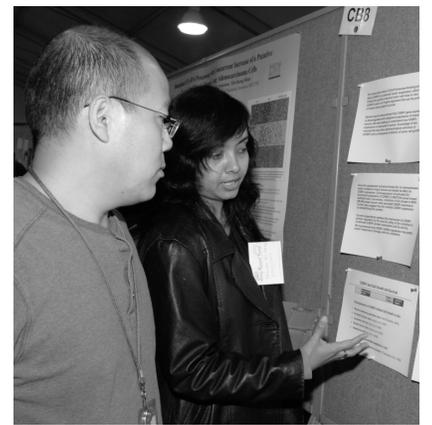
Other SAIC-Frederick winners were **Nicole Fer**, Functional Genomics Laboratory, Screening Technologies Branch, Developmental Therapeutics Program; **Danielle Fink** and **Karen Lau** (joint authors), Neutrophil Monitoring Laboratory, Clinical Services Program; **Mark Pritt**, Center for Cancer Research Nanobiology Program, Basic Science Program; **Mary Rhodes-Selser**, Process Analytics Laboratory, Biopharmaceutical Development Program; and **Kim Shafer-Weaver** (in the laboratory of Arthur Hurwitz, Ph.D., Cancer and Inflammation Program, Laboratory of Molecular Immunoregulation).

Posters were judged on four criteria: research concept, experimental quality, display attributes, and overall poster quality and presentation. Each winner received a certificate plus a monetary award at a ceremony at the end of June. For the complete list of poster winners, visit the Spring Research web site: <http://web.ncifcrf.gov/events/springfest/winners.aspx>. 🍷

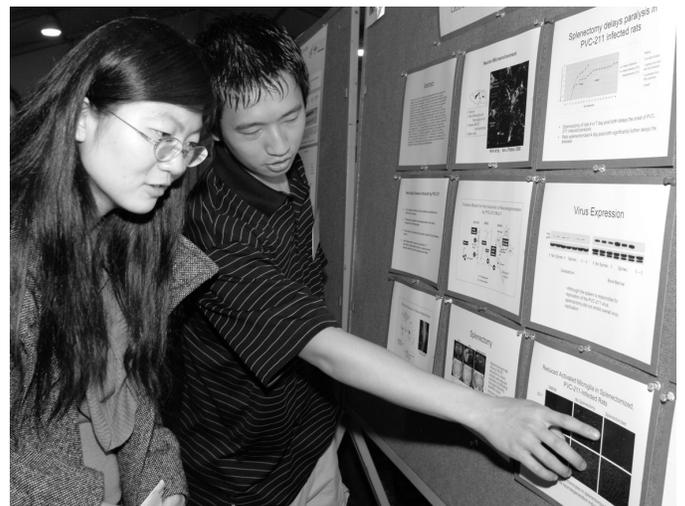


Photo illustration (above) of Spring Research Festival Poster Presentation winners, L to R, Mark Pritt, Nicole Fer, Lakshman Bindu, and Mary Rhodes-Selser, at the awards ceremony in June. Shown with their winning posters are Karen Lau (left; Kim Shafer-Weaver (below left); and Angela Korrell (below right).





Spring Research Festival April 2009



Molecular Interactions Think Tank “Not Like Other Meetings”

By Nancy Parrish

The first Molecular Interactions Think Tank, held at Beaver Creek Country Club on May 28, was not like other meetings, according to Robert Fisher, Ph.D., chair of the organizing committee. Noting that other meetings are frequently dominated by attendees from the host agency, he said this meeting drew a “50:50 split” of scientists from NCI-Frederick and SAIC-Frederick, “which I consider a success.”

The Think Tank attracted more than 60 attendees from NCI-Frederick and SAIC-Frederick, as well as participants from Data Management Services and the U.S. Army Medical Research Institute for Infectious Diseases.

Organized and hosted by the Business Development Office of the Advanced

Technology Program (ATP) and ATP scientists, the meeting was designed to bring “the scientists who were interested in molecular interactions together in one room for a day,” said Dr. Fisher. Topics included biophysical techniques, and in vitro and in vivo methods for bioinformatics approaches used in molecular interactions analysis, he noted.

Scientists from SAIC-Frederick and NCI-Frederick gave presentations on various “tools of the trade,” including nuclear magnetic resonance, fluorescence, and surface plasmon resonance. Attendees also heard presentations on the role of protein interactions and proteomic profiling in cancer biology, along with optical microscopy approaches to quantifying protein interactions in cells. Throughout

the day, participants engaged in “problem-solving discussions and an open exchange of ideas,” said Bruce Crise, Ph.D., Director of the ATP Business Development Office.

According to Andrew Stephen, Ph.D., organizing committee member, this event demonstrated “what a collegiate environment we work in.” The success of the meeting lay in “the willingness of participants to meet off-site with open minds and lots of questions,” he said. Other members of the organizing committee included Thorkell Andresson, Ph.D., and Deb Chatterjee, Ph.D.

A similar event is being planned near the NIH-Bethesda campus to attract scientists from other NIH institutes. ↻

Follow that Link: Submit an Employee Suggestion Online

By Deborah Dobbe

The Employee Suggestion Program link is online and ready for use. If you have an idea, big or small, that promotes the efficiency and effectiveness of SAIC-Frederick’s operations, submit your suggestion at <http://ssugg.abcc.ncifcrf.gov/>. Suggestions received so far have included electronic distribution of newsletters to reduce costs and material consumption, and practices to reduce transmission of the flu and other bacteria in the workplace.

The SAIC-Frederick Employee Suggestion Program provides employees with an opportunity to be recognized for innovative and creative ideas for enhancing the overall operations of SAIC-Frederick.

You can also submit your suggestion to one of the committee members: Roxanne Angell (Advanced Biomedical

Computing Center); Ligia Pinto (Applied and Developmental Research Support); Kathy Miller (Advanced Technology Program); Barbara Kending (Biopharmaceutical Development Program); Laura Knott (Basic Science Program); Teresa Stitely (Contracts and Acquisitions, Contract Planning and Administration, and Human Resources); Joy Beveridge (Clinical Research Program); Scott Keimig (Environment, Health, and Safety); Debbie Green (Financial Management); Laura Geil (Laboratory Animal Sciences Program);

Amy Cutshall (Vaccine Clinical Materials Program); and Deborah Dobbe (Facilities Maintenance and Engineering). Nonvoting members are Steve Harshman (OTS Management Committee Representative) and Connie Suders (Contract Goals and Objectives Opportunities). ↻

SAIC Suggestion: Add New Suggestion

The Employee Suggestion Program provides employees with an opportunity to be recognized for innovative and creative ideas for enhancing the overall operations of SAIC-Frederick, Inc. Employees are encouraged to identify specific areas for improvement and propose solutions that will promote the efficiency and effectiveness of our operations. We hope this program will encourage clear communication and the expression of thoughtful ideas from all employees.

