

Still The Second Best Thing About Payday

WHO's Lee To Give 4th Annual Barmes Lecture

Dr. Lee Jong-wook, director-general of the World Health Organization, will deliver the 4th annual David E. Barmes Global Health Lecture on Monday, Dec. 6 at 3 p.m. in Masur Auditorium, Bldg 10. His talk is titled "Health Challenges for Research in the 21st Century."



Dr. Lee Jong-wook

Lee has been a world leader in the fight against two of the greatest challenges to international health and development—tuberculosis and vaccine-preventable diseases of children. Dedicated to the development of health

SEE BARMES LECTURE, PAGE 2

Your CFC Donation at Work

Real Life RAINBOWS Helps Kids Walk Through Storms

By Jane DeMouy

Soft-spoken and polite, the somewhat shy 10-year-old boy sitting with reporters looks like he would be a model fifth-grader at D.C.'s C.W. Raymond Elementary. Today,



Working with RAINBOWS helps kids smile again.

that's exactly what he is. But only a year ago, after his mother died, he was anything but. Traumatized by the sudden loss of the mother he describes as "a great person,"

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Some May Happen, Some May Not

Master Plan Update Envisions Well-Built Campus

By Rich McManus

There is always just a hint of Shangri La when perusing NIH master planning documents, which the agency prepares roughly every 5 years in order to ensure the orderly development of the campus in coming decades. The maps that accompany the thick planning books are clutter-free, symmetrical and idyllic, with none of the dirt, dust and disruption that accompany real-world construction. They paint inviting portraits into which one would readily hasten.

We're at one of those junctures now, as the Office of Research Facilities Development and Operations prepares the 2003 update to the Bethesda campus master plan. The draft—more a vision of what the future campus might be than a blueprint of exactly how and when the campus will grow—is currently out for public review and comment, said NIH Master Planner Ron Wilson, who presented it at an Oct. 21 meeting of the Community Liaison Council. The National Capital Planning Commission, the federal

SEE MASTER PLAN, PAGE 6

NICHD Lauds Scientists With 'Hall of Honor'

By Robert Bock

At a ribbon-cutting ceremony during its recent council meeting, NICHD opened a new permanent exhibit commemorating the accomplishments of its grantees and intramural scientists.

"We wanted to recognize the most noteworthy achievements that our extramural and intramural scientists have made with the support they received from the NICHD," said Dr. Duane Alexander, NICHD director. "Their remarkable contributions to our knowledge of health and disease has greatly improved our ability to prevent and treat a number of disorders of mothers and children, markedly improving their health."

The NICHD Hall of Honor, located in the hallway of the



Dr. Robert E. Cooke, member of the presidential task force that helped to establish NICHD

SEE HALL OF HONOR, PAGE 10

Memorial Service for La Montagne, Nov. 30

A memorial service for Dr. John La Montagne, NIAID deputy director, will be held at the Natcher auditorium on Tuesday, Nov. 30 at 3 p.m. All are invited to attend. La Montagne died suddenly in Mexico City on Nov. 2, at age 61.

BARMES LECTURE, CONTINUED FROM PAGE 1

interventions to reduce poverty, Lee has worked at the country, regional and headquarters level of WHO for 20 years in technical, managerial and policy positions.

Lee began his career at WHO in 1983 as a consultant on leprosy in the South Pacific. A year later, he was appointed team leader for leprosy control in that area. In 1986, he moved to the Western Pacific regional office in Manila, initially in the Regional Leprosy Control Program and later as regional advisor on chronic diseases. From 1990 to 1994, he headed polio eradication initiatives in the Western Pacific. He oversaw a reduction in polio cases from 5,963 to 700 in the region. Lee then moved to WHO headquarters in Geneva as director of the WHO Global Program for Vaccines and Immunization (GPV) and executive secretary of the Children's Vaccine Initiative, a global campaign to develop new and improved vaccines for children.

After heading GPV and serving as senior policy advisor, Lee was appointed director of the Stop TB Department at WHO in 2000. He rapidly built what is internationally recognized as one of the most successful and dynamic global public-private partnerships for health—the Global Partnership to Stop TB. This is a coalition of more than 250 international partners, including WHO member states, donors, non-government organizations, industry and foundations. Lee also launched the Global Drug Facility (GDF), a new initiative to increase access to TB drugs. The GDF is considered a model for increasing access to drugs for other diseases of poverty such as HIV/AIDS and malaria.

Lee began his 5-year term as WHO director-general (chief technical and administrative officer) on July 21, 2003.

A native of Seoul, he earned his medical doctor degree from Seoul National University and a master of public health degree from the University of Hawaii.

All are welcome to attend the lecture and to meet with Lee afterward at an informal reception in the Masur foyer. The Fogarty International Center and NIDCR jointly support this lecture series, which honors the late David E. Barmes, who was a special expert for international health in the Office of International Health at the National Institute of Dental and Craniofacial Research. ■

Study of Genes, Aging and Cognition

Healthy volunteers, over the age of 55, are needed to study the genetics of aging and cognition. Participation requires a blood draw and non-invasive clinical, neurological and cognitive testing procedures. No overnight stays. No medication trials. Compensation provided. Call Bobby Das at (301) 435-4593 or email DasB@intra.nih.gov. Refer to protocol # 00-M-0085. ■

NIH's Asian/Pacific American Organization Awards Ceremony Set, Dec. 3

On Friday, Dec. 3, the NIH Asian/Pacific American Organization (APAO) will hold its annual awards ceremony from noon to 1:30 p.m. in Bldg. 1's Wilson Hall. Each year APAO seeks nominations from NIH employees for its outstanding achievement awards. Traditionally, awards are given for significant accomplishments in advancing EEO goals, performing scientific research and for administrative work.

This year's award recipients include Dr. Hammed Khan, for scientific research; and Tony Gavino and Ihsia Hu, for administrative work. Also this year APAO president Dr. Dar-Ning Kung of NLM will present an award for support of diversity management to NIH director Dr. Elias Zerhouni.

APAO will also install new officers for 2005: Prahlad Mathur of OD, president; Dr. Bill Bunnag of CSR, vice president; Tony Gavino of CIT, treasurer; Dr. Zoe Huang of NHLBI, executive secretary; and Dr. Alex Wang of CIT, co-executive secretary.

