

Governor O'Malley Praises NCI-Riverside for Creation of Cures, Jobs

By Frank Blanchard and Nancy Parrish, Staff Writers

The paths of Governor Martin O'Malley and NCI Director John Niederhuber didn't converge as planned on June 8, but their messages did, as each spoke of the promise that the National Cancer Institute at Riverside Research Park holds for bringing people together in the fight against cancer.

It was planned as a day when Niederhuber would welcome O'Malley and his Jobs Across Maryland tour and the two would highlight NCI-Riverside's potential for creating new jobs, research partnerships, and business spinoffs from the translation of basic research into technologies and treatments for cancer patients. The governor was delayed because of an earlier event with President Barack Obama, and the director had to leave early for his next event, in Washington.



Governor O'Malley emphasized the connection between innovation and job creation when speaking at NCI-Riverside during his Jobs Across Maryland tour.

City, county, state, and federal officials were on hand to greet both Niederhuber and O'Malley in turn at the Riverside construction site of NCI's Advanced Technology Research Facility. The visit was organized as part of the governor's jobs tour to promote efforts to save and create jobs across the state.

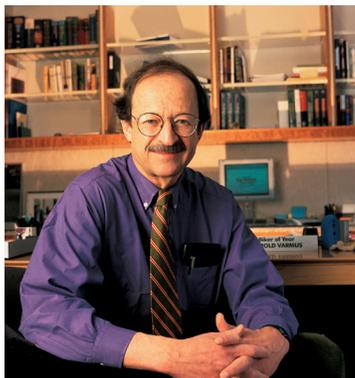
O'Malley expressed his thanks to everyone at NCI and SAIC-Frederick "for everything that you do every day"

and pointed out that "some of the most innovative, life-saving work anywhere in the world is being conducted right here in this county." Noting that Frederick has 75 bioscience companies, making it the second largest cluster of such companies in the state, he emphasized the connection between innovation and job creation in Maryland. "We are very, very focused on unleashing that job-creating potential of innovation in our state," he said.

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Harold Varmus Returns to NIH as Head of NCI

By Maritta Perry Grau, Staff Writer



(Photo courtesy of NCI Office of Media Relations)

Harold Varmus, M.D., incoming director of NCI.

Welcome home, Dr. Varmus! President Barack Obama named Nobel Prize-winning Harold Varmus, M.D., as the new director of the National Cancer Institute (NCI). This is not Varmus's first posting in the world of the National Institutes of Health (NIH); he served as director of NIH from 1993 to 2000. He takes over leadership of NCI on July 12, according to an e-mail announcement from Francis Collins, M.D., Ph.D., director of NIH.

Collins affirmed Varmus's expertise in his announcement, stating that Varmus is "a leader in the development of strategies for improving patient care, in scientific education and training, and in the design of novel public-private partnerships...I look forward to working with him, and you, as we move forward on the development of new and powerful approaches to prevent, diagnose, and treat cancer."

In a mid-May D-Brief, John E. Niederhuber, M.D., current NCI director, also said that Varmus will bring to NCI "not only his scientific

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Arthur's Corner



Larry Arthur, Ph.D.

Early in 2009, I met with the OTS Management Committee and expressed my desire that improved communication throughout SAIC-Frederick should be a priority for the year ahead. The Communications Subcommittee, chaired by Ken Michaels, has worked on developing a strategic communication plan throughout 2009, and now into the present year. I've asked Ken to write this quarter's "Arthur's Corner" to provide you with an update.

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.

Correction

In the "Arthur Addresses LSU Commencement" article on page 1 for April 2010, paragraph 3, sentence 3, should have read, "Arthur had assembled and trained a team to study a retrovirus that causes leukemia in humans." The News & Views staff regrets the error.

Communication Plan Nears Completion

By Ken Michaels, Staff Writer

For the past 18 months, a committee of eight has been at work developing a forward-looking strategic communication plan for SAIC-Frederick. An organization's communication plan identifies objectives, specifies action plans, defines the various audiences, evaluates available resources, and determines how results of the program will be evaluated. The overarching goals of the plan currently in development are to make our organization one that is characterized by a culture ...



Ken Michaels

- of maximum transparency,
- of multi-directional communication through the organization,
- that promotes innovation,
- of consistency in communication,
- in which managers at all levels promote effective communication.

This final bullet is a key aspect of the plan, as it identifies a major strategic component. The plan, when implemented, will rely on SAIC-Frederick's managers and supervisors to play critical roles in a culture of effective company-wide communication. To this end, the first two major undertakings of the plan—while still a work in progress—focused on our managers. The first was a series of presentations to all of the company's managers by Dr. Arthur in April 2009 to announce and actually launch the development of a communication plan (see July 2009 *News & Views*). The second was to implement a

comprehensive program of training in communication essentials that the entire corps of managers completed during the period of September 2009 through March 2010 (see April 2010 *News & Views*).

The Communications Subcommittee has met bi-weekly since March 2009, and has augmented those meetings with two six-hour off-site work sessions. So far, it has caused the creation of the TalkToLarry direct e-mail, improving the direct accessibility of our CEO to all employees. It also created and conducted a survey of the whole population in October 2009 to better understand our employees' perceptions of how effectively we communicate at present (see October 2009 and January 2010 *News & Views*).

And importantly, the subcommittee has brought the plan itself to near completion. As this article goes to press, the plan will be in its 28th or 29th draft and will have been submitted to Dr. Arthur and the other Key staff for first review. We expect to collect and collate feedback from our Keys during July and to prepare the first draft for general release by early August.

Development of a communication plan is a large undertaking that usually takes considerable time to accomplish and must be backed with the commitment of senior management, beginning with the CEO. I would like to thank Dr. Arthur for his support, and the committee members for their diligence and work over the past many months. I would like to express my appreciation to Beth Baseler, Frank Blanchard, Andi Gnuschke, Steve Harshman,

Amy Huter-Imming, Bill Kopp, and Jill Sugden.

A communication plan is only as good as the people who implement it. All of us—managers, supervisors, and employees—will play critical roles helping to develop and sustain a culture of effective companywide communication. ↻

Governor O'Malley *continued from page 1*

More specifically, the governor praised NCI-Riverside and the Riverside Research Park as representative of “the type of job-creating, growth-sustaining, forward-moving progress that gives our state an edge in creating jobs and competing in a global economy. ... It is going to bring together, in this place, government, private-sector, nonprofit, academic researchers in common cause to discover and advance cures,



Morris (R) of the Matan Companies led Governor O'Malley and other officials on a tour of the ATRF.

treatments, and healing. And these advances will save lives while also helping us to create jobs and expand opportunity here in Maryland.”

Following the governor's remarks, Karl Morris, director of development of the Matan Companies, led the governor and the other officials on a tour of Wing D, which will house laboratories of the Center for Cancer Research and the Advanced Technology Program.

Niederhuber Emphasizes Broad Reach of Future Research

In his remarks, Niederhuber noted that NCI has been planning for a long time how to work more effectively with the private sector. NCI-Riverside, he said, “gives us the opportunity to expand our work, to bring on board additional scientists in an attractive new research facility” to develop novel diagnostic and therapeutic agents that “we hope and pray will eventually make a huge difference for our patients with cancer.”

Emphasizing that the work performed at NCI-Riverside “will support research across the country, even outside our country,” Niederhuber noted that the facility will support research related not just to cancer, but also to other diseases: “The work we do in cancer really informs our understanding of the biology of chronic disease in general.”

In addition, he said NCI-Riverside will be a place where future scientists will

gain experience they can take all over the world. “Many good things are going to happen here. ... Young people will come here, superstars of the future, to train, to gain experience, and then to go out and carry that new knowledge to other sites across our country and outside our country.” Looking forward to the day when [NCI-Riverside] opens its doors, he said, “It will be an exciting time.”



Niederhuber emphasized the global reach of the work that will be performed at NCI-Riverside.

Award Presented to Niederhuber

Following Niederhuber's remarks, Richard Griffin, director of economic development for the city of Frederick, presented Niederhuber with the 2010 Economic Development Award granted the previous evening to Riverside Research Park by the Maryland Economic Development Association. Griffin had accepted the award on behalf of the city of Frederick, but, he told Niederhuber, “It really belongs to you.” ↻

Varmus to Head NCI *continued from page 1*

expertise but his years of knowledge as NIH director. I am confident this will provide NCI with strong leadership across campus and beyond, and a greatly respected voice on Capitol Hill, advocating for the much-needed resources to sustain the Institute's mission.”

Kathleen Sebelius, Secretary of the U.S. Department of Health and Human Services, noted in her e-mail announcement on May 17 that Varmus

was a co-recipient of the 1989 Nobel Prize in Physiology or Medicine for studies of the genetic basis of cancer, and recent co-chair of President Obama's Council of Advisors on Science and Technology. He has been president of Memorial Sloan-Kettering Cancer Center in New York City for the past 10 years.

In 1993, President Bill Clinton appointed Varmus director of NIH, where Varmus helped to double the NIH budget.

He recently co-chaired an Institute of Medicine report, *The U.S. Commitment to Global Health*; is a co-founder and Chairman of the Board of the Public Library of Science, a publisher of open access journals; chairs the Global Health Advisory Committee at the Bill and Melinda Gates Foundation; and is a member of the U.S. National Academy of Sciences and the Institute of Medicine. As well as the Nobel Prize and other honors, he has received the National Medal of Science and the Vannevar Bush Award. ↻

ATRF Update:**Administration Wing Space Now in Design Stage***By Nancy Parrish, Staff Writer*

While construction of the “cold, dark shell” of the administration wing of the Advanced Technology Research Facility (ATRF) is progressing, the design of the interior space has begun in earnest, according to Hoyt Matthai, director of operations for the ATRF. Various staff members from the programs slated to move into this section of the ATRF have been meeting with architects from the Matan Companies to specify their needs, said Matthai.

“As this will be predominantly office area, the design process will be much faster than that for the complex lab wings,” Matthai said. The biggest challenge for this phase, he explained, is “the creation of an expandable data center to meet future computing needs” of the ATRF programs as well as those of future partners. The design of this area actually began months ago, with the establishment of electrical needs and cooling requirements, he said.