To submit a suggestion, please complete all of the fields identified in the form below and then click the submit button. You will receive periodic e-mails to update you on the status of your suggestion as it moves through the review process. Please note that personal comments or grievances, as well as minor improvements that can be implemented as part of normal operations or within the authority of your responsibility, will not be considered by the Suggestion Review Group. In addition, items that may be personal in nature or raise ethical concerns will be immediately forwarded to others who have been assigned responsibility for these matters.

All employees whose suggestions are implemented will receive a Certificate of Recognition signed by Dr. Larry O. Arthur and their Program Director and be recognized in the company newsletter.

Thank you for your suggestion and your interest in making SAIC-Frederick, Inc. a better organization.

Add New Suggestion

A field with an asterisk (*) before it is a required field.

*Name *Email

*Phone No. *Suggestion Title

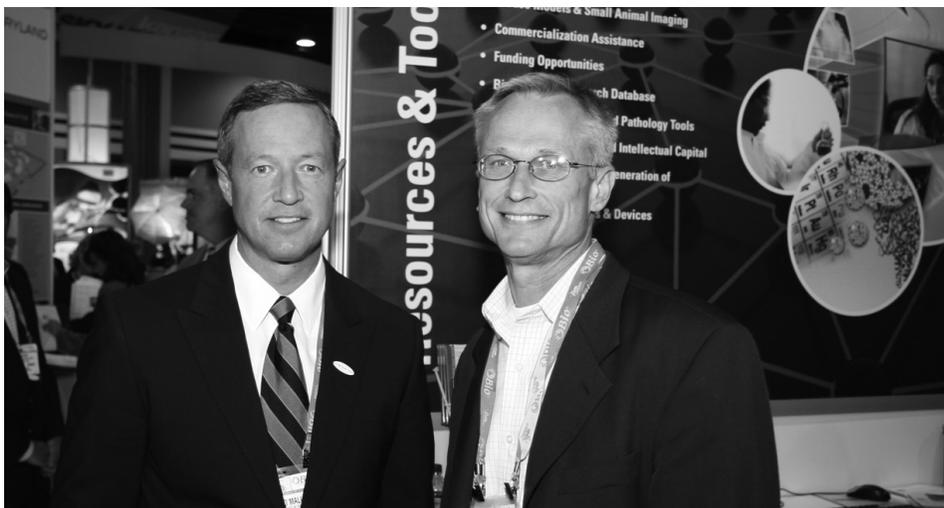
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NCI Partnerships Initiative Showcased at BIO 2009

By Frank Blanchard

NCI's Advanced Technology Partnerships Initiative (ATPI) was a hot topic at the 2009 BIO International Convention in Atlanta. SAIC-Frederick staff represented the initiative at the May meeting with a briefing to Maryland Governor Martin O'Malley during his tour of the Maryland pavilion. SAIC-Frederick staff also briefed dozens of biotech and drug companies in one-on-one meetings and met with reporters and editors of the biotech news media who were covering the convention, which drew more than 14,000 attendees.



Maryland Governor Martin O'Malley (left) and SAIC-Frederick Public Affairs Director Frank Blanchard at the National Cancer Institute exhibit at the BIO 2009 International Convention. Photo by Jay Baker.

The ATPI aims to accelerate the translation of basic research into new cancer treatments through strategic

partnerships between the government, industry, academic institutions, and nonprofit organizations. 

Supergraphic

Lab Head Wears Many Hats

By Ashley DeVine

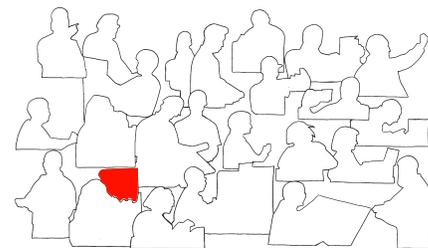
As head of the Optical Microscopy and Analysis Laboratory (OMAL), Advanced Technology Program (ATP),

Stephen Lockett, Ph.D., divides his time between communicating with scientists in his lab and other labs, performing and studying science, and completing administrative procedures.

The laboratory specializes in fluorescence microscopy, which allows researchers to obtain high-resolution, three-dimensional images of specific

macromolecules (proteins) in living cells. Computer analysis of the images quantifies the spatial distribution, dynamics, and interactions of the macromolecules. (Source: <http://www.ncifcrf.gov/atp/IAL/ConfocalMicroscopy.pdf>)

Dr. Lockett supervises eight employees: three scientists, a postdoc, a summer student, a research associate, and a secretary. He began working at SAIC-Frederick nearly nine years ago because of “the

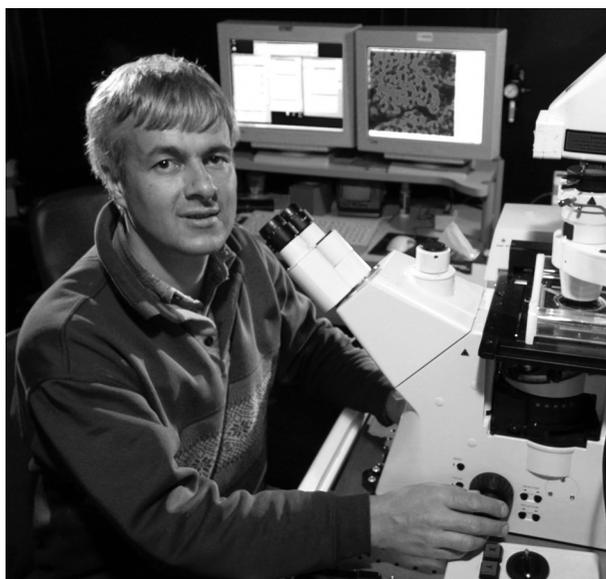


The supergraphics images are located on the walls of the Building 549 lobby.

Dr. Lockett began working at SAIC-Frederick nine years ago because of “the opportunity to do cutting-edge research in collaboration with the National Cancer Institute.”

opportunity to do cutting-edge research in collaboration with the National Cancer Institute.”