Examples of various ethnic foods will be served. A \$10 donation is requested at the door. For more information, contact Donna Wells of NEI at (301) 435-8846. ■

One-Day Outpatient Study

Healthy volunteers, ages 19 to 55, are needed for research on genes and brain function. Procedures involve a blood draw, non-invasive neuroimaging, interviews and cognitive testing. Compensation provided. Call (301) 435-8970 or email ThorpeK@intra.nih.gov. Refer to protocol # 95-M-0150. ■

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MSKCC's Keeney Describes DNA-Strand Gymnastics

By Harrison Wein

The summer Olympics may be a distant memory, but strands of DNA continue to perform their own brand of gymnastics. During meiosis, where gametes like sperm and eggs or yeast spores are made, strands of DNA from separate chromosomes cross over each other and sometimes exchange places. Dr. Scott Keeney of Memorial Sloan-Kettering Cancer Center in New York came to NIH recently to talk about the different kinds of strand gymnastics that determine whether those pieces of DNA will ultimately change places.

The technical name for this exchange of DNA is homologous recombination. The cell uses it to repair DNA that's been damaged, and to help make sure that pairs of chromosomes separate properly during the first division in meiosis. Homologous recombination also gives resulting gametes more genetic variation. When the process goes awry, it can result in cancer and fertility problems. Scientists also think it's one of the leading causes of developmental disabilities.

Keeney called the process a "highly regulated pathway of self-inflicted DNA damage." He explained how both strands of one DNA molecule are broken to make double-strand breaks (DSBs), and how these breaks are then repaired.

When he started in this field, Keeney said, researchers already knew all the players that were involved in making the DSBs. But now, 11 years later, the protein called Spo11 is the only one whose function has really been pinned down biochemically. Keeney's group identified Spo11 as the one responsible for cutting the DNA strands to begin the process. Spo11-like proteins are found in many other species, from yeast to mouse to human. For these studies, Keeney's laboratory used the single-celled "budding" yeast, commonly used to make bread and beer, because of the ease with which it can be genetically manipulated.

Other studies have identified at least 9 other proteins working with Spo11 to cause DSBs, but the functions of these proteins are not known. Therefore, Keeney's group set out to explore systematically the interactions between Spo11 and these other proteins in order to gain insight into their roles.

"One of the take-home lessons," Keeney said, "is that there are connections between all these players."

A protein called Ski8 emerged as the one with the strongest interaction with Spo11. Ski stands for Super Killer because the experiments that originally identified the protein, which were performed by Dr. Reed Wickner's group at NIH, resulted in a lethal number of RNA viruses proliferating in cells. While Ski8 plays a role in RNA metabolism out in the cytoplasm, it also works with Spo11 in the nucleus during meiosis to cause DSBs. Keeney's group found



Dr. Scott Keeney of Memorial Sloan-Kettering Cancer Center in New York came to NIH recently to talk about different kinds of strand gymnastics.

that a direct interaction is required between the two proteins for DSBs to form. Ski8 seems to work with Spo11 in recruiting other DSB proteins to the chromosomes during meiosis. Keeney spoke about some of these other proteins, but their exact roles in homologous recombination are still unknown.

Keeney, however, is most interested in discovering how the cell makes the decision whether or not to exchange the DNA strands when repairing a DSB. Many more DSBs are made than crossovers completed, he said. After a DSB is made, the cell must somehow decide whether to recombine the strands or not—in other words, which kind of strand gymnastics to perform.

There are essentially two types of models explaining how the cell might do this, Keeney explained: counting models and physical models. In counting models, the cell somehow counts a specific number of non-crossovers for each crossover. In a physical model, a crossover would somehow cause a signal to spread along the chromosome, preventing other crossovers.

Keeney's team figured out a way to test these models by using a series of Spo11 mutations that altered the level of total DSBs. If the counting model is right, the number of final crossovers would vary with the number of DSBs. If a physical model is right, the number of final crossovers wouldn't change much over a range of DSB frequencies.

Keeney's team found that as DSBs were reduced, the crossover frequency showed no consistent change. This clearly contradicts the counting models; however, what the physical signal might be that causes this effect is still open to speculation. Whatever the mechanism, Keeney believes that the number of crossovers in a cell needs to be preserved to ensure cell survival—a process he calls crossover homeostasis. When the number of DSBs drops below a certain level, yeast spores simply can't survive.

"What does the cell care about?" Keeney asked. "I don't think the cell really cares about the relative distribution of crossovers and non-crossovers." Getting the right number of crossovers, he argued, is what's most important. Once that's done, the cell can worry about dealing with the rest of the DSBs. ■

NIH-Duke Training in Clinical Research

Applications for the 2005-2006 NIH-Duke Training Program in Clinical Research are available in the Clinical Center, Office of Clinical Research Training and Medical Education, Bldg. 10, Rm. B1L403.

The program is designed primarily for physicians and dentists who desire formal training in the quantitative and methodological principles of clinical research. It is offered via videoconference at the CC. Academic credit earned by participating in this program may be applied toward satisfying the degree requirement for a master of health sciences in clinical research from Duke School of Medicine.

For more information about course work and tuition costs, visit <http://tocr.mc.duke.edu>. Email queries about the program may be addressed to tocr@mc.duke.edu.

CFC DONATIONS, CONTINUED FROM PAGE 1

the boy was constantly disrupting his class. "I was getting real mean," he says softly.

The mother he remembers taking him skating, to the park to play and on cook-outs was suddenly gone from his life. Asked what happened to his mother, the boy says simply, "She disappeared."

His mother was taken to the hospital and died. It was left to the grandmother with whom he now lives to tell him that his mother was gone for good. His

brother went to live with another grandmother, and his sister stayed with his father. "I miss my sister," he says quietly. "I haven't seen her since April. I wish my brother could come over."

He might still be acting out his fear, anger and sadness but for RAINBOWS, a CFC-eligible program that provides peer support for children suffering great loss.

Teacher Margarita Carrere, a warm woman who obviously has a lot of affection for her kids, is the RAINBOWS coordinator at Raymond Elementary. "Kids need to talk about their feelings when they're experiencing trauma," explains Carrere, a veteran who has worked with many children at Raymond in weekly meetings during lunch period. The children might be experiencing the loss of a parent, sibling or friend who has died, become separated from the family or become emotionally absent because of alcoholism or dependence on drugs. The support group meetings are "a healing process," says Carrere.