The design of the laboratory wings is already 95 percent complete, he said, but “we still anticipate occupancy of the administration wing some four months in advance of the lab wings.” Occupancy is anticipated in early 2012. ↻

Simpson and Yeager Speak on Non-tenure Track Careers at NIH Symposium*By Nancy Parrish, Staff Writer*

Scientists from Yale University, the Dana Farber Cancer Institute, and the Vermont Genetics Network Microarray Facility joined Jack Simpson, Ph.D., senior scientist, Protein Chemistry Laboratory, and Meredith Yeager, Ph.D., senior principal scientist/scientific director, Core Genotyping Facility, in a panel discussion held at the third annual NIH Career Symposium on May 18 in Bethesda.

*Jack Simpson, Ph.D.*

Called “Non-tenure Track Careers at the Bench: Government and Academia,” the panel drew nearly 100 graduate students and postdoctoral fellows, who questioned the panelists for 90 minutes about the advantages and disadvantages of working in

*Meredith Yeager, Ph.D.*

a service laboratory. Participants were very interested in the topic, according to Simpson, who said he wanted to impress upon the young scientists that “they have to be honest with themselves about what they want to do. If they want to do [their own] research, they should not be in a service lab.”

Reflections on Taking the Non-traditional Path

Postdocs are not trained to work in a service lab, Simpson explained. “The traditional path is to go into academia,

at a university or somewhere, to do their own research,” he said. “They must have a high degree of confidence to [work in a service lab] because (a) it’s not the traditional path, and (b) if someone’s data is not what they want, you get blamed.”

Yeager said she emphasized that you “may still be successful in science without having to endure the rigors of the tenure process” and noted that participants were especially interested in how to “work their way up to a director level, how to stand out on their CV and during the interview process, [and] how to remain scientifically active.”

Lots of Positive Feedback

The symposium attracted more than 950 attendees overall, according to Lori Conlan, Ph.D., Office of Intramural Training and Education. She noted that, like all the panels, this particular panel generated a lot of positive feedback, including the following comment: “I think that the speakers in this panel are very experienced [and have] a great deal of relevant knowledge...Most [of the] contents [were] helpful...especially those of the core facility administrators and scientists. I must say that this panel is the one I like the most.”

Although it was their first time speaking at the symposium, both Simpson and Yeager were impressed with the event. “I commend NIH for doing this,” Simpson said, noting that the discussion “was greatly appreciated on both sides of the table.” The participants appreciated “the honest discourse about what careers can be,” and the speakers appreciated the response from the attendees. “I was happy to do it. They got a lot out of it,” Simpson said. ↻

NCL's Fritts Recognized with ASTM Award

By Maritta Perry Grau, Staff Writer



Martin Fritts, Ph.D.

Martin Fritts, Ph.D., senior principal scientist in the Nanotechnology Characterization Laboratory, recently was recognized for his leadership and innovation by ASTM

International, formerly known as the American Society for Testing and Materials (http://www.nanowerk.com/nanotechnology/labs/ASTM_Committee_E56_on_Nanotechnology.php).

Fritts, ever the scientist with a detached and objective viewpoint, noted that he was surprised to receive the award and pointed out that he would have preferred that the entire committee be recognized.

“On the one hand, it was very nice to have such support for new directions being taken by E56, the Committee on Nanotechnology—new test methods for nanomaterial characterization, video protocols and inter-laboratory studies to improve test method results, new standards in nanoinformatics, and a growing number of U.S. and international participants ... On the other hand, those initiatives were the result of efforts of the entire committee,” he said.

The ASTM Committee E56 on Nanotechnology, to which Fritts refers, meets annually to consider “issues related to standards and guidance materials for nanotechnology and nanomaterials, as well as the coordination of existing ASTM standardization related to nanotechnology needs,” according to <http://www.astm.org/COMMIT/COMMITTEE/E56>.

Its standards are published in the *Annual Book of ASTM Standards*.

Fritts pointed out that while almost everyone agrees on the need for standards in nanotechnology research, progress is held back because of the “lack of standards, especially for data quality and reproducibility and for data and model-sharing.”

He suggested that more nanotechnology experts are needed and that “more efficient procedures and greater collaboration among standards development organizations” should be developed, as ASTM is doing.

“ASTM’s award brings additional attention to the need to form a community of interest for responsible development and translation of nanotechnology applications that includes researchers, manufacturers, and regulators,” he said.

Looking to the future, Fritts hopes to see 10 times as many completed nanotechnology test methods and guides as there are now; video protocols as adjuncts to most of the test methods; metadata and ontology standards in use that permit semantic search for nanotechnology data; uniform data curation techniques to clarify data quality, using wiki-like tools to increase expert participation; standard tools for the generation, sharing, and curation of structural models for nanomaterial; standard applications for collaborative development and validation of predictive models, especially structure–activity relationships for nanomaterials’ and risk models for their interaction within relevant biological environments.

He believes these goals must be achieved—and approximately within a five-year time frame. “Collaborations through entities such as caBIG’s Nanotechnology Working

Group are instrumental in forming the communities of interest. Pilot applications such as caNanoLAB and the Collaboratory for Structural Nanobiology (CSN) are now available and are serving as focal points for gathering user needs, requirements, and feedback on initial tools.

Interoperability among nanotechnology databases and portals is beginning, and will result in greater efficiency and focus,” he said.

“The rational design of nanoparticles or devices containing nanomaterial is not possible without knowing the structure of the particle or device, as well as its activity in the relevant biological environments. Because of the polydispersity and polymorphism of the nanomaterial, it is difficult to determine the error and uncertainty in the data related to its structure and conformation. Since experimentally characterizing its activity in all relevant molecular, cellular, tissue, organ, and organism environments would be a daunting task, in-silico experiments are needed to provide information on the sensitivity of the nanoparticle’s activity to its environmental conditions,” he said.

Fritts explained that standardization and validation of predictive models are just beginning, with “standardization of characterization protocols for nanomaterial ... Standardization in informatics is required ... to aid in ... comparisons among different datasets through portals such as caNanoLAB.”

Fritts predicts that 2011 will show “good progress in developing and curating molecular models through CSN so that they can be used with predictive models hosted on NanoHub, as well as in collaboratively developed models. With these new tools and applications we will be able to make more rapid strides in designing nanoconstructs for cancer imaging, diagnosis, and therapies.” ☺

BDP Produces IL-15 for Clinical Investigations

By Vinay Vyas, Biopharmaceutical Development Program, Guest Writer

The Biopharmaceutical Development Program (BDP) has recently begun to produce recombinant human interleukin 15 (IL-15) for clinical investigation in the direct treatment of cancer patients or as an immune system modulator in the treatment of certain infectious diseases.

IL-15 was cited as the top immunotherapy agent with high potential for use in treating cancer in the July 2007 *NCI Immunotherapy Agent Workshop*. The agent inhibits antigen-induced cell death of T cells, stimulates the proliferation of natural killer cells, and acts as a co-stimulator with IL-12 to produce interferon- γ and TNF α .

Potential clinical applications of IL-15 include treatment of breast cancer and melanoma. Thomas Waldmann, M.D., head of the Cytokine Immunology and Immunotherapy Section, and chief of the Metabolism Branch in NCI's Center for Cancer Research (CCR), recently received approval for use of IL-15 in Phase I clinical trials.

Clifford Lane, M.D., deputy director for Clinical Research and Special Projects at the National Institute of Allergy and Infectious Diseases, is also collaborating on the development of this molecule as a vaccine adjuvant for HIV and other infectious diseases. Lane's initial studies are focused on the pharmacokinetics and pharmacodynamics of IL-15 in non-human primates and subsequently in SIV-infected primates. In addition, the Developmental Therapeutics Program, Division of Cancer Treatment and Diagnosis, NCI, plans to make IL-15 available for studies as an immunological modulator for other clinical indications.

Recombinant human IL-15 is expressed in bacteria, requiring an extensive

refolding and purification process to achieve the high purity levels desired for clinical trials. So far, 3–4 grams of clinical-grade IL-15 have been manufactured at BDP, under the direction of Jason Yovandich, Ph.D., program director, Biological Resources Branch, NCI. 

BDP Revamps Web Site

By the BDP Web Development Committee

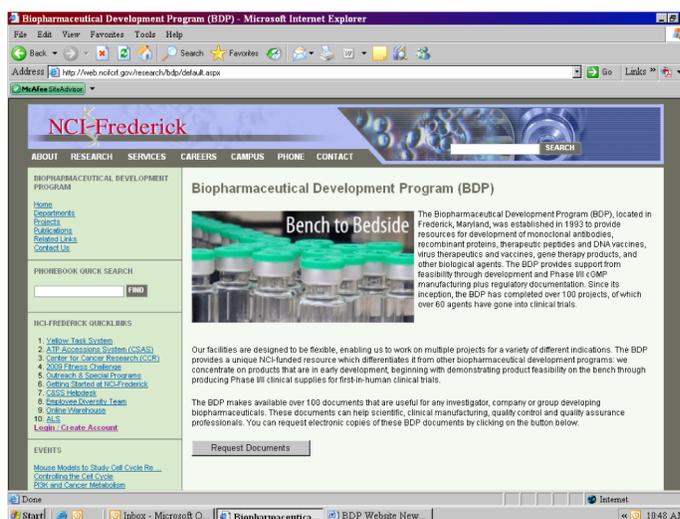
The Biopharmaceutical Development Program (BDP) information technology personnel, Quality Assurance Document Management, and administrative staff recently collaborated with the Data Management Services (DMS) web development team to redesign the BDP web site. The goal of this initiative was twofold: one, to retire aging BDP server hardware; second, and more importantly, to give the BDP web presence the “look and feel” of the NCI-Frederick web site.

BDP team members Barbara Kending, Sheryl Ruppel, Tania Defibaugh, Deena Wisner, Alan Wolf, and John Gilly, Ph.D., worked with DMS's

Galen Mayfield and teammates Jillian Deshazer and Zach Thomas to complete the project with a quick turnaround and excellent results.