In his free time, Dr. Lockett enjoys running/jogging, cycling, hiking, camping, canoeing, and attending concerts. 



Employees Recognized for Outstanding Workplace Contributions

By Ashley DeVine

In response to the 2007 Employment Engagement Survey, many programs have established employee recognition programs. The following employees were recognized in January–June 2009.

Advanced Technology Program

Annie Chaltain, SPMG Coordinator
Casey Dagnall, Quality Control Analyst
Stephen Fox, Associate Scientist
Sarah Skoczen, Research Associate
Prabhakar Gudla, Scientist
Jennifer Klabansky and Deborah Shores, Word Processors
Jennifer Mehalko, Research Technician
Kristen Pike, Associate Scientist

AIDS and Cancer Virus Program

Adam Wiles, Research Associate
Rodney Wiles, Research Technician

Biopharmaceutical Development Program

Feri Abedinpour, Quality Control Analyst
Becky Defelice, Document Coordinator/Processor

Group Award: Tammy Bennette and Becky Defelice, Document Coordinators/Processors

Group Award: Jessica Mason, Manufacturing Associate; Phil Mayhew, Manufacturing Associate Fermentation; Joshua Orchard, Manufacturing Associate; Tim Ouellette, Manufacturing Associate; Samir Shaban, Manufacturing Manager; Mark Slatcoff, Manufacturing Associate

Group Award: Li Chang, Manufacturing Associate; Beverly Keseling, Manufacturing Manager; Loren Ward, Manufacturing Associate

Clinical Monitoring Research Program

Nancy Aprill, Clinical Safety Associate
Joy Beeler, Clinical Research Associate
Melissa Borucki, Senior Special Project Administrator
Roxanne Cox, Clinical Research Associate
Kia Davis, Special Projects Administrator

Lisa Giebeig, Clinical Research Associate
Tom Harvey, Regulatory Associate
Deb Hissey, Secretary
Sherry Howard, Secretary
Ami Hurd, Behavioral Research Associate
Mohan Kunnatha, Driver (Courier)
Lydia Lacuesta, Regulatory Submissions Coordinator
Yin Li, Secretary
Carmen Meeks, Secretary
Sandra Paul, Clinical Coordinator
Kate Spates, Protocol Nurse Coordinator
Sara Stallings, Clinical Research Associate
Kim Wesmiller, Program Coordinator

Contracts and Acquisitions

Lisa Anders, Purchasing Assistant
Leon Debes, Equipment Specialist
Jean Eyer, Senior Buyer
Cindy Farling, Acquisition Support Supervisor
Valerie Ferrone, Senior Buyer
Charles Gartner, Senior Buyer
Debi Hogarty, Buying Teams Supervisor
Quentin Jackson, Warehouse Specialist
Traci Kenney, Purchasing Assistant
Steve Koogle, Property Accountability Supervisor
Nancy Mayo, Senior Buyer
Debbie Ramsburg, Buyer
Diana Sanner, Secretary
Lori Smith, IMPAC Program Assistance
Brad Staup, Warehouse Specialist
Hope Troxell, Senior Buyer
Andrea Turner, Buyer
Kurt Zimmerman, Warehouse Specialist

Contract Planning and Administration

Teresa Stitely, Project Manager

Environment, Health, and Safety

Carolyn Cable, Program Coordinator

Beth Fair, Records Coordinator
Sharon Fritz, Program Coordinator
Ira Kest, Protective Services Officer
Jordan Ledford, Protective Services Officer
Fred Rowe, Protective Services Supervisor
Siobhan Tierney, Assistant Program Manager
Jeanne Weinstein, Protective Services Officer

Facilities Maintenance and Engineering

Tom Crone, Tool & Die
Keith Cutsail, Woodcraft Worker
Jim Notnagle, Tool & Die
Jefferson “Chud” Wright, Senior Designer

Financial Management

Erica Emeigh, Accountant
Shannon McWilliams, LAN/Network Specialist

Human Resources

Kathy Burke, Employment Specialist
Mary Neville, Employee Relations Manager
Rebecca Newhall, Benefits Administrator
Stacie Pallipamula, HR Assistant
Retha Parsons, Compensation and HRIS Supervisor
Darlene Rosmarino, Deputy Director
Mary Lou Siegle, Manager, Employment
Laura Weddle, Employment Specialist

Information Systems Program

Ed Krusinski, LAN/Network Specialist
Michael Loss, Web Developer

Vaccine Clinical Materials Program

Amy Cutshall, Administrative Secretary
John Hart, IT Supervisor
Sue Lescaleet, Cleaning Technician
William Rodriguez, Fermentation Specialist
Erin Thompson, Document Specialist
Cuiping Zhao, Analytical Associate

Conference Provides Administrative Professionals with Networking and Learning Opportunities

By Ashley DeVine

Administrative professionals at SAIC-Frederick were celebrated on April 20 with the first-ever Administrative Professionals Conference. Approximately 90 employees attended, according to Sukanya Bora, Manager of Training and Development, Human Resources.



An e-mail from the conference planning committee noted that the purpose of the conference was to “celebrate and thank [administrative professionals] for the many contributions each of you has made during your tenure with the Operations and Technical support contractor. It will also provide you opportunities for networking, professional learning, as well as growth.”

The conference was divided into morning and afternoon sessions. Both sessions included a keynote speaker, three break-out sessions, and a panel discussion with SAIC-Frederick’s senior leaders. Both sessions were held at Dutch’s Daughter restaurant.

The morning keynote speaker was Annalie Weber, International Director, Toastmasters International, with her presentation “What, the Cat Got Your Tongue? The Power of Speech.” The afternoon keynote speaker was Jeanette Eleff, certified co-active leadership and life coach, with her presentation “Vitalize Your Work: Five Skills You Must Have.”

The three break-out sessions featured Maritta Grau, Ken Michaels, and Nancy Parrish, Scientific Publications, Graphics & Media, presenting “Best Practices for Effective Writing”; Prisma Anderson, Kaiser Permanente, presenting “Fitting Fitness into Your Lifestyle”; and Greg Brannan, Adventist Hospitals, presenting “How to Make the Most of Your Work Day: Keys to Keeping Focus and Prioritizing Time.” Administrative professionals also had a chance to



submit questions to SAIC-Frederick’s senior leaders.