The volunteers who work with her use booklets, exercises and games provided by RAINBOWS headquarters in Chicago to lead the kids through the healing process. "They talk about guilt, blame, and last, forgiveness. They are angry, frustrated, sad. When they can tell about it, it's like turning on a light in a dark room. The kids love it."

Carrere remembers an early session where she gave out blank paper and asked the kids to draw or write about what was bothering them. "Take out all your rages," she encouraged, telling them to use bad words if they wanted. When they finished, she told them to tear the paper. She was astounded to see them draw and rip through page after page, until she had to run out for more paper. "Kids can be volcanoes ready to explode. This gives them a place to get it out."

The grieving 10-year-old remembers what it was like last year—how angry he felt when he heard

others talking about his mother. "RAINBOWS made it better," he says. He now knows he's not the only one who feels the way he does. He tells about a friend whose father was living several hundred miles away. His friend's father was shot. The wounded man boarded a plane to get home to his family, but the plane crashed before the boy and his father were reunited.

Another boy whose brother was killed by a gang felt it was his fault. He fell behind in class and was referred to special education classes; he spent recess hitting other kids on the playground. RAINBOWS turned him around, and he's now a good student in a mainstream class.

"It's much easier to help a child when he or she is young," says Carrere. "A kid is like a white piece of paper. You can write everything on it. You can still erase. It's much harder when a person is an adult."

Sometimes the kids want to pass on their new-found skill to the adults in their lives, and Carrere has seen instances where the family has experienced healing as a result.

Since Suzy Yehl Marta founded and developed RAINBOWS to help her three young sons through the grief of a painful divorce in 1983, the program has expanded to serve more than 1,000,000 children in the U.S., Canada and other countries. Materials are not expensive, but budget-strapped schools rarely have even a little money for extras, Carrere reports.

But the payoffs are great. The fifth-grader who "was getting real mean" now loves reading, science and math, which he wants to teach to first graders when he grows up. "I'm okay now," he says with a smile. ■

Are You a Woman Who Has Been Depressed?

NIMH is looking for female volunteers to participate in a study that examines the role of hormones in depression. Participants should have experienced depression in the past but not be currently depressed, be between ages 18-45, be medically healthy and not be taking any medications, including birth control pills. Study includes thorough evaluations and compensation. For more information call Linda Simpson-St. Clair, (301) 496-9576 (TTY 1-866-411-1010). ■

Sing Along with Handel's 'Messiah,' Dec. 5

The 8th annual Handel *Messiah* sing-along will take place Sunday, Dec. 5 at 3 p.m. at Figge Theater on the campus of Georgetown Prep, presented by the NIH Community Orchestra and the Bethesda Little Theater. Tickets are available at the door; proceeds benefit the NIH charities. Suggested donations are \$10 for adults, \$5 for students and seniors. Children under 12 and patients admitted free. For information call (301) 987-8184. ■



Coordinator Margarita Carrere works with a member of her RAINBOWS support group for kids suffering great loss.

Plain Language Online Training

Recently, the NIH Plain Language Initiative launched an online training program to help us all communicate better with each other and the public. The training web site is the first item under training at <http://execsec.od.nih.gov/plainlang/training/index.html>. It consists of eight modules, each of which takes about a half-hour to complete.

The plain language coordinating committee, representing all parts of NIH, invites you to explore the other plain language resources as well at <http://execsec.od.nih.gov/plainlang/index.html>.

The committee meets quarterly and sponsors the annual Plain Language Awards.

The Plain Language Initiative was introduced at NIH in 2000, and the first plain language awards were presented in March 2001. The initiative requires the use of plain language in all new documents written for the public, other government entities and fellow workers.

The online introduction states, "Writing that is clear and to the point helps improve communication between the government and the public since clear material takes less time to read and understand." It also points out that HHS Secretary Tommy Thompson urges that all government documents use plain English and avoid both jargon and highly technical language. ■

Attention Female Baseball Players, Wannabes

The R&W Association is considering starting a Women's Baseball Club to support baseball-playing opportunities for women of all ages. The new club would field a team in the Eastern Women's Baseball Conference, which currently has five teams within Northern Va., Montgomery County and Baltimore. They play umpired games on full-sized fields, and everyone has fun. EWBC players range in age from 15-55 with most of the players in their 20s to 40s. Many players previously played slow-pitch softball and have made the transition to baseball very successfully.

Each EWBC team plays one game per weekend, early May through mid/late September. All teams have pre-season practices and friendly scrimmages in the spring, and some continue to practice once a week during the season. The league also assembles a select "tournament team" for occasional competition against other leagues.

The EWBC is committed to helping a new R&W team get up and running with introductory workouts and practices this fall. We are looking for 15-20 players to field a team; coaches/managers (of either gender) are also needed. If you are interested in learning more about the club or can't wait to oil your baseball glove and polish your baseball shoes, contact Susan McCarthy at (301) 594-8785 or mccarths@mail.nih.gov. ■

FAES Announces Spring Courses

The FAES Graduate School at NIH announces the schedule of courses for the spring semester. The evening classes sponsored by the Foundation for Advanced Education in the Sciences will be given on the NIH campus.

Courses are offered in biochemistry, biology, biotechnology (daytime courses), chemistry, immunology, languages, medicine, microbiology, pharmacology, statistics, toxicology, alternative medicine and courses of general interest.

It is often possible to transfer credits earned to other institutions for degree work, and many courses are approved for category 1 credit toward the AMA Physician's Recognition Award.

Classes will begin Jan. 24; mail registration ends Dec. 31 and walk-in registration will be held Jan. 5-11. Tuition is \$115 per credit hour, and courses may be taken for credit or audit. Courses that qualify for institute support as training should be cleared with supervisors and administrative officers as soon as possible. Both the vendor's copy of the training form and the FAES registration form must be submitted at the time of registration. Note that FAES cannot access training forms entered in the NIHTS system; a signed hard copy (vendors' copy of SF 182 form) is needed in order to process registrations for classes. Asking your institute to pay your tuition does not constitute registration with the FAES Graduate School.