In addition to updating BDP's capabilities, the new site features an online catalog of BDP-developed documents that visitors to the site can request. Interested parties can order these materials on the web. Documents available include standard operating procedures for quality assurance, quality control, and regulatory affairs, as well as some master production record templates and general production and buildings/facilities/equipment policies.

The purpose of the revamped site is to provide the available BDP library of standard resources to enable or assist other groups looking to develop similar products. This effort is part of BDP's outreach mission. You can easily access quality assurance reference documents, such as a “Quality Agreement” template, a *Quality Manual*, and the *Sponsor's Guide to Regulatory Submissions*. The BDP administrative staff can deliver these documents to you via e-mail or standard mail; please visit <http://www.ncicrf.gov/research/bdp>. 



The screenshot shows the NCI-Frederick Biopharmaceutical Development Program (BDP) website. The page has a blue header with the NCI-Frederick logo and a search bar. Below the header is a navigation menu with links for ABOUT, RESEARCH, SERVICES, CAREERS, CAMPUS, PHONE, and CONTACT. The main content area is divided into several sections. On the left, there is a 'PHARMEDRUG QUICK SEARCH' box and a list of 'NCI-FREDERICK QUICKLINKS'. The central part of the page features a 'Bench to Bedside' section with an image of laboratory equipment and text describing the BDP's mission and services. At the bottom of the page, there is a 'Request Documents' button.

BDP's newly redesigned web site can be accessed at <http://www.ncicrf.gov/research/bdp>.

SAIC-Frederick among the Top Family-Friendly, Best Places to Work in Frederick County

By Ashley DeVine, Staff Writer

SAIC-Frederick is one of the 2010 top five family-friendly businesses in Frederick County, awarded by the Family-Friendly Business – Best Places to Work campaign.

The award winners were selected by the Frederick County Office of Economic Development, the Frederick County Chamber of Commerce, Frederick County Workforce Services, and the City of Frederick's Department of Economic Development, based on responses to a family-friendly practices survey that was e-mailed to more than 900 Frederick County employers.

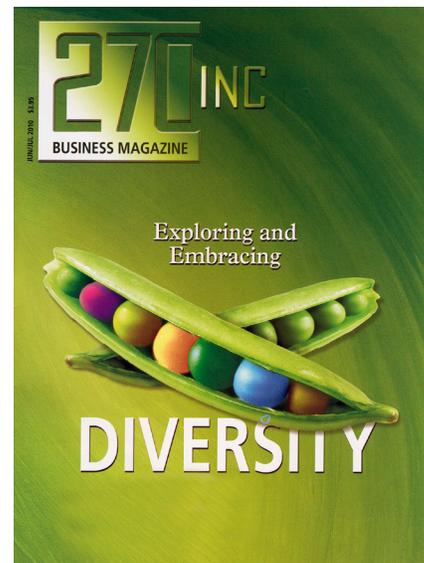
Any business in Frederick County is eligible for this award, and some of the criteria include positive workplace culture, reimbursement of gym

memberships or on-site gyms, health care benefits, professional development, work/life balance, and direct tuition payment.

"I believe that this award demonstrates the commitment that SAIC-Frederick has to ensuring opportunities for work/life balance," said Jill Sugden, director, Human Resources.

SAIC-Frederick was honored at an awards ceremony in early June and was featured in the June/July issue of *270inc* magazine. To read the article, go to <http://www.270inc.com/2010/06/07/hanging-in-the-balance.php>.

The Family-Friendly Business – Best Places to Work campaign is part of a Frederick County partnership between business, government, and



SAIC-Frederick was featured in the article "Top Family-Friendly Companies Attract Top Employees with Work Perks" in the June/July issue of *270inc* magazine.

the community, and aims to increase quality of life opportunities for employees. ☺

Workplace Excellence Seal of Approval Awarded to SAIC-Frederick

By Ashley DeVine, Staff Writer

SAIC-Frederick is now an eight-time winner of the Workplace Excellence Seal of Approval from the Alliance for Workplace Excellence (AWE).

The award highlights "businesses that promote professional fulfillment and personal wellness at work, at home, and in the community," according to a press release from AWE.

All award applicants are assessed by an independent review panel in the following categories: corporate culture and management practices, family- and employee-friendly policies/practices, health and wellness programs, growth and learning opportunities, diversity, safety and security, flexible work environment (supportive of employee work/life choices), and social responsibility.

SAIC-Frederick was one of 67 Washington, DC–area businesses honored at AWE's Annual Awards luncheon in June. "It was a pleasure to attend the AWE ceremony and accept the award on behalf of SAIC-Frederick. We are very pleased to be counted among the organizations that support work/life balance," said Jill Sugden, director, Human Resources.

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, according to the AWE web site. For more information about AWE, go to <http://www.excellentworkplace.org/index.html>. ☺



Human Resources staff members display the Workplace Excellence award SAIC-Frederick received in June from the Alliance for Workplace Excellence. Mary Lou Siegle, HR manager, holds the award.

NCI Expands Community Cancer Centers

By Frank Blanchard, Staff Writer

NCI's network of community cancer centers has expanded to 30 institutions in 22 states, giving NCI a community-based platform for research and providing patients with access to the latest evidence-based care closer to home.

The original 16 cancer centers in the NCI Community Cancer Centers Program also received additional funding for projects that address health care disparities, make clinical trials more available, move toward electronic health records, and help standardize the collection of medical specimens for research.

Funding for the expansion and enhancements came from the American Recovery and Reinvestment Act. A total of \$80 million in stimulus funds was divided evenly between expanding the network—from 16 centers in 14 states to 30 centers in 22 states—and funding new projects at the original sites. The network is being managed by SAIC-Frederick through a series of research subcontracts.

The participating hospitals serve as a community-based platform for basic, clinical, and population-based research covering cancer prevention, screening, diagnosis and treatment, quality of

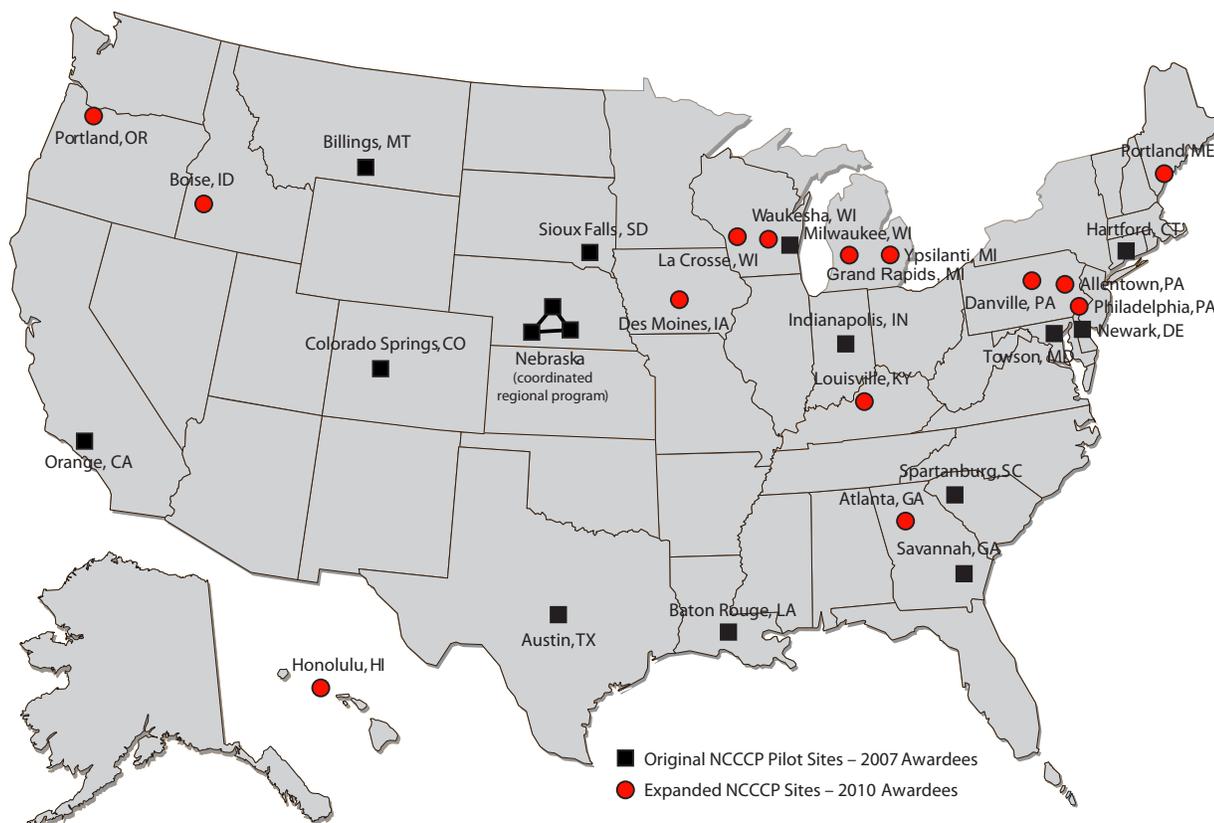
care, survivorship, and palliative and end-of-life care.

The community cancer centers are:

- Enhancing their infrastructure to support a broader range of clinical trials, including early-phase trials.
- Exploring what it takes to connect to NCI's cancer Bioinformatics Grid™. Some have already connected.
- Expanding outreach, screening, and care with a special focus on reaching disparate and underserved populations, some of which have disproportionately high cancer rates.
- Moving toward standards for collecting and storing medical specimens for research as laid out in *National Cancer Institute Best Practices for Biospecimen Resources*.
- Studying ways to provide coordinated, multidisciplinary care and extend the provision of post-treatment care through survivorship and palliative care programs.

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NCI Community Cancer Centers Program NCCCP Hospitals



NCI Expands *continued from page 8*

NCCCP hospitals are collaborating with NCI-designated cancer centers at major research institutions across the United States and with initiatives and organizations such as the Cancer Genome Atlas Program, the American Society of Clinical Oncology, and the American College of Surgeons' Commission on Cancer. The 30 community cancer centers serve a total population of about 23 million and see about 58,000 new cases of cancer each year.