Some comments that the planning committee received from attendees included that the event was very informative, well-organized, and a good opportunity to

hear senior leaders speak; attendees felt recognized and appreciated, and said it was a great opportunity to network.

The following committee members planned this conference: Ms. Bora; Barbara Kending (Biopharmaceutical Development Program); Barbara van der Schalie (Clinical Research Program); April Kennedy (Clinical Research Program); Patricia Barr (Applied and Developmental Research Program) and Kathy Miller (Advanced Technology Program). 



Project Management

Deadline Reminders Critical to Achieving Project Deadline

By Carmen V. Clark

Have you ever missed a deadline? Most of us do, at one time or another. In fact, studies have indicated that more than 50 percent of project managers miss project deadlines for various reasons.

Some factors, such as being forced to commit to unrealistic time frames because of the project environment, are not within the manager's control. Other factors, however, are within the manager's control; for example, effectively communicating deadline reminders to the project team.

In our last project management article, we looked at stakeholder communications—giving the right people the right information at the right time in the right format. The timing and the delivery of project communications deserves further inspection.

Intermittent Task Deadlines Affect Final Deadline

Meeting each task deadline is critical in meeting the overall project deadline. How effectively the project manager communicates reminders to the team can significantly impact the team's performance.

A fundamental project management process is breaking the project down into individual tasks and subtasks, planning the time necessary to complete each task, and ensuring that the team completes those tasks within the timeframe. Simply stated, you plan the work and then work the plan.

Project Manager Controls by Communicating with Team

The project manager controls the project by directing and communicating with the project team. The effectiveness of that direction depends on the project manager's communication style. This was demonstrated in the results of a quantitative study I performed among members of project teams working within either SAIC-Frederick or an outside project-oriented organization. Some of you may have even participated in this study.

The study used Q methodology to measure project team members' subjective points of view about task reminders relative to the source of the reminder, the channel (or method) of communication, and the timing of the reminder. Participants sorted cards containing statements of opinion about reminders ranging from extreme agreement to extreme disagreement. PQMethod2.11 software analyzed the sort orders for correlations and common factors influencing responsiveness to reminders. Three factors emerged from the study: task importance, the channel for communicating reminders, and reminder frequency.

These results indicate that managers can improve project communications by

- standardizing task reminders in project plans,
- reminding teams directly to clarify and heighten the importance of the task,
- using face-to-face communications, and
- timing reminders meaningfully throughout the project life cycle, rather than haphazardly.

A New Concept: Planned Reminders

While it's long been known that project team members will comprehend communications best when they are

face-to-face with the project manager, purposefully planning reminders as part of the project management process is a new concept in project planning. The impetus for implementing planned reminders includes not only effectively meeting project deadlines, but also increasing project quality, customer satisfaction, profitability, and most importantly, improving relationships between managers and workers.

Ideas or Suggestions Welcomed

If you have ideas or articles for Project Management columns, please send them to Carmen V. Clark, Ph.D., clarkcar@mail.nih.gov. You can also visit the SAIC-Frederick Project Management Office at <http://saic.ncifcrf.gov/projectmanagement/>. 

Quality Assurance

Establish Internal Control through Information, Training, and Tools (Part 3)

By Steve Harshman



Do you calibrate your equipment? Do you share use of the equipment with someone else? Do you get reliable results every time you use a piece of equipment? Like

personnel and procedures, equipment is a process input that must be controlled to assure that expected outcomes are achieved.

In previous articles you learned that documented procedures aid in controlling how work is performed and that these procedures can be used as training tools to assure that the work

will be performed as planned. However, there is yet another process input that, if not controlled, will prevent even a trained person from generating expected outcomes when following established procedures: using equipment.

Most processes and procedures that you do, in an office or a laboratory, require at least one piece of equipment. Whether it is a 2,000-liter bioreactor or a handheld pipette, if the equipment you need is out of service, the work cannot be accomplished. Also, if the equipment fails to perform as expected, your results may be questionable.

Controlling the Equipment

Controlling equipment means assuring that the equipment will perform as expected every time. How this is accomplished may actually depend on the piece of equipment you are working with and could include providing a source of back-up power to

ensure continuous operation, defining a preventive maintenance program to minimize the risk of equipment failure, establishing a service contract to ensure quick repairs, and performing routine calibrations to assure proper performance.

In those areas required to meet specific regulatory requirements, metrology groups have been established to manage equipment maintenance and calibration programs. Ultimately, however, it is up to you, the user, to assure that your equipment performs according to the manufacturer's specifications.

In cases where multiple individuals or groups share equipment, it is important to identify who has responsibility for maintaining the equipment so that maintenance and calibration schedules do not slip. In addition, each user must notify other users when a problem with the equipment occurs. Equipment

that does not perform as expected will negatively impact the work of every user.

In the next issue, we will focus on yet another process input, materials, and how these items are controlled to assure high-quality outcomes.

Pipetting Olympics Held at Spring Research Festival

As a footnote to this article, equipment calibration was turned into a competition at this year's Spring Research Festival when one of the vendors conducted a "Pipetting Olympics" so that attendees could test their pipetting skills using the Artel Pipette Calibration System. More than 30 people participated, with more gold medal winners than silver or bronze. The top prize for the lowest CV percentage posted went to Anna Risse, Calibration Supervisor with the Vaccine Clinical Materials Program. Congratulations, Anna! 🍷

Indulge Your Senses at the Farmers' Market

By Nancy Parrish

Summer is here...and so is the Farmers' Market at NCI-Frederick. Every Tuesday, you can be treated to a feast for your eyes, nose, and tastebuds. 🍷



Farmers' Market vendors bring fresh produce of the season. During the opening days in June, they brought tomatoes, spring onions, strawberries, sweet cherries, cabbage, lettuce mix, squash, honey, and fresh-cut herbs. The market also includes a variety of plants (annuals and perennials), chocolate truffles, Emu products, baked goods, salsas, jams, and pasta sauces.



Artisans offer jewelry, pottery, soaps and lotions, and other hand-crafted specialties.



On market days, the Discovery Café provides a cookout. The menu changes weekly.