Catalogs are available in the graduate school office in Bldg. 60, Suite 230; the foundation bookstore in Bldg. 10, Rm. B1L101; and the business office in Bldg. 10, Rm. B1C18. To have a catalog sent, call (301) 496-7976 or visit <http://www.faes.org>. ■

eRA Symposium Set, Dec. 2

All NIH'ers are invited to attend the 4th annual electronic Research Administration (eRA) Symposium on Thursday, Dec. 2 from 8 a.m. to 1 p.m. in the Natcher Conference Center auditorium. The symposium, titled "The eRA eXchange: Making the Electronic Connection," will focus on eRA's progress toward achieving end-to-end electronic grants administration. Keynote speaker will be Kenneth Forstmeier, director of the Office of Research Information Systems at Pennsylvania State University. He will address electronic research administration from the perspective of the grantee institution.

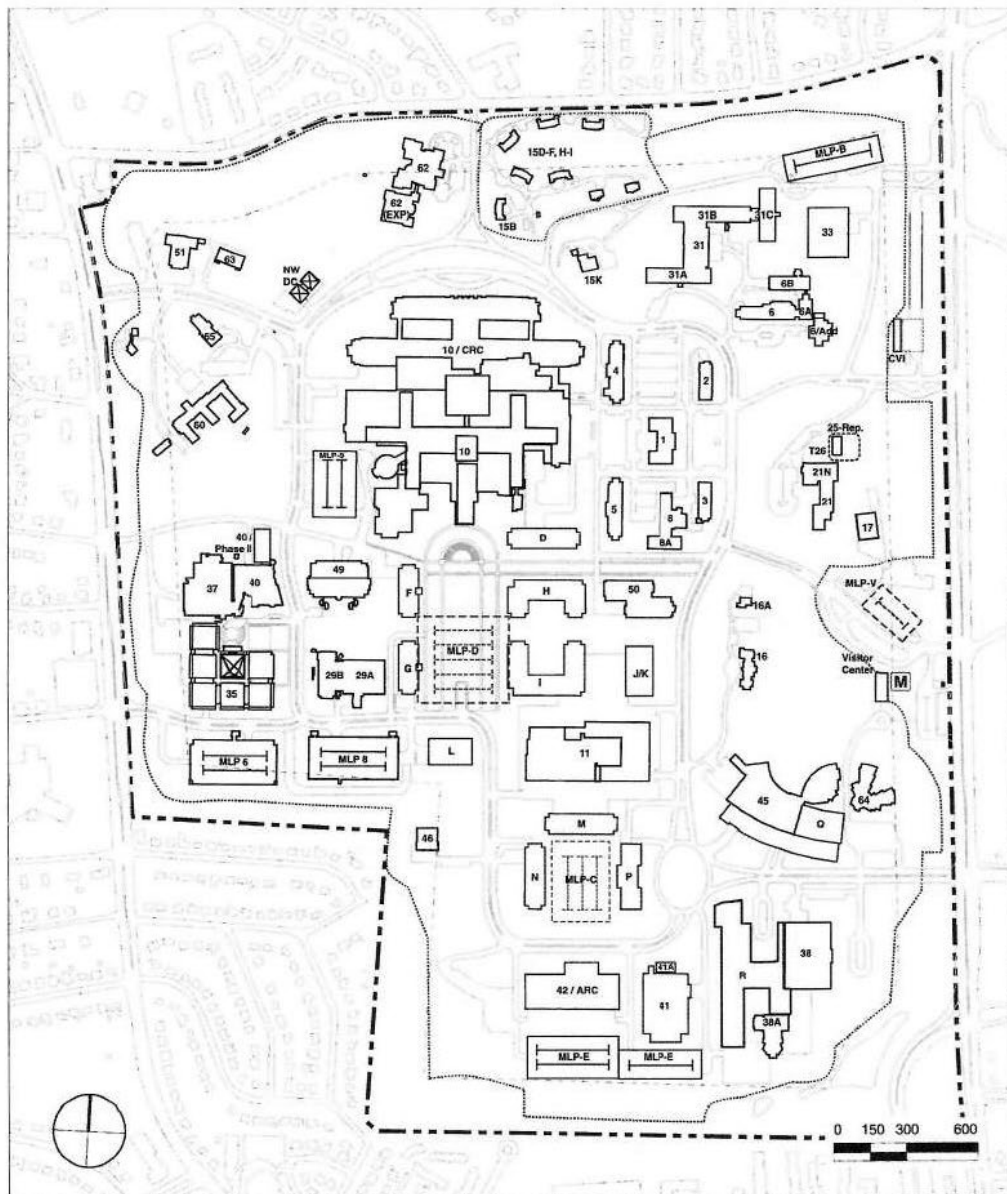
Guests will have the opportunity to see demonstrations by eRA's six authorized grants service providers who help research institutions communicate electronically with NIH. There also will be live demos of two eRA query and reporting tools—Query/View/Report (QVR)/Electronic Council Book (ECB) and Web Query Tool (Web QT).

For more information and to register online, visit <http://era.nih.gov/eraworkshop4/>. Sign language interpretation will be available. Individuals with disabilities who need other reasonable accommodation to participate should contact Gina Sanderson at sandersg@mail.nih.gov. The symposium is offered for ESA credit.

MASTER PLAN, CONTINUED FROM PAGE 1

government's central planning agency, has also received the draft; NIH seeks NCPC's endorsement at its Jan. 6, 2005 meeting. The draft is also before the Montgomery County Planning Board, whose review is expected in mid-December. The draft includes many of the basic ideas in the current, or 1995, Master Plan. The update further elaborates the "quad" motif adopted in its 1993 iteration, creating clusters of laboratory buildings around grassy quadrangles in different portions of the campus. Altogether, some 13 major structures are envisioned as either new, replacement or renovated space, primarily for scientific research. The construction, if it occurs, would increase NIH's current total of 7.4 million square feet of space to 10.7 million, or a gain of about 3.3 million square feet. A touchstone in the planning process is that scien-

The drawing below summarizes the potential construction and renovation foreseen at the end of the current 20-year Master Plan for the Bethesda campus.



A Center for the Biology of Disease—including an Animal Research Center and three laboratory buildings dubbed M, N and P—will anchor the southern portion of campus.



tific programs have dibs on campus real estate while NIH's extramural programs and other administrative space would be primarily located elsewhere.

The 2003 update—divided into four phases of about 5 years each—looks out 20 years to 2023 and

sees the following changes, which the NIH planners emphasize are not necessarily bound to happen:

◀ Bldg. 36, the Lowell Weicker Bldg., will come down to make room for phase 2 of the Neuroscience Research Center.