Joy Beveridge
of the Clinical
Monitoring
Research
Program is the
SAIC-Frederick
project manager
for NCCCP. 



**NCI COMMUNITY
CANCER CENTERS
P R O G R A M**



A work in progress: *The Division of Cancer Treatment and Diagnosis will occupy Building 425 in August. A 225-ton crane with a 125-foot boom was used to lift and set each of the seven 50,000-lb modular units in place. The six lab modules and one mechanical equipment module vary in length from 40 to 80 feet; all are approximately 13 feet wide. The modules, manufactured in Monona, Iowa, were more than 15 feet high as shipped via tractor trailer to NCI-Frederick, creating special transport considerations and road use permissions.*

Thanks to Rocky Follin, FME, for this information.

SAIC-Frederick Staff Meets with Governor at BIO 2010

By Frank Blanchard, Staff Writer

SAIC-Frederick staff met with Governor Martin O'Malley and his business development team, talked with journalists, and had one-on-one contact with more than 30 life-science companies as potential research partners, all during the BIO 2010 International Conference in Chicago.

Staff used the conference in May to spread the word about the NCI Advanced Technology Partnerships Initiative (ATPI), the NCI-Riverside construction project, and associated partnership and collocation opportunities. ATPI aims, through strategic partnerships, to more rapidly move research out of the laboratory and into the clinic to benefit cancer patients.

As a co-sponsor of the state's BIOMaryland pavilion, SAIC-Frederick also participated in a breakfast meeting with O'Malley that included about

40 representatives from business and government who talked about current projects within their organizations. SAIC-Frederick staff and representatives of the Matan Companies, the NCI-Riverside developer, and the City of Frederick Business Development Office highlighted the partnerships initiative, construction project, and the benefits of doing business in Frederick County.

Staff met with trade-press journalists who cover the convention and attended a business development forum comprising back-to-back meetings with representatives of life-science companies who expressed an interest in exploring mutual interests and opportunities. The meetings produced a follow-up list of more than 30 companies as potential candidates for collaboration and research partnerships.

To coincide with the event, SAIC-Frederick issued a Sources

Sought partnership solicitation for the ATPI on April 28, through the Federal Business Opportunities web site, or "FedBizOpps" (<https://www.fbo.gov/>).

This year's convention hosted a record number of these partnering meetings and presented a broad array of expert speakers who addressed major issues in biotech and global challenges facing the industry. The event drew 15,322 industry leaders from 49 states and 65 countries. Keynote speakers included former Presidents Bill Clinton and George W. Bush and former Vice President Al Gore.

Attending the meeting from SAIC-Frederick were Frank Blanchard, director, Public Affairs; Bruce Crise, director, Business Development and Scientific and Technical Operations, ATPI; and David Hoekzema, vice president, Strategic Business Development. 

Ulrich Baxa: Focusing on the Details

By Nancy Parrish, Staff Writer

Many scientists look for the big picture. Ulrich Baxa, Ph.D., spends his days focused on the small one—the very, very small one.

As the new head of the Electron Microscopy Laboratory (EML), Baxa is responsible for a laboratory that includes cutting-edge microscopes, some of which can visualize an object as small as 20 angstroms, the equivalent of about 2 nanometers. To put this size into perspective, a sheet of paper is about 100,000 nm thick,* meaning an object that is *50,000 times thinner than a piece of paper* can be visualized in the EML.

Uses Expertise in Advanced Technologies and Techniques

Baxa was brought to the Imaging and Nanotechnology Group of the Advanced Technology Program specifically because of his expertise in cryoelectron microscopy and electron tomography. Born in Graz, Austria, he grew up in Wasserburg, Germany, and received his Ph.D. in biochemistry from the University of Regensburg. While a postdoc at the University of Potsdam studying physical biochemistry, he met Alasdair Steven, Ph.D., head of the Laboratory of Structural Biology Research, National Institute of Arthritis and Musculoskeletal Skin Diseases (NIAMS), NIH. The two kept in touch, and Baxa was eventually hired as a research fellow with Steven's group. During his nine years at NIAMS, Baxa mastered electron microscopy techniques while studying the structural aspects of filament-forming proteins.

As a result of the expansion of resources in EML, Baxa was hired last November to manage the laboratory. EML now houses five electron microscopes and offers transmission electron microscopy, which can be

used for visualizing cell and tissue sections; scanning electron microscopy, which provides excellent resolution in the acquisition of surface data of cells and the characterization of nanoparticles; energy dispersive X-ray analysis for elemental analysis of nanoparticles; and cryogenic capabilities, which enable samples to be studied in their native state.



Baxa, demonstrates one of the four transmission electron microscopes in EML. This microscope can visualize an object as small as 0.5 nanometers.

This type of advanced technology is important, Baxa said, because it allows researchers to visualize samples in much greater detail than is possible with optical microscopy. And it's necessary for studying viruses as well as nanoparticles because you simply cannot see these using an optical microscope, he explained. "So we do a lot of work with researchers from the HIV Drug Resistance Program and the Nanotechnology Characterization Laboratory."

Enjoys the Science, and the Administration

While he's been here less than a year, he says he enjoys the mixture of laboratory

management and research. Reflecting on why he likes working here, he said, "I would have been a professor and maybe have done a little research for a few years, but then I would have spent all my time writing grants. This way, I can continue working in research."

Baxa believes his greatest strength is his ability to discuss research needs with investigators. "I like to discuss scientific ideas and projects with other scientists. I like to develop projects," he said. He thinks his biggest challenge will be "staying current with new technology" so that EML will be able to offer state-of-the-art technologies to the research community. He anticipates that cryoelectron microscopy and electron tomography, now considered technology development in EML, will soon become available as regular laboratory services.

It Takes Two...

When not in the laboratory, Baxa likes to spend time with his family. His children, ages 3 and 5, take up most of his time these days, he said. However, whenever they get a chance, he and his wife take to the dance floor. "I love to dance the Argentine tango. That's how I met my wife," he said. Before they had children they danced three times a week, but now their dancing time is limited. "It's a little like swing in that it's more improvised," he said of the dance. "The follower doesn't know exactly what's coming, so the constant connection between partners is really important. That's what I like about it."

Baxa welcomes the opportunity to assist NCI-Frederick investigators in their research. "My door is always open," he said. He may be reached at 301-846-1559 or baxau@mail.nih.gov.

*<http://mrsec.wisc.edu/Edetc/nanoscale/index.html>. ↻

Employees Recognized for Outstanding Workplace Contributions

The following employees were recognized from April–June for outstanding workplace contributions in their directorates:

Advanced Technology Program

Teri Plona
DaRue Prieto
Lisa Sheffield

AIDS and Cancer Virus Program

Julian Bess
Robert Gorelick

Applied and Developmental Research Program

Anne Hermone
Adam Rupert

Biopharmaceutical Development Program

Fereshteh Abedinpour
Aaron Barkdoll
Andrew Burnette
Li Chang
Charles Davis

Judith Duears
Vanessa Grubbs
Beverly Keseling
George Knapp
Timothy Lenhart
Jessica Mason
Judith Poiley-Nelson
Dale Ruby
Samir Shaban
Loren Ward
Paul Warfield
David Williams
Matthew Zustiak

Clinical Research Program

Heather Edwards
Stacey Gates
Terry Mainprize

Tom Platek
Rebecca Anhang Price

Financial Management

Ann Heller

Human Resources

Debbie Higdon
Lauri Rimorin
Darlene Rosmarino
Mary Lou Siegle

Information Systems Program

Debbie Green

Vaccine Clinical Materials Program

Sandra Allen
Avi Fishman
Lal Thanzaua ☺☺

Think Before You Print

By Dan Fox, Information Systems Program, Guest Writer

The costs associated with printing are not only the cost of the printer and paper used. Expenses for maintenance and toner also add to the total cost of ownership of your printing device.

If you buy a lower-cost printer that frequently needs repairs or has a reduced lifespan, it can result in a higher cost of ownership for the physical device over time.

Additionally, lower-cost printers have a higher price associated with their consumables (toner, etc). It is important to look

at the estimated cost per page for the device that you are purchasing, as higher consumable costs will result in a greater total cost of ownership over time.

In our article for the October *News & Views*, we will provide a total cost of ownership comparison between a copier and a printer to see which device is most cost-effective over the course of several years. You may be surprised at the results. ☺☺

**THINK
before you
PRINT**



A Fitness Challenge: Up against the wall. From left are Dr. Larry Arthur, CEO;

Mac Trubey, AIDS and Cancer Vaccine Program; Ruyin Shi, Nanotechnology Characterization Laboratory; and Kelly Hutzell, Occupational Health Services. They are among 45 people who tested their skills on the OHS rock-climbing wall in June. Inset: Kelly Hutzell straps on a safety harness before her climb. ☺☺

“Orange” You Glad You Won a RESPECT Award? (You Will Be!)

By Andi Gnuschke, Contract Planning and Administration, Guest Writer

Keep your eyes peeled for new logo merchandise being awarded through the RESPECT (Recognizing Excellent Service Promotes Employee Commitment and Teamwork) Employee Recognition Program.

Beginning July 12, *individual* RESPECT award recipients will receive a different logo item for each of the first four awards they receive. The logo merchandise is awarded in addition to the \$25 cash award that currently exists in the program. On an individual’s fifth award and following, he or she will only receive the cash award.

Each member of an awarded *project team* will also receive a RESPECT-branded item. The same item will be provided for all subsequent project team awards. Project team awards will be accounted for independently of individual awards.

The Employee Recognition Committee will keep a record of how many awards

each employee has earned. As of July 12, everyone starts with a clean slate; the count for individuals who have already received awards will start over.

The RESPECT-branded merchandise is bright orange to match the RESPECT posters on display in various work areas around campus. Andi Gnuschke, the RESPECT employee recognition coordinator, hopes that awardees will wear, use, or display the merchandise with pride. The new products are listed below and shown in the picture at right, and below.