Farmers' Market is open every Tuesday

through October 27

Building 549

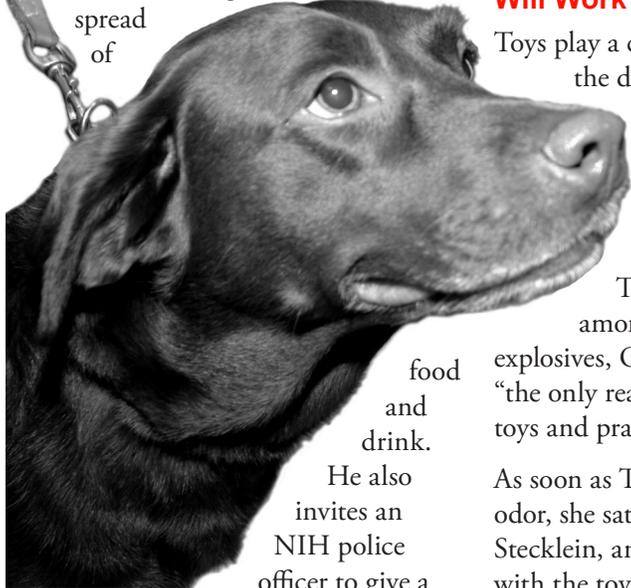
11:00 a.m. – 1:30 p.m.

Officer Steals Spotlight at the Protective Services Open House

By Nancy Parrish

Every year, Tom Gannon-Miller, Manager of Protective Services, holds an open house to showcase the department's personnel and services.

To attract people to the event, Mr. Gannon-Miller provides a mouth-watering spread of



food and drink. He also invites an NIH police officer to give a presentation on detecting explosives.

And every year, that police officer steals the show — mainly because this officer has four legs and a tail that rarely stops wagging. "I'm aware that the star attraction is not my department. It's the dog," said Mr. Gannon-Miller.

At the Protective Services Open House in June, Tasha, a five-year-old chocolate lab, accompanied by her handler, Officer George Stecklein, worked the crowd before the demonstration, and then showed off her skills at detecting explosive materials. A certified police officer in Maryland, Tasha is one of approximately a dozen dogs on the NIH K-9 force and is trained strictly in explosives, according to Officer

Stecklein. Originally a pound puppy hand-picked for her ability to focus and play with toys, she has been working full time with Officer Stecklein for more than two years patrolling the Frederick campus.

Will Work for Toys and Praise

Toys play a critical part in training the dogs to detect explosive materials, explained Officer Stecklein, because the dogs learn to associate an odor with a reward, or toy. As the audience watched Tasha move back and forth among decoy bags to detect explosives, Officer Stecklein noted that "the only reason she's working is for toys and praise."

As soon as Tasha detected the target odor, she sat, looked directly at Officer Stecklein, and waited for her toy. And with the toy came lots of praise.



The Access Control Department of Protective Services was recently consolidated into one space. Shown here, L to R, are staff members Lynette Kelly, General Clerk; Roberta Harner, Secretary; and Sharon Fritz, Program Coordinator.

The 8th Annual Protective Services Open House highlighted the Access Control Department, now in its new location at the end of the Protective Services hallway.



Toys and praise are an important part of training bomb dogs. Here Tasha enjoys a few minutes of play and praise from Officer Stecklein after locating explosive material.

New Access Control Department

One of the reasons for the open house, said Mr. Gannon-Miller, was to highlight the new Access Control Department, which controls access to all NCI-Frederick buildings. The department has been consolidated into one office (from two) and physically moved to a larger space. Sharon Fritz, Program Coordinator, indicated that the new space is "much more efficient."

The open house also featured displays with information about personnel and services. Visitors learned, for example, that Access Control tracks 18,000 keys in its database; maintains records for all non-DOD vehicle registrations; and issues more than 700 visitor badges every month. 🔄



CEO Presentations Emphasize the Role of Managers and Supervisors in Improving Communication across the Organization

By Ken Michaels

Better communication is needed throughout our organization, Chief Executive Officer Larry Arthur, Ph.D., told all SAIC-Frederick managers and supervisors in a series of presentations in Frederick and Bethesda in April.

Results of the 2007 Gallup survey and the 2008 ethics survey revealed that SAIC-Frederick needs to strengthen its methods of sharing information and ideas within the company. In response, Dr. Arthur charged the Communications Subcommittee of the Operations and Technical Support (OTS) Management Committee with developing a strategic Corporate Communication Plan early this year. An early draft of the plan stresses the essential role of SAIC-Frederick

managers and supervisors in implementing effective communication as a strategic priority.

The presentations, entitled “Better Communication – Stronger Company,” also provided vital information aimed at resolving some misconceptions about the contract. Dr. Arthur highlighted the rapid growth of the OTS contract, from about 300 employees in 1972 to almost 1,900 today, and an operating budget that rose from \$110 million in 1995 to \$638 million in 2009—practically a six-fold increase in only fourteen years.

He also addressed our parent company’s expectations of the

SAIC-Frederick contract with NCI, and demonstrated that three of the four business units in SAIC’s Information Technology and Network Solutions Group are expected to earn between \$38 million and \$61 million in profits annually, while SAIC-Frederick, the fourth unit, generates only about \$4

our work, and is not tied to bonuses for key staff and directors.

Dr. Arthur noted the important role of SAIC-Frederick in the community, citing the company’s sponsorships of various local organizations in education, business, healthcare, science, charity, and culture.

He also provided a status report on the planning for construction of an Advanced Technology Research Facility in Riverside Research Park, and the likelihood of an upcoming audit by the Defense Contract Audit Agency (see related article on page 1).

The presentations concluded with a re-emphasis on the development of a Corporate Communication Plan and a commitment

to improve communications within the company. He provided names of the members of the Communications Subcommittee and welcomed suggestions and ideas from all. Committee members are Beth Baseler (Clinical Research Program), Frank Blanchard (Public Affairs), Andi Gnuschke (Contract Planning and Administration), Steve Harshman (Contract Planning and Administration), Amy Huter-Imming (Basic Science Program), Bill Kopp (Applied and Developmental Research Program), Ken Michaels (Advanced Technology Program), and Jill Sugden (Human Resources). ☺



Better Communication - Stronger Company

Larry Arthur, CEO
April 2009



The first slide of the presentation Larry Arthur, Ph.D., Chief Executive Officer, gave to SAIC-Frederick managers and supervisors in April about improving communication across the organization.

million in profit. He explained that SAIC-Frederick is unique; it’s the nature of the work we do for the good of the public health that’s important to the home office. Dr. Arthur quoted SAIC’s Chairman of the Board and CEO Ken Dahlberg as referring to NCI-Frederick as his “noble project.”