◀ A Center for the Biology of Disease will anchor the southern portion of campus (or South Quad), and consist of a large Animal Research Center at its southern terminus, bounded by three laboratory buildings of between 138,000 and 183,000 gross square feet (about the same size as Bldg. 41); they are dubbed M, N and P. The new animal center will allow the current animal facilities in the Bldg. 14/28 complex of old, red-brick low-rises to be razed. Wilson states that it is far too early to say what programs the new lab buildings will host.

◀ A long-anticipated child care center for the northwest quadrant of campus is planned, as is a stormwater retention pond on the lawn of the National Library of Medicine. The pond, which could be built as early as next year, is a Montgomery County project to be sited on an NIH easement and is expected to benefit water quality on campus.

◀ Bldg. 29, currently the home of the FDA-CBER, is to be replaced by a research laboratory. FDA is scheduled to vacate the current building and relocate to its new headquarters at its White Oak

facility in Silver Spring, according to Wilson.

◀ Multi-Level Parking Garage-7, which is adjacent to Bldg. 38A, will be demolished to make room for Bldg. R, a 390,000 square foot addition to the National Library of Medicine.

◀ Bldg. 12, currently the home of many Center for Information Technology computer operations, will eventually be replaced by higher density laboratory uses.

◀ The Natcher Bldg. will gain its long-delayed second wing; so-called Bldg. Q would encompass 190,000 square feet.

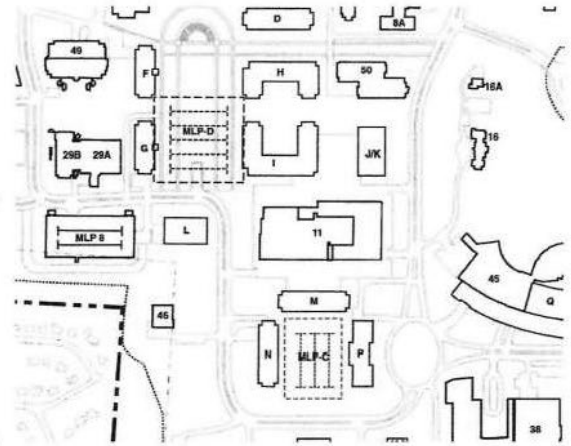
◀ Bldg. 13 would be razed to make way for Bldg. J-K, a research services facility, and a portion of Bldg. I, another laboratory. Bldg. I, not likely to rise until the late stages of the master plan, would be relatively large at 250,000 gross square feet.

◀ Bldg. 30, for decades the research home of the National Institute of Dental and Craniofacial

Research, is also outmoded and must eventually be replaced with a modern facility. Lab F, a 150,000 gross square feet building, would include activities currently taking place in Bldg. 30.

◀ Bldgs. 7 and 9 are also shown to be removed in the later phases of the plan, although the former is an historic structure, so demolition might not be possible, Wilson said.

The nearest-term additions—which might occur in the next 18 months, said Wilson—include a new



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Just south of the Clinical Center complex the campus is slated to change dramatically over the next few years with the razing of Bldgs. 12 and 13, making room for expansion of the NIH power plant, research services facilities Bldg. J-K and lab Bldg. I.

A Book of Captivating NIH Trivia

The 2003 update to NIH's draft master plan may be a fat, dry paperback book on the outside, but on the inside it's filled with all kinds of interesting campus trivia—fun facts to know and tell around the water cooler.

Did you know, for example, that the campus is traversed by underground streams buried 30 to 35 feet beneath the surface, or that the mean annual temperature on campus is 57, or that the average night-time noise level is around 55 decibels?

Did you know that four sites on campus have been designated as "archaeologically sensitive?" Or that "NIH is underlain by the Lower Pelitic Schist of the Wissahickon Formation?" Or that the two major surface soil series at NIH are Glenelg and Manor (although there are also smatterings of the Worsham, Glenville and Neshaminy series)?

Did you know that the highest point on campus (at 384.3 feet above sea level) is just north of Bldg. 37, along South Drive, and that the lowest point (232.2 feet above sea level) is near the corner of Cedar Lane and Rockville Pike?

Because the volume is dedicated to what is physically describable, it ranges from plantings, to lights and signage, to arcana such as how many people per acre we have: "NIH has an employee population of 56 persons/acre. This is less than the potential full-occupancy staff and resident population of 125 persons/acre for the Central Business District (of Bethesda) and more than the resident population of 8-12 persons/acre in the surrounding neighborhoods."

In case you were curious, the Clinical Center complex is the largest population center on campus, with over 7,000 employees, or 40 percent of the campus total.

Some items are easily quantified. For example,

"typical daily electrical usage ranges from about 1.0 million to 1.3 million kilowatthours (KWHR). Total Pepco billed electricity consumption for the year 2003 was 409,000,000 KWHR. The maximum recorded daily demand of 74,486 kilowatts occurred in June 2003." Must have been a scorcher. By contrast, the peak recorded demand for steam in 2003 was 532,000 pounds per hour.

Some fragments strain for significance: "The compressed air system at the NIH campus is an underground system that is generated in Bldg. 11 at 125 psi (pounds per square inch) and is distributed to other buildings at approximately 110 psi."

Some facts don't seem possible. What do you think the largest land use on the campus is? Buildings? No, that's only 44 acres, or 14 percent of campus. Roads and parking lots? No, that's only about 85 acres, or 28 percent of the land. If you guessed "undeveloped open space," you're a genius. The book says "landscaped, wooded and open areas account for approximately 181 acres or 58 percent of campus."

And just in case you were wondering, "the flow of the sanitary sewer system at NIH is in a general southwest to northeast direction across the campus...Except for Bldg. 60, all the sewage generated on the NIH campus is discharged to the WSSC sewer network...and flows to the Blue Plains Waste Water Treatment Plant."

Perhaps the most philosophically unsettling sentence in the whole book is this: "There are relatively few identifiable 'places' on campus, and most outdoor open spaces are not well defined by enclosure, landscape, or character." Twenty years might be a long time to wait for no place in particular to ripen into someplace special, but once it arrives, it should have been worth the trip.

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campus Gateway Center and the CVI—Central Vehicle Inspection facility. The Gateway Center has three components: a 20,000 square foot facility where guests are screened, processed and allowed in; a visitor parking garage, to be sited outside the fence, near Metro, with space for 350 cars; and the VVIS, or Visitor Vehicle Inspection Station, which will inspect mainly passenger cars.