Individual Award #1 – RESPECT retractable badge holder

Individual Award #2 – RESPECT lunch bag

Individual Award #3 – RESPECT coffee mug/water bottle combo

Individual Award #4 – RESPECT messenger bag

All Project Team Awards – RESPECT notebook/pen combo



Andi Gnuschke, RESPECT program coordinator, displays the new logo items that will be given to individual RESPECT award winners.

The RESPECT Employee Recognition Committee wants to remind employees of the following changes to the program:

1. Recognition certificates for an individual’s first RESPECT award will be delivered via interoffice mail to the individual’s work location. Individuals who receive multiple awards will receive star stickers that can be affixed to the front of their original certificates. The star stickers will signify multiple awards.
2. Employees may submit unlimited RESPECT nominations for individuals *outside* of their own directorates; however, employees may only submit five nominations in a calendar year for individuals *within* their own directorates. Employees are encouraged to build working relationships with employees outside of their directorates.

Answers to frequently asked questions and the RESPECT nomination form can be accessed at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/default.pdf>.

If you have additional questions about the program, e-mail saicferp@mail.nih.gov. 



RESPECT-branded items include, clockwise, a messenger bag, coffee mug, lunch bag, retractable badge holder, and water bottle.

Show These Employees Some RESPECT

The RESPECT (Recognizing Excellent Service Promotes Employee Commitment and Teamwork) employee recognition program encourages employees at all levels to acknowledge the contributions of other employees or project teams of employees at SAIC-Frederick. You may nominate any other SAIC-Frederick employee, as long as no reporting relationship exists. Forms can be found hanging in most buildings and common areas, and can also be accessed online at <http://web.ncifcrf.gov/campus/sahsp/EmployeeRecognition/>.

RESPECT award winners for the second quarter of 2010 (March 10–June 3) are as follows:

Kim Abdinoor • Miriam Anver • Vicki Bailey • Jim Baker • Donnie Blickenstaff • Carrie Bonomi • Carolyn Boone • Suzanne Borgel • Aroussiak “Rue” Bowen • Charles “Billy” Brashears • Scott Burdette • Barbara Burgess • Linda Caldwell • John Carter • Annie Chaltain • Keith Collier • Kathryn Compton • Jim Cooperman • Phil Culley • Charles Davis • Kimberly Dreyer • Lindsay Dutko • Charles Early • Mike Eichelberger • Diane Flook • Simona Florea • Brad Foltz • Mike Galcik • Chuck Gartner • Steven Giardina • Deb Gilchrist • Pete Gorelick • Pete Greco • Debbie Green • Kashif Haque • Wayne Helm • Halee Helmer • Jeannie Hilderbrand



• Wang-Ting Hsieh • Robert Jackson • Leslie Johnston • Megan Kaminski • Carolyn “Sue” Keilholtz • Shirley Keller • Courtney Kennedy • Robert Kline • George Knapp • Janis Krolus • Lydia Lacuesta • David Lee • Brad Leggett • Kim Martz • E. Jane Miller • Carl “Mike” Moore • Geoff Needham • Linda Newman • Larry Pawlik • Ray Price • Kandy Rahochik • Cindy Selby • Betty Shafer • Will Sheffield • Cathy Simpson • Sarah Skoczen • Daryl Smith • Betty Stitely • Coleen Tabler • Justin Taylor • Tim Tewalt • Ken Warwick • Katie Watkins. 🌟

NCI Takes the Trophy in the Third Annual NCI-SAIC Softball Game

By Maritta Perry Grau, Staff Writer

NCI and SAIC-Frederick teams played their third annual softball game in early June. NCI won, 16–14, making the series 2–1, NCI.

After holding the lead for the first seven innings of the game, SAIC-Frederick had a rough eighth inning, and NCI took the lead by five. Although SAIC-Frederick attempted a valiant comeback effort in the top of the ninth inning, the team was only able to score three runs.

Coaches praised the players’ team spirit and great plays. “Mike Giano’s homerun was a nice highlight. It started the NCI comeback and earned Mike the NCI MVP award. And David Goldstein had some really nice plays at second. Jim Cherry had some good hits and was a terrific team cheerleader. Dan Smith had some great catches in left field, and he and Andy Hurwitz did a superb job pitching. And all of our ladies played just as well as the guys did,” said Dianna Conrad, NCI.



Jim Cherry, NCI Office of Scientific Operations, crouches, ready to catch, as SAIC-Frederick’s Peggy Pearl, Facilities Maintenance and Engineering, anticipates the pitch of the ball at the third annual softball game between NCI and SAIC-Frederick.

GINNY Whipp added, “Jiro Wada played an excellent left field. And thanks to a great pitching job and a good offensive bat, Tim Lenhart was named Most Valuable Player.”

Conrad concluded, “As always, I appreciated Ginny’s help in pulling the game together and we both appreciated the fan support!”

The NCI-Frederick roster included coach Conrad; Jim Cherry and Paul

Lyons, both, systems analysts, Office of Scientific Operations; Scott Drega, Research Contracts Branch; Mike Giano, Dan Smith, and Katelyn Nagy, all, Chemical Biology Laboratory; David Goldstein, Office of Science and Technology Partnerships; Emily Whitson, Molecular Targets Laboratory; Marci Brandenburg, Scientific Library; Stephanie Watkins and Andy Hurwitz, both, Laboratory of Molecular Immunoregulation; and guest player Mike D’Alessio.

SAIC-Frederick players included: Doug Leggett, Tim Lenhart, Peggy Pearl, Scott Wanrow, and Danny Bovey, all of Facilities Maintenance and Engineering; Andi Gnuschke, Contract Planning and Administration; Ginny Whipp, Financial Management; Jiro Wada, Scientific Publications, Graphics & Media; Colin Celaya, Conference Center; Jeff Lake, Advanced Technology Program; Scott Coccorilli, Laboratory of Molecular Technology; Kurt Zimmerman, Contracts and Acquisitions; and guest player Kim McLean, former SAIC-Frederick employee. 🌟

Project Management

Metrics Critical in Tracking Project Performance

By Carmen V. Clark, Contributing Writer

We at NCI-Frederick already see new trends in project management materializing as SAIC-Frederick continues to focus on ways to improve project performance by implementing project governance programs and measuring project performance using the SMART (Specific, Measurable, Actionable, Relevant, and Timely) technique for collecting meaningful metrics.

At SAIC-Frederick, we also continuously seek ways to simplify project planning and execution approaches to help minimize bottlenecks and meet customer expectations faster with greater agility, while at the same time addressing the risks that can derail our projects.

More than 400 NCI and contractor employees have been trained in the basics of project management through the SAIC-Frederick Project Management Resources Office. (Visit us at <http://saic.ncifcrf.gov/ProjectManagement/> for project management training, tools, and resources.)

In a recent article published online at <http://www.projecttimes.com>, LeRoy Ward, executive vice president, Product Strategy and Management, ESI International, summarized the “Top 10 Project Management Trends for 2010” (<http://www.esi-intl.com>; retrieved May 19, 2010, from <http://www.projecttimes.com/articles/top-10-project-management-trends-for-2010.html>).

“Metrics, metrics, and more metrics” is Ward’s theme. Last November, ESI International asked a global panel of consultants and senior executives to identify the latest trends. The panel

summarized 10 important trends, many of which involve metrics.

1. Program and project managers will develop “resources to implement project portfolio management solutions. This will provide the fact-based decision-making senior management needs.”
2. Business analysis or “requirements management and development” will be in demand, “helping to quantify organizational performance improvement for management.”
3. Everyone from upper management through the project managers will recognize the need for improved organizational performance, and project and program governance, and for aligning these “with organizational resources and goals across the enterprise.”
4. Project management offices (PMOs) will “establish business analysis centers of excellence, either within the PMO or alongside it to further improve project outcomes.”
5. Agile project management will become more widespread, and upper management “will demand quality metrics that clearly demonstrate the value of Agile over other Project Management (PM) approaches for specific projects” and show “Agile’s impact on the achievement of organizational objectives.”
6. Outsourcing will also be more widespread as “organizations use project management principles to guide their contracting and outsourcing processes, leveraging project managers’ skills and knowledge in schedule, risk, requirements, and quality management.”
7. Greater focus will be placed on financial risk management, affecting additional areas “where risk assessment principles can be used to drive performance.” In

turn, businesses “will seek a clear delineation between systemic and non-systemic risks; the determination and management of risk factors that could jeopardize success; and dependencies between program and portfolio components.”

8. Globally, governments and nongovernment groups will have to deal with wars, global pandemics, and natural disasters. “Project portfolio management (PPM) principles will help ensure that the right projects are selected and achieve the desired outcome. PPM will serve double duty in helping to effectively measure and communicate progress to donors and taxpayers.”
9. Many more organizations will use project management assessment to determine “their PM learning needs, [to] track progress and [to] identify the return on investment [that] senior management is looking for in this critical investment.”
10. “To improve PM learning retention rates, and keep employees on-the-job as they learn,” many groups will use updated technology to “help adults learn outside of the traditional classroom” through methods such as “burst” learning (concentrating on teaching a specific skill area for a specific, short time span), “on-demand reference tools, electronic performance systems, job-aids and increases in formal coaching.”

In his conclusion, Ward points out that “wise senior managers continue to invest in increasing their organization’s PM skills and capacity. They want to ensure success of projects essential to producing great products, improving customer satisfaction, and driving revenue and profit growth.” 

Quality Assurance

From Plan to Process: Documents Help Guide Operations

By Steve Harshman, Contributing Writer



In an earlier article (“Establish Internal Control through Documented Procedures,” *News and Views*, 15[1]:8, 2009), we learned about the importance of documenting

procedures if we expect to establish control of any of our process inputs. In that article it was also mentioned that procedures are an important component of the overall document structure within an organization. In this article, we will look at this document structure and the types of documents organizations use to guide and manage operations.