Dr. Arthur spoke about the award fee that is calculated every six months, explaining that our semi-annual score determines the amount of money we are awarded for operating the contract. The award fee is best thought of as an indicator of how satisfied NCI is with how we perform

SAIC-Frederick Sponsors Team in Frederick Marathon

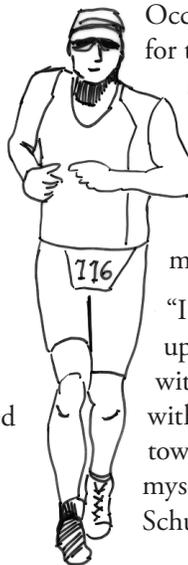
By Ashley DeVine

It was the second year Michael Schuit, manufacturing associate, Biopharmaceutical Development Program, participated in the Frederick Marathon as part of NCI-Frederick's team.

"I had not been planning to run in the 2008 race (I had never run in any race longer than a 5K before), but when I heard that SAIC was sponsoring runners I decided to challenge myself, start training, and do it," Mr. Schuit said. He

was able to run again this year because some of his co-workers decided to run as part of a relay team. "The team relay has the added fun of accomplishing a goal as a team," he said.

SAIC-Frederick's Feeling Fine in '09 fitness program sponsored about 65 NCI-Frederick employees in the marathon on May 2 and 3.



Carolyn Cable, Program Coordinator, Occupational Health Services, arranged for the team to participate in the marathon. "By sponsoring the team, SAIC-Frederick was hoping employees of NCI who otherwise would not have participated in this physical fitness event were motivated to do so," she said.

"I probably would not have signed up to run either of the past two years without SAIC/NCI sponsorship, and without that goal of a race to work towards I would not have pushed myself physically nearly as hard," Mr. Schuit said. 🍷

Eat Well, Be Active, Reduce Your Cancer Risk, Says Winning Student Ad

By Frank Blanchard

Eat well, be active, get screened, and stay away from tobacco.

These four steps to reduce cancer risk are highlighted clearly and artfully in a contest-winning newspaper advertisement for the National Cancer Institute at Frederick, designed by seventh-grader Christianna Kutz of The Visitation Academy.

Each student in Melissa Raymond's class was challenged to make a full-page, tabloid-sized ad for the *Frederick News-Post's* 16th annual Design-an-Ad Competition in May.

The competition was tough. All 22 entries were colorful, creative, and expressive. But only one could win, picked by three judges—one from SAIC-Frederick and two from NCI-Frederick.

Only a small percentage of cancers are hereditary, and we have control over four major risk factors. We can eat a healthy diet, be active and exercise, get regular checkups and screening

tests, and quit—or never start—using tobacco.

SAIC-Frederick Public Affairs Director Frank Blanchard presented these four messages to the students, and *News-Post* New Business Representative Judy Heintzelman discussed design principles. The students also learned about newspaper advertising in class. They drew upon all these lessons to make their ads.

The *News-Post's* Education Department designed the program to give middle school students a creative outlet for applying their knowledge in both language and visual arts. Local business participants support the program by buying the advertising

space, telling the students what message to convey, and choosing the winning ad. SAIC-Frederick paid for the NCI advertisement. 🍷



Christianna Kutz, a seventh grader at The Visitation Academy, designed the winning NCI-Frederick newspaper ad for the *Frederick News-Post's* annual Design-an-Ad Competition.

Vaccine Pilot Plant Observes Earth Day—Every Day

By John Maciolek

If you were at the Vaccine Pilot Plant, Vaccine Clinical Materials Program, on April 24, you might have seen 12 people collecting trash along the road, digging a hole to plant a tree, and having a picnic with food eaten with environmentally friendly, recyclable materials—all to celebrate Earth Day.

For example, the Quality Control staff planted a native dogwood tree (*Cornus florida*) to demonstrate the immense benefits of using native plants in landscaping and to help offset CO₂ emissions. A native plant is one that is indigenous to a given locale and has evolved with the local fauna and flora over millennia. Native plants are extremely important to the ecosystem because they help maintain biodiversity and provide wildlife with food sources, shelter, and nesting sites. Increased tree cover also provides a global benefit, helping to reduce the impact of CO₂ production from human activities.

The cookout food was served on compostable dinnerware, including utensils, cups, and plates, made from plant matter. All were collected afterward for composting.

April 24 wasn't the Quality Control group's only celebration of Earth Day—they work year-round to raise awareness of environmental issues such as energy conservation, recycling, and air and water pollution. Last year, VPP personnel implemented several recycling programs that include: #1, #2, and #4 plastic containers, pipette tip boxes, aluminum cans, office paper, and cardboard. Last year, they kept more than 500 pounds of material out of the landfill through recycling. Later this year, they hope to include glass recycling. ♻️



Vaccine Pilot Plant staffers gathered roadside trash for Earth Day in April. Front row, left to right: Pear Musikabhumma, Dwayne Neal, Julie Lanahan. Standing, left to right: Lynae Mattson, Cris Rusu, Phillip Ramsey, Jason Courtney, Sheryl Ellis, Francisco Perez, Freda Freeman, Sylvia Sanni-Thomas.



VPP Quality Control staffers Freda Freeman and Sylvia Sanni-Thomas prepare to dig a hole for a native dogwood tree.



Jason Courtney and Janine Thomas plant the native dogwood, as Lynae Mattson and Reyna Strohecker watch.



Jason Courtney supervises the VPP barbeque at the end of the group's Earth Day observances.

Konev Interns with Financial Management Directorate

By Megan Kaminski and Courtney Kennedy

Most summer interns find themselves doing experiments in laboratories.



Alexander Konev is an MBA candidate from Irkutsk, Russia.

However, one of this year's interns, Alexander Konev, has joined the Financial Management Directorate. Mr. Konev will rotate through several departments to learn about the operations of SAIC-Frederick: Budget and Cost Management, Financial Analysis Support, Accounting, Internal Audit, and various departments within the Operations Group.

Mr. Konev, who earned an undergraduate degree in International Economics from Baikal National

University of Economics and Law, Irkutsk, Russia, is currently enrolled in the MBA program at Mount Saint Mary's School of Business, Emmitsburg.

Sixteen when he came to the United States as a finalist in the Freedom Support Act/Future Leaders Exchange Program, Mr. Konev received a full, yearlong scholarship and was placed in Littlestown, Pennsylvania, where he graduated from Littlestown High School in 2003.