The CVI has two elements, Wilson explained: a support building of less than 7,000 square feet that would include offices and processing facilities; and an inspection area covered by a large canopy. “These are the most immediate projects,” said Wilson. “We are seeking NCPC approval of these [projects] at the same time we are seeking approval for the master plan.”

Some master planning projects, he adds, were already under way when ORF undertook baseline 2003 planning, including the Clinical Research Center, the addition to the Children’s Inn at NIH, the new research Bldg. 33, the Safra Lodge and MLP-9, a parking garage just southwest of Bldg. 10.

The draft plan makes explicit some large-scale architectural attractions that have long been on the drawing board, including a Central Mall that would extend roughly from the South Entry of Bldg. 10 to what is now Bldg. 34, a power plant facility.

Interestingly, Bldg. 34 is to be utterly converted (“adaptively reused,” is the planning terminology) from its present role of providing heating and cooling to becoming a Campus Center that would include fitness facilities, a cafeteria, child care and other amenities.

The Central Mall would be about 350 feet wide, or

about the width of Bldg. 10’s backside, and consume what is now known as parking lot 10H, and the site where Bldg. 29 now stands. The mall space would be flanked by new lab buildings D, F, G, H and I (ranging in size from 112,000 to 250,000 square feet).

Another new feature that exists now only in brief stretches is a Loop Road that would surround the interior campus, linking the front of the CRC with the south edge of the Center for the Biology of Disease complex. The Loop Road in front of the new hospital has already been completed.

The draft master plan assumes that NIH’s on-campus population in 2023 will be around 22,000 people. Interestingly, the 1995 update predicted a campus total of 18,000 workers in 2015. On any given day now, there are 17,500 employees, augmented by 4,000 to 5,000 contractors, trainees and students, giving a current daily census of about 23,000 to 24,000 people on campus.

There is no cost associated with the predicted campus build-out because the figures would be too speculative, said Stella Serras-Fiotes, an architect and planner who directs the Division of Facilities Planning. The 2003 update, she said, “is not a commitment or a done deal for any project. This is just how things could happen, if and when they need to happen.”

She explained the logic of the four phases: “The first phase is to finish what’s already been started (including the CRC, Bldg. 33, MLP-9, the Safra Lodge and some other projects). The second phase is the south part of campus (including the Center for the Biology of Disease and southern leg of the Loop Road) and the renewal of Bldg. 10 (see sidebar). The third phase is the Central Mall portion of campus, and the fourth involves isolated building projects in the central and eastern areas of the campus.”

There is also a draft environmental impact statement associated with the master plan update that ORF presented to the community at a meeting Nov. 8 at Walter Johnson High School. All reviews with relevant authorities are expected to be completed by early next year, Wilson said. ■

What Becomes of Old Bldg. 10?

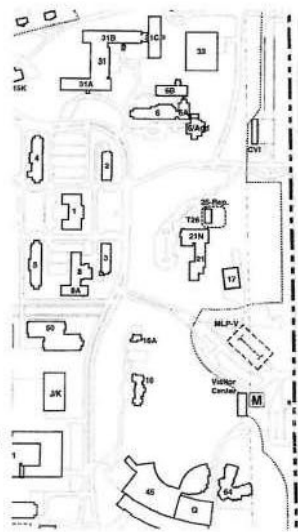
With all of the excitement of opening a new Clinical Research Center this fall, including a patient move-in date of Dec. 4, many may be asking, “What’s going to become of old Bldg. 10?” This question has occupied planners at the Office of Research Facilities for at least the past decade, and is still not fully resolved.

“Large parts of the vacated patient care units (PCUs) will be locked off,” said Stella Serras-Fiotes, director of the Division of



Facilities Planning, ORF. Most of the utilities serving these areas will be mothballed in order to reduce demand; the goal is simply to stabilize the entire building until it can be renovated. “There will be some important utility upgrades to ensure reliability for the labs that remain in Bldg. 10,” she said. Eventually, the central wings of the old building will be renovated for lab use.

The draft update to the 2003 master plan envisions renewal of the vacated PCUs sometime during the second phase of the four-phase plan, Serras-Fiotes said. “It should occur before 2023,” she noted.



Nearest-term additions include a new campus Gateway Center and the CVI—Central Vehicle Inspection facility.

NEI Budget Officer Fivozinsky Says Farewell

By Linda Huss

After 32 years of federal service, including 20 years at NIH, Carol Fivozinsky is retiring. For the past 11 years, she has been the NEI budget officer.

"I have always been proud to be an NIH employee because of its terrific mission—a place with a big heart," says Fivozinsky.

"NIH looks out for not only the health of the American public, but also for the health of its employees. I've had a fulfilling career, and now it's time for me to enjoy the next chapter."

Budget officer at NEI since 1993, Fivozinsky applied her analytical and interpersonal skills to develop and execute the institute's budget. She developed, presented and managed NEI's appropriation each year that grew from \$275 million in 1993 to over \$650 million in 2004.

"It was working with charts, spreadsheets and financial databases that I just loved," she says. She found them so absorbing she would lose track of time. Many nights, her husband would call her at 7 to find out when she was coming home. She often attributes her success to the "nicest and brightest" NEI staff. "Life on the 6th floor of Bldg. 31 has been appropriately compared to living in a village, complete with all the essential functions, and with neighbors that are always willing to help each other."

At Fivozinsky's retirement party, family, friends and co-workers gathered in her honor. NEI director Dr. Paul Sieving spoke about her energy and great contributions to NEI. Among his many tributes, he said, "Carol worked magic with the numbers; always staying within .01 percent of budget."

A native of Maryland, Fivozinsky earned her bachelor of arts degree in chemistry from Hood College in Frederick. Before graduating with convocation honors in 1972, she was offered a position as a chemist at NCI. Until 1975, she worked primarily in a containment laboratory studying enzyme markers in leukemia viruses.

In 1975, Fivozinsky made a career change. Her enthusiasm for numbers and her science background landed her a job as a budget analyst at the National Bureau of Standards, now the National Institute of Standards and Technology. During the next 4 years, Fivozinsky learned budget formulation and execution. The position made use of her science background to help justify spending money on the

physical sciences.

For the next several years, Fivozinsky worked as a budget analyst at the National Oceanic and Atmospheric Administration in Rockville and Washington, D.C., except for a 1-year detail assignment in 1984 to the Executive Office of the President, Office of Management and Budget. In 1987, she returned to NIH to work in the central budget office in the Office of the Director.