The document structure within an organization can be viewed as a four-tiered pyramid. The top level consists of a plan that defines the overall approach, or where the organization needs to go to achieve

its objectives. This plan could be a strategic plan, management plan, or an operations plan designed to ensure compliance with specific regulatory or contract requirements. The second tier represents the company policies, or more specifically, a description of what will be done to accomplish the plan; and in some cases, policies can identify functions responsible for making sure the policies are followed. The third tier represents the documented procedures and processes that detail how the organization will accomplish the work as defined by the policies. Finally, the fourth tier comprises records; documents that contain information about what was done, when it was done, and who performed the work.

For SAIC-Frederick, the Operations and Technical Support (OTS) contract is our top-level document. Through the statement of work and associated contract articles, it defines our overall approach to the work we are expected to perform. The NCI-Frederick policies and procedures are the second-tier documents and define what must be done to comply with specific aspects of the contract. The SAIC-Frederick standard processes in the *Administrative Handbook of Standard Processes* and standard operating procedures within the specific program areas are the third-tier documents, as they define how the work will be accomplished.

And finally, completed forms, lab notebooks, contract deliverables, and other associated documents serve as the records that work was completed as specified.

Documents in all four tiers of the pyramid must be reviewed and revised regularly to ensure they are current and aligned. Whereas NCI controls the OTS contract, responsibility for the documents in the remaining three tiers resides with SAIC-Frederick.

In the last issue of *News and Views*, an article concerning the recently updated NCI-Frederick *Policy and Procedures Manual* mentioned that the SAIC-Frederick *Administrative Handbook of Standard Processes* is also being reviewed and updated.

Is it time to review your standard operating procedures as well to ensure that they accurately reflect how your work is to be performed? 🔄

University of Maryland to Offer Classes Here This Fall

From Staff Reports

The University of Maryland University College (UMUC) will offer four classes during two short semesters at Fort Detrick this fall.

Two courses will be held for the first session, September 7 through October 25: BMGT 339, Government and Business Contracting; and SOCY 462, Women in the Military.

For the second session, October 26 through December 16, UMUC will offer BMGT 380, Business Law I; and HRMN 362, Labor Relations.

In addition, UMUC has an academic advisor on site the third Thursday of every month. To schedule an appointment, please call the Fort Detrick Center for Training and

Education Excellence at 301-619-2854. You can also visit <http://www.umuc.edu> for a complete schedule of classes. For more information on UMUC or to register for these courses, call 301-738-6090 or e-mail shadygrove@umuc.edu. 🔄

VPP Hosts Inter-Departmental Activities Year-Round

By Lori McHugh, Contributing Writer

Even though the Vaccine Pilot Plant (VPP) Social Committee was organized just 10 months ago, the group has been busy.

VPP, part of the Vaccine Clinical Materials Program and operated by SAIC-Frederick, celebrated Earth Day in April by collecting trash from the grounds around the VPP building and the surrounding area. Nearly 15 bags of trash were collected, separated, and recycled. The staff then held a potluck picnic, using compostable paper goods. The VPP Garden Club, formed by John Maciolek and Barbara Brooks, held a perennial plant exchange. The Garden Club meets regularly to discuss native plants and gardening issues.

The social committee formed in the fall of 2009 with volunteers from each department. The first planned event in 2009 was a Halloween Potluck luncheon with an 80s theme. Costumes, cubicles, and food were judged, and prizes were awarded to the best of show.

In November, the VPP collected two overflowing boxes of unwrapped toys for disadvantaged children for the Toys for Tots Program; the toys were presented to the U.S. Marine Corps.

In December, the annual VPP Holiday Celebration was held. Some of the activities included an ornament exchange, a cookie exchange, and a tree lighting ceremony, at which homemade apple cider was served.

In February, the VPP held the American Red Cross Blood Drive, during which 14 whole units of blood were donated; 42 lives were saved as a result of these donations.

Other events for 2010 have included a chili cook-off, a St. Patrick's "Wear Green" day, a plastic egg hunt, a "Funny T-Shirt" day, a "Hawaiian Shirt" day, an ice cream social, and a Fourth of July picnic. Participation has been very high.

As this newsletter goes to press, the social committee is preparing care packages for our troops stationed

abroad. Some of the items being collected are toiletries, baked goods, and tokens of appreciation, such as letters and small gifts.

The committee aims to boost morale by providing activities and events that focus on inter-department socialization, recognition, wellness, and "just plain fun." The committee also strives to give back to the community, as demonstrated by the activities on Earth Day.

These events and activities help to promote a friendly atmosphere, which makes us closer and stronger as a team. Members include organizer Patti Labbe, associate director, Quality Control, Shervon Branch, Tara Grove, Jason Courtney, Ira Kest, Lori McHugh, Laurie Menzl, Justina Pongonis, Kathleen Rosenfeld, and Mike McMahon. Meetings are held monthly and a regularly updated calendar alerts everyone of coming events. The VPP Social Committee welcomes your suggestions. Contact Patti Labbe at 301-228-4210 or labbep@mail.nih.gov.



All photos courtesy of Lori McHugh, VPP.

United Way of Frederick County Recognizes SAIC-Frederick for Generous Donations

By Ashley DeVine, Staff Writer

SAIC-Frederick received the Circle of Honor, Bronze Summit Award from the United Way of Frederick County for the philanthropic support provided through its employee giving campaign.

The United Way of Frederick County recognized SAIC-Frederick for its increase in donors and donations to the organization during the 2009–2010 campaign. Employee donations reached about \$17,000, which will be company-matched to total about \$34,000. Contributions were made by 24 employees. This first-time company match increased company donations by more than 60 percent compared to last year. SAIC-Frederick was also lauded

for its Charity Fair held last October, which provided an opportunity for United Way of Frederick County staff to interact with SAIC-Frederick employees.

SAIC-Frederick was also listed in the United Way of Frederick County's top 10 corporate campaigns for 2009–2010.

The Summit Award is the highest award in the bronze, silver, gold, and platinum categories of the Circle of Honor Awards. Bronze awards go to companies that have fewer than 99 employees contributing to the United Way of Frederick County through employee giving campaigns. 🌟



Larry Arthur, Ph.D., chief executive officer, holds the Circle of Honor, Bronze Summit Award from the United Way of Frederick County.

American Red Cross Blood Drives: Your Donation Could Save Lives

By Carolyn Cable, Occupational Health Services, Guest Writer, and Ashley DeVine, Staff Writer

If you are looking for a way to help others in need, consider donating blood. The American Red Cross estimates that every two seconds someone in the U.S. needs blood. A single accident victim can use up to 100 pints of blood during emergency treatment.

American Red Cross blood drives are held quarterly at NCI-Frederick and



In February, VPP staffers donated 14 pints of blood.

donations help the Greater Chesapeake and Potomac Regions meet the blood needs of premature babies, pregnant mothers, the chronically ill, and accident victims. One donation can help save the lives of up to three people, according to the American Red Cross.

Here at NCI-Frederick, our goal of 40 pints has not yet been met. The closest we have achieved is 38. Will you help us reach our goal?

One common misconception about donating blood is that it is a hard and lengthy process. In reality, it only takes 8–10 minutes. You can be seated or lying down during the donation.

The requirements for blood donation are that you are healthy, at least 17 years old, and weigh at least 110 pounds. Before your donation, an American Red-Cross employee will give you a



mini physical exam and review your health history. Afterwards, you get to drink soda and eat cookies, and you get a present. What could be more fun?

The next American Red Cross blood drive at NCI-Frederick is July 29 from 10:30 a.m. to 5:00 p.m. in the Building 426 conference room. To register, contact Carolyn Cable in Occupational Health Services at 301-846-1486.

For more information about the process of donating blood, visit <http://www.redcrossblood.org/donating-blood>. 🌟

HR Streamlines Recruitment, Employee Relations Functions

By Nancy Parrish, Staff Writer

The Human Resources Department (HR) recently announced a reorganization relating to the points of contact (POCs) assigned to each of the “key” groups in SAIC-Frederick.



Mary Lou Siegle

The five key groups are (1) the Technology and Research Group, led by Tim Harris, Ph.D., chief technology officer; (2) the Clinical Group, led by Barry Gause, M.D., chief medical officer; (3) the Operations Group, led by Dave Bufter, chief administrative officer; (4) the Financial Group, led by Ken Carpenter, chief financial officer; and (5) Larry Arthur, Ph.D., chief executive officer.

Eliminates Duplication of Effort

Before the reorganization, two HR managers, Mary Lou Siegle and Mary Neville, were each responsible for handling both recruitment and employee relations issues for specific key groups. “Due to the variability

of employee relations activities and the urgency and time commitment to respond to these, the challenge in co-management of staff and the amount of time needed to keep each POC briefed on the other’s activities, there has been a lot of duplication of effort,” said Darlene Rosmarino, HR associate director, in the e-mail announcement.

According to Jill Sugden, HR director, Siegle will now be the POC for all five of the key staff as well as for the directorate heads.

She will meet regularly with each of these top managers to report on the status of all relevant HR matters, including recruitment, compensation, and employee relations, bringing in “HR subject matter experts” as needed. Siegle will also supervise the recruitment and support staff in Building 372.

Neville will resume her previous role as employee relations manager, according

to Rosmarino’s e-mail. She will “assist all employees and managers with resolving workplace issues, evaluate employee survey feedback and conduct exit interviews and relevant training,” Sugden said.

By eliminating the duplication of effort that occurred with the previous arrangement, Sugden said, the new assignments will help streamline efforts relating to recruitment processes and staff issues. The new organization ensures that “there is someone dedicated to assisting employees and managers with employee relations matters,” she added.

Siegle may be reached at 301-846-5366, or sieglema@mail.nih.gov; Neville may be reached at 301-846-1377, or nevillema@mail.nih.gov.



Mary Neville

Live Ethics Training Required by November 30

By Andi Gnuschke, Contract Planning and Administration, Guest Writer

In May, SAIC Corporate launched the company’s new code of conduct, which all employees were required to read. Along with the new code is a new ethics awareness training program. All SAIC employees, including SAIC-Frederick employees, are required to attend a live ethics briefing before November 30, 2010.