After returning to Russia to complete undergraduate studies, Mr. Konev wanted to continue his education at an American university. "I passed the TOEFL [Test of English as a Foreign Language] exam and visited Mount Saint Mary's. I met with Dr. William Forgang, Dean of the School of Business, who was very enthusiastic about my intention to enroll in the MBA program."

Mr. Konev received an assistantship position and should complete his



From left, Megan Kaminski, Alex Knoev, and Courtney Kennedy.

MBA this year. After graduation, Mr. Konev plans to remain in the United States for the next two years. "I am hoping I can prolong my stay and start a career here. If such an opportunity

becomes feasible, in the next five years I would like to lay a solid foundation for my career and fully establish myself both personally and professionally. I don't think I can say for certain what exactly I would like to accomplish in 10 years. It will depend on how well my five-year objectives turn out!"

In his spare time Mr. Konev likes to travel. "I am passionate about traveling—something that always has fascinated me. So, whenever the opportunity to travel comes my way, I am always very excited."

This summer Mr. Konev has a beach trip planned and will also have his mother visiting from Russia in July. "This is her first time to the United States, so I am excited to show her many of the interesting things I have experienced while living here," he said. ☺☺

Spark a Child's Interest in Science

By Maritta Perry Grau

Activities for the 12th Take Your Child to Work Day taking July 15, range from handling snakes and mice, to making an electrical spark, flying a kite, browsing in a book swap, or climbing into a race car or fire truck.

Almost anywhere you go on the NCI-Frederick campus, you'll find kids and their parents participating in more than 50 activities: in the "Hub," the

grassy field in the center of campus; in Building 426's "Science Room"; in the lobby of Building 549; and in numerous laboratories, offices, and conference rooms across campus.

TYCTWD activities are designed to introduce youths, ages 6 to 13, to the vital public services that their parents provide in support of NCI-Frederick's/Ft. Detrick's mission and to encourage the youngsters to consider careers in science.

Check out the September *Poster* for a profile of some NCI-Frederick

employees' kids who've chosen careers in science or related fields after attending these events. ☺☺



Photo from 2008 TYCTWD.

Think about Behavior, Personal Encounters: These Make Our Brand

By Frank Blanchard

It's not in the logo; it's not in the name. Our brand lives in the hearts and minds of the people we encounter every day.

Our customers, our collaborators, and our vendors own our brand. They build it piece by piece from the impressions and experiences that we give to them in each personal encounter.

Other factors impinge on our brand, many of which are beyond our control—biases, misunderstandings, and the fallibility of perception. But we can control how we present ourselves and our company.

The key to a strong brand lies in the cumulative impact of countless routine

events: the way we answer the phone, how we describe our mission, the words we use, and the attitudes we adopt any time we represent SAIC-Frederick. This holds true when we negotiate

Let's be sure that people have the right idea of who we are.

with a potential collaborator, when we subcontract with another business, and when we are introduced at a meeting or a community event.

We really have no choice in the matter. Each of us is a brand ambassador for our company. The more we know about the elements that bind us together as an organization, and the more mindful we are about how we present these to others, the stronger our brand will be.

The key is uniform and consistent presentation and behavior.

SAIC-Frederick is not an ordinary government contractor. We operate a Federally Funded Research and Development Center, and so are dedicated to a single, long-term government contract. We have no stake in the commercial marketplace.

But we do have a stake in the marketplace of ideas. Let's be sure that people have the right idea of who we are. 🔄

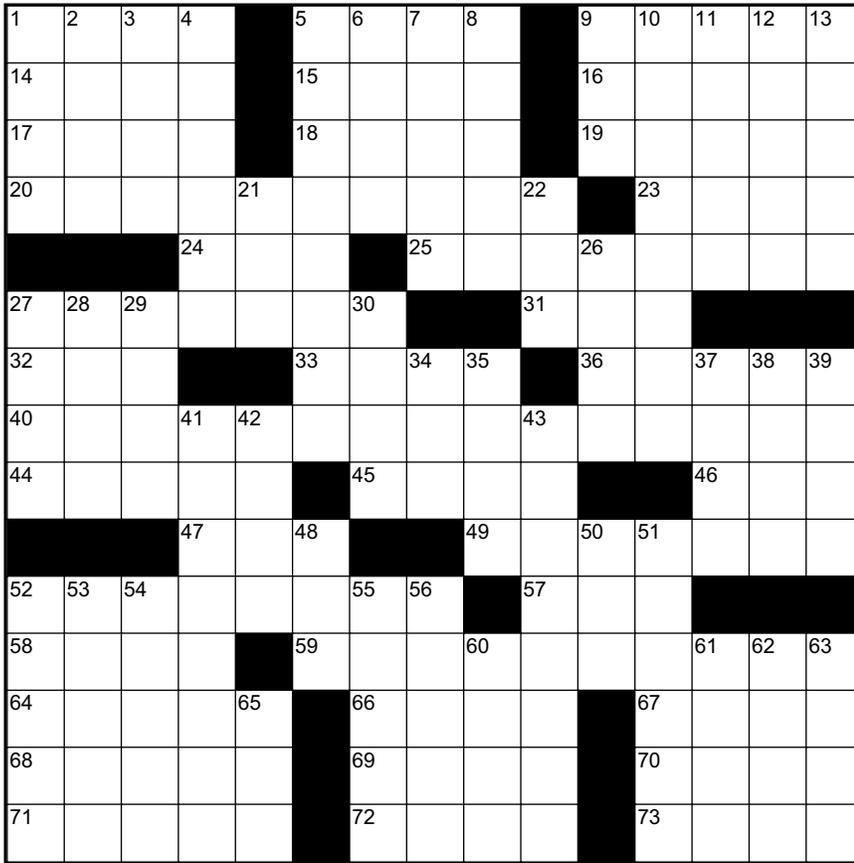


Frederick



At the Core

By Frank Blanchard



- 27. Markers
- 28. Virginia dance
- 29. Italian waterway
- 30. Drags behind
- 34. Party city
- 35. Tacks on
- 37. Hindu progenitor of mankind
- 38. Ballplayer slaughter
- 39. Grounded super jets
- 41. Basketball option
- 42. Kind of room
- 43. Vegan no no
- 48. Cong. meeting
- 50. Sought office
- 51. Out-of-date
- 52. Long-haired Jamaican
- 53. Organic compound
- 54. Peeled away
- 55. King's venue
- 56. Crouch
- 60. Sky bear
- 61. — Stravinsky
- 62. Close to
- 63. Prized objects
- 65. Kids' game site (abbr.)