About retiring, she said, "At times I feel I'm too young to do this, but more often like I'm at the 'casino of life.' I feel like I have won the jackpot when it comes to blessings like good health, a loving and wonderful family and a fulfilling career. It's time now to thank my lucky stars, and to take my 'winnings' and go home."

Fivozinsky says the next chapter will mean more time for her and more time with her family, including playing with the grandchildren. "It's time to enjoy my hobbies at a more leisurely pace," she says. Right after retirement, she will indulge in an Indian cooking class, sign up for a pottery class and get ready for a retirement celebration trip to Hawaii with her husband, Sherman. "My fantasy—just pack a bathing suit and flip flops." The two also will be taking their annual cross-country skiing trip in Montana, but this year it will include a few days in Yellowstone with a naturalist, observing wolves.

In addition, she plans to donate some time to the Children's Inn at NIH. "I've seen NIH from the bench, from the desk and now I want to be a part of how it helps the patient." Given how she likes to stay busy, Fivozinsky is considering part-time employment, but is cautious about not piling too much on her plate.

Among her honors are the NIH Director's Award in June 2000 and two NEI Director's Awards, in June 1998 and February 2004.

NEI Deputy Director Jack McLaughlin says, "Carol's energy, work ethic and commitment to public service have been an inspiration to our entire institute. What a dynamo!" ■

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The Training Center supports the development of NIH human resources through consultation and provides training, career development programs and other services designed to enhance organizational performance. For more information call (301) 496-6211 or visit <http://LearningSource.od.nih.gov>.

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Carol Fivozinsky

Holiday Auction Set, Dec. 6

The Clinical Center's department of laboratory medicine will hold its 32nd annual Holiday Auction fundraiser on Friday, Dec. 3 in Bldg. 10, Rm. 2C310, which is the department's conference room and library. All proceeds benefit the Patient Emergency Fund and Friends of the Clinical Center.

Organizers welcome volunteers and donations of items; contributions are tax-deductible. A bake sale, with coffee and tea and other goodies, begins at 9 a.m., followed by the silent auction and white elephant sale at 10. Pizza will be served at 11:30 a.m. and the silent auction ends at 2 p.m.

To make donations or volunteer call Sheila Barrett, (301) 496-5668, Norma Ruschell, (301) 496-4475, or Meshawn Payne, (301) 496-3386.

HALL OF HONOR, CONTINUED FROM PAGE 1

institute's Bldg. 31 offices, features commemorative plaques describing the contributions of scientists that NICHD has supported during its 40-year history. The exhibit also includes a touch-screen video display of talks the scientists gave when they were inducted into the Hall of Honor in October 2003, during the 40th anniversary celebration.

Hall of Honor member Dr. Robert E. Cooke, a member of the institute's first National Advisory Child Health and Human Development Council, called for an additional award and special acknowledgement. In 1960, he was asked by

President John F. Kennedy to serve on a task force to develop health programs for the new administration. Cooke, then chair of the pediatrics department at Johns Hopkins

Hospital, proposed the establishment of a new National Institute for Child Health at NIH.

Cooke noted that one of the people most instrumental in creating NICHD was Eunice Kennedy Shriver, President Kennedy's sister. Cooke proposed that she also be included in the Hall of Honor. It was Shriver, he said, who asked the President to appoint Cooke to the health task force. Shriver also persuaded the President to support legislation needed to found the new institute, and secured the support among congressional leaders needed to pass the legislation.

"She really has done a great deal and there simply wouldn't be an institute without her," Cooke said.

Dr. Donald Harting, NICHD's second director, told of the institute's early days. Now a retired physician, he is currently executive officer of the Delmarva Education Foundation in Salisbury, Md. He explained that the institute's first director, Dr. Robert Aldrich, developed the plans for the new institute. Aldrich stayed at NICHD for only a year, however, leaving Harting to implement those plans. Before he became director, Harting was also involved in the early phases of planning for the new institute, which would encompass not only child health, but also human development and aging.

Harting told how the institute's acronym came to have only one H, instead of two, as would be expected from its name. One afternoon in 1961, he



The ribbon-cutting for NICHD's new Hall of Honor included (from l) NICHD's first employee, Aggie Schroeder; deputy director Dr. Yvonne Maddox; second director, Dr. Donald Harting; Hall of Honor inductees Dr. Maria New and Dr. Robert Cooke, and current director Dr. Duane Alexander.

PHOTOS: ERNIE BRANSON



First employee Aggie Schroeder, second director Dr. Donald Harting and current director Dr. Duane Alexander gather at the ceremony opening NICHD's Hall of Honor.

was called to the office of then NIH director Dr. James Shannon. Without the benefit of studies that would later show children differ physiologically from adults in significant ways, Shannon hadn't believed it was necessary to create an institute to study children's health. At that time, also, there had been some debate about whether the new institute would encompass either child health or human development and aging, until it was eventually decided to include both research areas.

"He led off by saying, 'Harting, if I have to have a kiddie institute, it's got to be N-I-C-H-D,'" Harting said. Shannon continued, "None of this N-I-C-H squared D or N-I-C-double H-D. If anyone asks you which one we left out, find out which side they're on, child health or human development and aging. Just tell them that it was the other H that we left out."

Aggie Schroeder, the institute's first employee, recounted the humorous circumstances of her hiring; she first worked as the secretary in the NICHD director's office. During her 30 years with the



NICHD's Susan Streufert chats with council member David Gray near the Hall of Honor plaque honoring grantee Delbert Fisher.

institute, she worked in many other offices as well.

Council member Dr. Maria New told of how NICHD support helped her conduct research. A scientist at Cornell University, she was inducted into the Hall of Honor for research on congenital adrenal hyperplasia, a disorder of the adrenal glands. New's first grant from NICHD was awarded during the institute's first council session in November 1963, and has been renewed each year since then.

NICHD support helped her when she made the discoveries that resulted in her election to the National Academy of Sciences, she said. But NICHD grant support also played a role in her personal life. New and her late husband were initially against their children having careers in medicine. Her children felt the same way too.

"They used to say, 'You know mommy, I don't like how much you work—we don't want to do that, we want to do something different,'" New said.

One Christmas, however, her children returned home from college and all three announced they would pursue careers in medicine. New credits the times she came home in the evening and talked enthusiastically with her family about her research with influencing their decision.