Live ethics briefings began the week of June 14 and will run through

September, with makeup sessions to be scheduled as needed. Andi Gnuschke, ethics coordinator, Contract Planning and Administration, and Sukanya Bora, manager, Training and Development, Human Resources, are conducting the training. Training points-of-contact within each directorate can enroll employees in the training. Live webcasts are available for off-site employees only. It is very important to attend the training so that SAIC-Frederick

maintains compliance with corporate requirements.

Please contact your directorate’s training point-of-contact with any questions. If you do not know your training point-of-contact, e-mail or call Andi Gnuschke at gnuschkea@mail.nih.gov or 301-846-6952.

SAIC Corporate Review of Time-Charging: Record All Hours Worked

By Carrie Belasco and Ann Heller, *Financial Management, Guest Writers*

From February through May, SAIC Corporate auditors performed an audit of SAIC-Frederick's business practices. This type of audit is performed every two years. Since the majority of costs charged to NCI are related to labor, it is critical for all employees to record their hours accurately and in accordance with *Standard Process B301, "Guidelines for Completing Time Cards."* For this reason, the auditors spent a great deal of time interviewing employees to ensure that they were familiar with and complied with our company policy.

Although SAIC-Frederick employees have shown a marked improvement over the past two years, some employees are still uncertain about a few procedures.

Recording Hours on Your Time Card

Auditor's comment: Employees are not recording all hours worked. The time-charging policy requires all employees to record all hours worked during a bi-weekly pay period.

The auditors discovered that some exempt employees were working more than eight hours per work day but were only recording eight hours on their time cards.

Employees who work a schedule different from 10 eight-hour days should record the actual hours they work each day. If you work four 10-hour days, you should record 10 hours on each day you work.

Employees who work nine hours one day and seven hours the following day should record the actual hours worked each day.

Auditor's comment: Exempt employees did not understand the importance of recording all hours worked on their time cards.

In July 2009, total time accounting was implemented for all SAIC-Frederick employees. Tracking all labor hours is necessary to analyze and allocate

record hours greater than 80, go to the left-hand side of your time card and click on the "+" sign to expand the time-card view. Under the "center description," there will be a drop-down box. Click on the box and select "SA009 – hours grt 80." This is where you enter any hours worked over 80.



Carrie Belasco, manager, Internal Audit, performs a mock time-charging audit.

labor costs in addition to meeting government expectations regarding the recording requirements associated with the American Recovery and Reinvestment Act of 2009.

Non-exempt (Service Contract Act) employees are required to record all hours worked on their time cards. Actual hours worked in excess of 40 hours within the work week are paid at time-and-a-half of a non-exempt employee's hourly rate.

Exempt employees are required to record all hours worked on their time cards. The "hours greater than 80" section of the time card must be used after an exempt employee has recorded 80 hours during the pay period. To

Time Card Certification

Within the next few weeks, you will receive a memo from the Payroll Department regarding time-charging. Included with this memo will be a copy of *SP B301, "Guidelines for Completing Time Cards."* You will be required to read these documents and sign a "Standard Procedure B301 Completion and Approval of Timesheets Certification." By signing the document, you certify that you will comply with all policies relating to recording labor hours. As a reminder, time-card falsification is grounds for immediate termination of employment. ↻

NCI-Frederick Campus Hosts Wildlife

By Lisa Sheffield, Nanotechnology Characterization Laboratory, Guest Writer



Photo courtesy of Chris McLeland, Nanotechnology Characterization Laboratory

NCI-Frederick hosts a lot more wildlife than most of us realize. A few years ago, a killdeer (a kind of plover) was noted nesting in the gravel lot then in place near Building 372. For the past two years, we've had a hawk on campus.

Earlier this spring, as we walked from Building 426, Kathy Miller and I saw a mature hawk gliding from his perch on a telephone pole to an oak at the corner of Building 560. He sat only about 10 feet above our heads, preening himself in the sunlight, allowing us to admire

his beauty and grace. We promptly named him "Mr. Beautiful."

From research that I did after I returned to my office, I determined that he is a red-tailed; the species "breeds throughout North America," according to the Wikipedia web site, http://en.wikipedia.org/wiki/Red-tailed_Hawk.

As we stood there admiring the hawk (and he knew it), Bill Lonergan, director of Facilities Maintenance and Engineering, strolled up and said Mr. Beautiful has lived on campus for at least the past two or three years, which is probably why he has become so "people-friendly."

I've learned over the years, when trying to photograph them, that hawks usually do not allow people within 100 feet, let alone within 10 feet of them. So, seeing this one up close was truly a raptor lover's dream come true—at least, for me. 🐾

TYCTWD:

Important Reminders

By Barbara Birnman, Guest Writer

Take Your Child To Work Day (TYCTWD) 2010 at NCI-Frederick and Fort Detrick will be held on Wednesday, July 21. All children attending TYCTWD must be preregistered; registration on the day of the event is not available.

Keep in mind that groups of children, their parents, and escorts will be walking all over the facility, so please

take extra precaution when driving. Several parking areas and streets may be closed to vehicular traffic on event day.

Everyone attending TYCTWD (children, parents, and volunteers) must wear closed shoes for their own safety – no flip flops or open-toed sandals.

TYCTWD is a very special day for our children, so help us make it safe and memorable. Remember to smile! 🐾



Tea and Talk Promotes Open Dialogue

By Kathy Miller, Contributing Writer

Tim Harris, Ph.D., chief technology officer, Technology and Research Group (TRG), recently initiated bi-monthly open dialogue sessions with TRG staff. Known as "Tea and Talk," this new forum is open to employees in all TRG directorates and gives staff a chance to meet Harris, as well as the other TRG directorate heads (Jeff Lifson, M.D., AIDS and Cancer Virus Program Directorate; Mary Carrington, Ph.D., Basic Science Program Directorate; Lionel Feigenbaum, Ph.D., Laboratory Animal Sciences Program Directorate; and Vadim Sapiro, Information Systems Program Directorate). The gatherings take place in Building 1529, in a relaxed environment, with tea, wine, beer, soda, and appetizers.

Tea and Talk offers a unique opportunity for employees to talk with peers and directors about their work, new ideas, or anything else that is on their minds. Invitations are extended every other month to staff members who are celebrating a birthday within the next two months.

Harris hopes these sessions will demonstrate the benefit of holding staff meetings more often than just once a year. "Pertinent questions have been asked during these get-togethers," he said. "They provide staff within the Technology and Research Group a straightforward opportunity to talk with me and with the directorate heads in the TRG."

You're Invited...

The next Tea and Talk will take place August 25. If you have a birthday in August or September, or if you couldn't attend a previous session, you'll be on the invitation list. Watch your e-mail for details! 🐾

14th Spring Research Festival Offers Something for Everyone

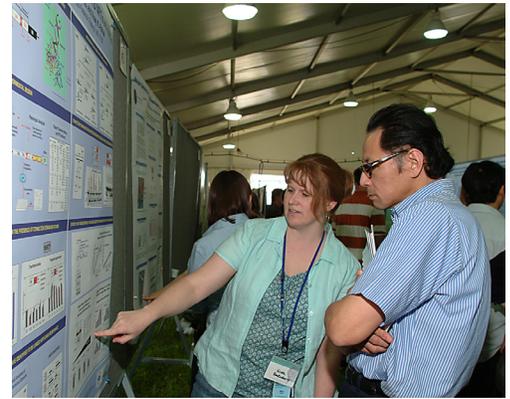
By Maritta Perry Grau, Staff Writer

Whether you were there to take a break from the office, to assess the latest in scientific equipment, or to eagerly explain your research, the 14th annual Spring Research Festival had something for you on May 5 and 6.

Do you have eclectic interests? You were able to pick up literature and talk to college or university representatives about furthering your education; find material to help you use safe practices in the lab and office; were able to get tips on thinking and practicing “green”; get cookbooks and movie guides from the Diversity team; recipes from the Scientific Library; and fresh popcorn and poster production guides from Scientific Publications, Graphics & Media.

Is science your main interest? Scientists presented nearly 200 posters on current research discoveries. As we go to press, poster critiques are being evaluated. Watch for announcements of winners in the September *Poster*.

What do you know about the cancer properties of this year’s festival mascot? This year’s “mascot,” the bacterium *Streptomyces peucetius*, “is the source of the anticancer drug daunorubicin (also known



Agriculture-Foreign Disease Weed Science Research Unit; the Centers for Disease Control and Prevention; the U.S. Army Medical Research Institute of Infectious Disease; the Navy Medical Biodefense Research Laboratory; and the National Institute of Allergy and Infectious Diseases Integrated Research Facility.

According to one of the organizers, “Our goals are to share information among scientific disciplines and to acquaint our neighbors in the NCI-Frederick and Fort Detrick communities with the research we conduct, the discoveries we have made, and the challenges that lie ahead.”

as daunomycin or daunomycin cerubidine),” according to Cheryl Parrott, NCI-Frederick director of public relations.

Who puts on the festival? The Spring Research Festival is jointly produced by NCI-Frederick and Fort Detrick, and underwritten by the Technical Sales Association. Other collaborators in the event include the National Biodefense Analysis and Countermeasures Center, Department of Homeland Security; the United States Department of

Answers to the April 2010 News & Views crossword puzzle.