ACROSS

- 1. Phoenician deity
- 5. Cotton pod
- 9. Unpleasantly pungent
- 14. "...depend ___ one."
- 15. Andy's towhead
- 16. Skirt type
- 17. Mr. Preminger
- 18. Must have
- 19. Cartoon Broom
- 20. What a mutation might be
- 23. Israeli Prime Minister Golda
- 24. Global financial system overseer
- 25. Dose regimen
- 27. Passing through
- 31. Computer key
- 32. Air (prefix)
- 33. ___ the explorer
- 36. Brother can you spare them?

- 40. They can find 20 across
- 44. Canadian rock vocalist Tara
- 45. Pop
- 46. Negative
- 47. Printer measures
- 49. Austrian composer
- 52. Those at rest
- 57. Scratch
- 58. Housing investment?
- 59. Gives details of 40 across
- 64. Old razor sharpener
- 66. Distinctive atmosphere
- 67. Tennessee playwright
- 68. Many new drivers
- 69. To continue in time
- 70. Linguist Chomsky
- 71. "Our Miss Brooks" actress Eve

- 72. Type of research contracts (abbr.)
 - 73. Goofs
- DOWN**
- 1. Rude one
 - 2. Opposed
 - 3. Army members
 - 4. Check on
 - 5. The real thing
 - 6. Oil cartel
 - 7. Deceive
 - 8. Deceived
 - 9. Relief utterance
 - 10. Of temperature humidity and atmosphere
 - 11. Stirred up
 - 12. Neighbor to Nepal
 - 13. Sweetie
 - 21. Radio types?
 - 22. Audio, video pioneer
 - 26. Senior citizens (archaic)

Answers to the April News & Views Crossword Puzzle.



On Effective Communication

Respect Your Audience

By Ken Michaels

In the Effective Oral Presentations workshop that is offered on campus, I usually introduce one of my segments with three 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 use this column to address the first of these principles: Always show respect for your audience. What does that mean? Generally speaking, it means, to the best of your ability, make the audience feel comfortable. Here are a few specifics:

Control the setting. Be sure the room itself is comfortable, the lighting is appropriate for the presentation, and the audiovisual equipment, if using, is functioning and ready. While these things may not be completely within your control, it shows respect for your audience when you do what you can to control them. How? That takes us to the next recommendation.

Arrive early. Look the setting over. If the room is too hot or cold, report it to the facilities people. Arrange the chairs and adjust the lights as you prefer them. Arrange to meet with the AV technician early to load your slides on the projection equipment and test to verify that it works. A speaker who dashes into the room just in time or—horrors!—late, and then fumbles about trying to get the visuals to work is not showing respect for the audience.

Dress appropriately. Sloppy appearance at the front of the room is a clear signal from a speaker that talking with this audience is of no particular importance. Neat, professional appearance says exactly the opposite. When your clothes

are clean, fit you properly, and are selected with care and good taste, you're showing respect for your audience. To what degree should you "dress up?" A good rule of thumb is figure out how your audience is likely to be dressed, then dress just a little bit better—not way better, just a little bit.

Minimize distractions. Ask audience members at the onset to set cell phones and pagers to the silent position to avoid interruptions.

And finally, and perhaps most important of all, "the Boy Scout" principle:



Be prepared. Your audience will know, almost immediately, how well prepared you are. Having your visuals well organized, legible, and carefully proofed for errors is a sign of respect for the audience. Ditto for having notes or handouts carefully prepared and ready for use. Being well prepared not only shows respect for the audience, it's the best way of all to walk to the lectern with confidence. ☺☺

In Memoriam



Martha Todd

By Mike Lind

On April 1, 2009, longtime Glassware Processor Martha Todd passed away as a result of cancer. It is with much sadness that we reflect on the passing of our coworker and friend.

Ms. Todd came to work at NCI-Frederick on April 5, 1976. A very dedicated and conscientious employee, she was always willing to lend assistance and was responsible for the mentoring and training of many Glassware staff members.

In addition to her dedication to the work she performed, Ms. Todd was an active participant in her church. Among her hobbies, she enjoyed reading, cooking, and, particularly, fishing.

"Martha was a valuable member of the Central Glassware Services organization and the NCI-Frederick community. Her cheerful demeanor, songs of praise, and expertise will be sorely missed by all of those who her life touched," noted her son and coworker, Martin Todd. ☺☺

“Manager as Communicator” Training Is Planned for Fall

By Ken Michaels

In support of SAIC-Frederick’s emphasis on improving communications throughout the company, a training event for managers and supervisors at all levels is being planned for the fall.

The program will be five hours long, will include a working lunch, and will be given to groups of 30 participants at a time. Participants will be provided with a choice of dates and will prepare for the training by completing an online communication-style preference assessment prior to the training.

Self-Awareness a Goal of Training

Self-awareness is the primary goal of the training, which will be highly

interactive; understanding one’s own communication style and the differing styles of others paves the way to more productive exchanges of information and ideas.

The SAIC-Frederick Communication Plan, currently in development, identifies the role of our entire corps of managers and supervisors as effective communicators as a strategic priority. This initial training will be followed by a program of ongoing enhancement of communication skills and techniques. Training sessions will begin in mid-September and conclude by Thanksgiving; details will be forthcoming. 📞

New Gallup Results Coming Soon

By Jill Sugden

The results of the Gallup Engagement Survey taken this spring by more than 80 percent of SAIC-Frederick employees are expected within the next month. Unlike the previous survey, this time results will be available to each supervisor or manager who had at least five employees responding.

Training will be provided locally to all supervisors and managers who will be receiving workgroup feedback reports (see “Manager as Communicator,” this page). Then, managers at various levels will hold sessions to share results with their work teams and involve those teams in developing goals (and plans to achieve these goals) based on the feedback report data. 📞

Deadlines

January issue.....	November 20	Please send your information,
April issue.....	February 20	articles, or ideas to Maritta Grau,
July issue.....	May 21	Managing Editor
October issue.....	August 21	(graump@mail.nih.gov).

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Dates to Note

NCI-Frederick Summer Student Jeopardy Tournament.....	July 23
NCI-Frederick/Ft. Detrick Summer Student Poster Day.....	July 29
Labor Day: NCI-Frederick closed.....	September 7
Columbus Day: NCI-Frederick closed.....	October 12



Frederick

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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.