She concluded by asking the council members to sustain the institute's focus on the young.

"If we don't have the support to keep children as the most important members of our society, we have no future." ■

Former NIH'er Thompson Mourned

Dr. Randall L. Thompson, 98, who worked at NIH in the early 1960's and spent 7 years in Southeast Asia as a medical affairs representative of the federal government, died Oct. 10 in Asheville, N.C.

Thompson came to NIH in 1961 as a medical officer and worked on a program in tumor virus chemotherapy with NCI. He joined NIAID in 1963 as special assistant to the institute's associate director for collaborative research.

In 1964, he joined the Office of International Research—the precursor of what is now the Fogarty International Center—as scientific representative in New Delhi, India. The post was part of the program area of the Pacific Office in Tokyo. Thompson served in this position until retiring in 1972, when he moved to the Asheville area, where he was active in the Unitarian Universalist Church.

He is survived by a son, Gregory, of Austin, Tex., a daughter-in-law, Veryan, also of Austin, and two grandsons.

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NINDS's Nelson Wins Bernard Sachs Award

Dr. Karin Nelson, acting chief of the NINDS Neuroepidemiology Branch, received the 2004 Bernard Sachs Lectureship Award on Oct. 15 at the society's annual meeting in Ottawa, Canada. The award—sponsored by the Child Neurology Society—was established in 1981 to honor a scientist who emulates the spirit and excellence associated with Dr. Bernard Sachs, whose career contributions earned him the name "father of pediatric neurology."



Dr. Karin Nelson

Nelson earned her undergraduate degree from the University of Minnesota and her medical degree from the University of Chicago School of Medicine in 1957. She then trained in neurology at the University of Maryland, George Washington University and the National Hospital, Queen Square, London.

She joined NINDS in 1964—following an academic child neurology practice at Children's Hospital in Washington, D.C.—to work on the institute's Collaborative Perinatal Project. The project was a large prospective study that followed 50,000 women throughout their pregnancies and their children through age 8.

During her tenure at NINDS, she has studied the natural history and etiology of major childhood neurological problems, focusing on cerebral palsy, epilepsy, neonatal seizures, febrile seizures and the neurological outcome in multiple births. In addition to her NINDS responsibilities, she also served as professor of neurology at George Washington University from 1970 to 1972.

Nelson's recent work centers on analytic epidemiology and biomarkers in cerebral palsy and autism. ■

HIV+ Volunteers Needed

HIV+ volunteers with CD4 T cells greater than 500 cells/mm³ and viral loads less than 50 copies/mL are needed for a treatment-interruption study. Participants may be eligible for this study if they have never received IL-2, have never had a CD4+ count under 200 cells/mm³, do not have any significant medical problems, and are willing to halt their antiretroviral medications with close supervision. Travel assistance may be provided. Call Rosanne Burke, (301) 435-7937.

An Employee Invention

Test Helps Grant Managers Hire Qualified Staff

By Jilliene Mitchell

Hiring a new employee can be challenging and time-consuming. The supervisor must post an announcement, interview candidates, contact references and finally select the best qualified individual. For specialized work, it is important to maximize the likelihood that the person selected will be able to perform the tasks. Even after going through this extensive process, there's still a possibility that the person hired will not be suitable for the position.

That's the challenge Marcia Cohn, an NIGMS supervisory grants management specialist, faced when hiring new grants management specialists. So she decided to find a way to make sure that future applicants had the specialized skills the job demands. Using a job analysis (a process of examining job duties to determine competencies to measure in the hiring decision) in conjunction with the Office of Personnel Management's Multipurpose Occupational Systems Analysis Inventory Close-Ended (MOSAIC—a method for conducting government-wide occupational studies), Cohn pinpointed quantifiable criteria that could help her rank job candidates. She found that skill in mathematical reasoning was essential but was difficult to assess via interviews, resumés and reference checks. For this reason, Cohn and NIGMS colleagues created a performance exercise or work sample—a tool to help select the most qualified job applicants.

"We developed 10 mathematical computation questions that reflect the types of problems an individual would face in a grants management job," Cohn said.

With the support of NIGMS's chief grants management officer, Joe Ellis, Cohn got approval for the exercise from various institute authorities. She tested it on a variety of individuals, including those in grants management positions. She refined the questions based on input from the test group. Since 2000, the NIGMS Grants Management Branch has been using the tool to supplement the standard hiring procedure.

"I found that we're doing a better job of hiring because you wouldn't necessarily know by interviewing someone and reading his or her resumé if

the person can analyze a situation and do, for example, the needed calculation of percentages," Cohn explained.

This year, some of Cohn's colleagues in other institutes and centers used the performance exercise for the first time. Her counterparts at NIMH and NICHD pursued a joint vacancy announcement with NIGMS. This required Cohn to get the performance exercise approved by the NIH Office of Human Resources for use by all of NIH.

"I think the performance exercise can be a helpful tool in the selection of candidates for grants management specialist positions throughout the NIH," said Michael Rosenthal, deputy director of the Client Services Division in the NIH Office of Human Resources.

"Marcia and I worked together in order to ensure that the performance exercise met OPM's guidelines for validity and consistency. I'm confident that its use will help produce good selection decisions," he continued.

Cohn believes that the time and effort she put into the project were well spent. She hopes that in the future more grants management offices throughout NIH will use it.

"I'm very proud and pleased because I've been working for years trying to make a difference in how we hire," Cohn said. "It gives us a better chance of getting people who have the skills, knowledge and abilities to do these important jobs." ■



Marcia Cohn, an NIGMS supervisory grants management specialist

Wednesday Afternoon Lectures

The Wednesday Afternoon Lecture series—usually held on its namesake day at 3 p.m. in Masur Auditorium, Bldg. 10—takes the day off on Dec. 1, but returns on Dec. 8 with a talk by Dr. Eduardo D. Bruera, professor of medicine, F.T. McGraw chair in the treatment of cancer, and chair, department of palliative care and rehabilitation medicine, University of Texas M.D. Anderson Cancer Center. His lecture is titled, "New Developments in Palliative Care Research."

For more information or for reasonable accommodation, call Hilda Madine, (301) 594-5595.

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Dr. Zerhouni puts out a call to NIH Super Heroes.

I answered the call by giving to the NIH Children's Inn.

Alan H. Spiegel, M.D.
Director, NIDDK