D	A	D	O		O	P	E	N		O	L	S	E	N
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Long Days

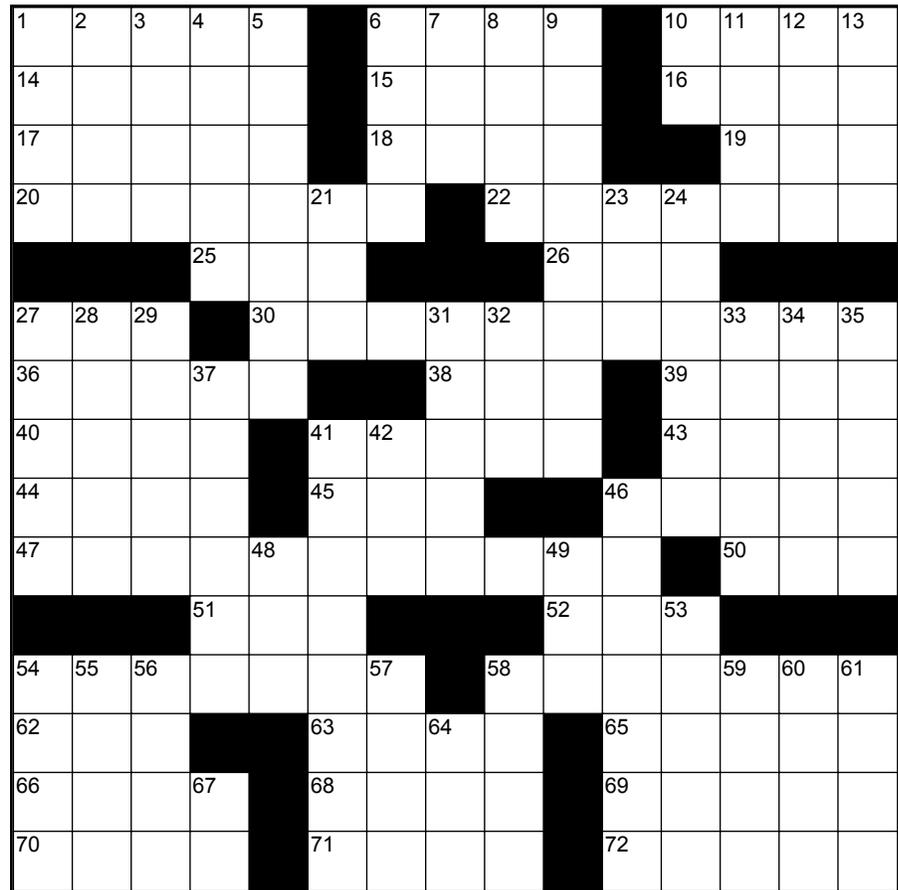
By Frank Blanchard, Staff Writer

ACROSS

1. Middle-Eastern resident
6. You'll have to pay it back
10. Dog day month
14. Meatless diet
15. Tickle me doll
16. Sandwich cookie
17. Spy
18. Arab leaders
19. Sun Devils' home (abbr.)
20. Plain of Herodotus' sacred horses
22. Not as big as
25. Ratio important for hearing? (abbr.)
26. Cousin of St. and Blvd.
27. Just a little
30. Hallmark of the season
36. Make very happy
38. Friend
39. Sharon of Manson murders
40. Take the bus
41. Peaceful harmony
43. Nick and Nora's dog
44. Harvest
45. Nineteenth Greek letter
46. Playful swimmer
47. When the season ends
50. Older ones (abbr.)
51. Listening device
52. Dietary standard (abbr.)
54. Sports laudatory
58. Calibrations in advance
62. Lamb sound
63. ___ Winans, gospel singer
65. Wash follower
66. Horse hoof sound
68. CD precursor?
69. St. Vincent Millay, and others
70. Fast run
71. Stick's comedy companion
72. Little loved ones

DOWN

1. He was the "terrible"
2. One of the four Pokemon
3. Lengths of time
4. Grandmothers, to babies
5. Very strong
6. What Sprat's wife couldn't eat
7. Catholic school name, often (abbr.)



8. French friends
9. Customarily
10. Scottish sweetheart
11. Russian river
12. ___ majeste
13. ___ Song, Elton John title
21. Path of an arrow
23. Digital movie format
24. *Interview with the Vampire* character
27. Schaivo of celebrated Florida case
28. Otherworldly
29. Fathers, to babies
31. Poppy drug
32. Horse nibble
33. Brewing kilns
34. Barely speak
35. "___ in Heaven," Clapton
37. Native American dwellings
41. Gets attention
42. Bawdy, quotable West
46. Bossed around
48. Tap on the head
49. Make a mistake
53. Stage whisper
54. Alphabet starter
55. Tra's friends?
56. Thailand neighbor
57. Factual, true
58. Chick sound
59. Southwest Italian city
60. Russian ruler, once
61. Congressional meeting time (abbr.)
64. Numbers professional (abbr.)
67. A measure of acidity

(Answers to the April 2010 News & Views crossword puzzle are on page 21).

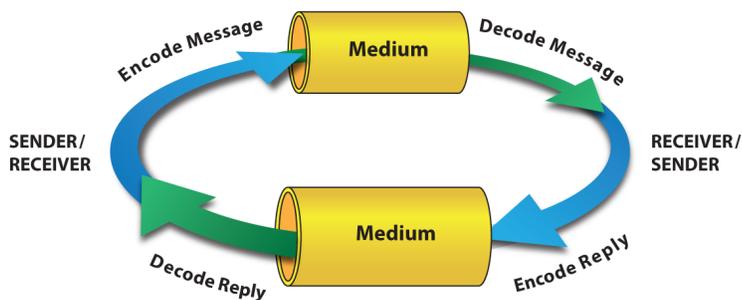
On Effective Communication

How to Avoid a “Failure to Communicate”

By Ken Michaels, Staff Writer

During Oscar season in 2010, the American Film Institute published its list of 50 greatest quotes from the silver screen. One of my favorites is #11, delivered by the late Strother Martin in the 1967 release, *Cool Hand Luke*. In his role as prison camp warden, he famously declared from his front porch to the assembled prisoners, “What we’ve got here is failure to communicate!”

What causes communication failures, anyway? Consider the following classic continuous loop communication model:



Starting on the left, a sender encodes a message, sends it through some medium (e-mail, telephone line, radio transmitter, etc.) to a receiver, who decodes the message, and (ideally) understands what the sender wanted to communicate. The receiver then becomes the sender and encodes a reply, sends it back through some medium (the same one or a different one) to the original sender, who is now the receiver, who decodes the reply and (ideally) understands the message. Communication has occurred. Simple, eh?

But if it’s really all that simple, what was Strother Martin talking about? Let’s take a little harder look at the model.

Communication Must Go Both Ways

For starters, notice that a reply is required. And for communication to occur, the reply must be in context with the original message. If a colleague asks me whether I saw the recent Majordomo about a street closing and I reply “I prefer decaf,” did communication occur? I don’t think so.

An unanswered or improperly answered message doesn’t constitute communication. The very nature of the continuous loop is a reminder that communication is a two-way, not a one-way process. Even if the reply is simply verification that the message was heard, or better yet, understood, that reply completes the loop. No reply, a vague reply, or an outright odd reply, are all pretty good indicators of a communication failure in the making.

Quality of Medium Is Key

And then there’s the medium of transmittal. All messages get from one place to another somehow, from simple speech directed to a person in the same room, to radio transmissions beamed up to satellites and bounced back to earth. Radio messages can be sent with speech, or with Morse code, and can be listened to. In twentieth century wartime, radio silence was maintained

(continued on page 24)

In Memoriam



Dwayne L. Howard

From Staff Reports

SAIC-Frederick was saddened to learn of the death of Dwayne L. Howard on May 29. Howard worked at NCI-Frederick for 32 years in the Facilities Maintenance and Engineering HVAC shop.

Howard was a senior Heating, Ventilation, and Air Conditioning mechanic with specialized training in the maintenance, repair, and modification of large-tonnage chiller plants; specialized biomedical laboratory and animal facility heating, ventilation and air conditioning systems; computer rooms; and process chillers.

Howard “built and maintained successful long-term working relationships with colleagues by encouraging a participative approach to work, fostering cooperation, pride, dialogue, and trust. He will best be remembered for the dedication and determination he poured into helping others, always reaching out to help those who needed a friend,” said his HVAC shop supervisor, Dennis Angel.

“Dwayne was a very genuine and kind person who dedicated his life to promoting discovery and research,” Angel noted.

The SAIC-Frederick community extends condolences to his wife, Katrina; his son, Leif; and the extended family. ☹️

How to Avoid *continued from page 23*
in combat conditions by the use of semaphore, a system of holding flags in certain positions to depict letters of the alphabet; only a line of sight between sender and receiver was required, and the message could get through in spite of the horrendous noise of battle.

The medium through which a message travels always has the potential to compromise its fidelity, and hence its understandability. When you are talking with someone in the same room and simultaneously a radio or TV is playing or another conversation is taking place, or perhaps a power lawnmower is running just outside the window, even the quality of simple face-to-face speech communication is challenged by imperfections in the medium. In this case, the voice is unable to rise above the external noise, and the message may be compromised. Radio messages grow weaker the farther they are transmitted and are

subject to interference in bad weather conditions. Even simple semaphore can be challenged by smoke or fog between sender and receiver.

Be Sure You Get Your Message Across

So we can do at least two things to reduce the prospect of communication failure: (1) stay alert to the need for an in-context reply to the messages we send; and (2) choose a medium that is likely to hasten the message along clearly, rather than hinder or muddy it. ↻

Next time: Encoding and decoding messages.

Do You Communicate Effectively?

By Maritta Perry Grau, Staff Writer

If you sometimes think that you'd like to brush up on your communication skills, you might want to attend one of the following seminars or workshops,

sponsored by Scientific Publications, Graphics & Media and Human Resources.

Lunch'n'Leans are held from 12:00 p.m. to 1:00 p.m. You are always welcome to bring your lunch.

September 16: Communicate Effectively through E-Mail

October 28: Editing and Proofreading Your Documents

December 9: Business Writing for Effective Communication

December 16: Persuasive Business Writing

Scientific Writing Workshops are held from 9:00 a.m. to 12:00 p.m. Monday, Wednesday, and Friday of the week scheduled.

November 15, 17, and 19: Presenting Science the 'Write' Way: Strategies for Scientific Presentation

Watch for the HR Training Calendar to announce specific places for these and other seminars and workshops. ↻

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

Take Your Child To Work Day.....	July 21
NCI-Frederick/Fort Detrick Student Poster Day.....	July 29
Labor Day: NCI-Frederick closed.....	September 6
Columbus Day: NCI-Frederick closed.....	October 11

201169



Frederick

Our Mission

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.



Please be kind to our environment and recycle.