

The NIH Record

From Bench to Boardroom

GA Program Catalyzes Switch From Science to Administration

By Rich McManus

First of two articles

There is a 1-year program at NIH that specializes primarily in taking people who have changed their minds about careers in laboratory research and turning them into science administrators.

Candidates usually start out as Ph.D. bench scientists who for one reason or another want to leave the laboratory and become HSAs—health scientist administrators.

This is a story about four people who, having decided that they would rather manage science than practice it in the lab, underwent a transformation. Already deep into the scientific specialization that is characteristic of the training received during postdoctoral years, they used the Grants Associate (GA) Program to acquire a broad overview of NIH and the biomedical enterprise—how it works, why it works, and maybe most important, who the decisionmakers are.

The hows, whys and whos come quick and fast as GAs, five of whom are selected each

year, spend a year in overdrive, taking a Seminar Series of classes as well as a grueling succession of approximately 15 assignments, usually lasting from 2 to 3 weeks each. The mini-internships must touch on four main areas of administration: planning/evaluation, training, program administration and review.

Occasionally, a GA internship blossoms into a full-time career, as happened to Dr. Zaven Khachaturian of the National Institute on Aging.

Asked during his GA year by the newly established NIA to develop a plan for a new program on the neurobiology of aging and Alzheimer's disease, he was hired upon graduation by the institute's first director, Dr. Robert Butler, to put his ideas into practice.

A neurobiologist who had been doing basic research at the University of Pittsburgh Medical School on brain mechanisms of learning and memory in animals, Khachaturian took a year's leave from academia, including giving

up a grant, to become a GA (class of 1978).

"As a university faculty member who was involved only in research, I was gradually becoming frustrated with the university administration and the federal regulations shaping science," he recalls. "I became increasingly concerned about science policy and how it was being managed, and that the growth of scientific endeavor was becoming less of a concern to society."

He started taking graduate courses at Pitt, 6 hours of which were free for faculty members.

"I took health law, quantitative management, federal budget and federal legislative process," he remembers. "I didn't realize it, but I was taking a health scientist administrator curriculum for 2 years."

Khachaturian was attracted to NIH by the GA program.

"I commuted every weekend for a year from
(See GA PROGRAM, Page 6)

NIH To Observe World AIDS Day, Dec. 1

The National Institutes of Health will participate in commemorating World AIDS Day on Friday, Dec. 1. The day has been declared by the World Health Organization (WHO) Global Program on AIDS as one for information exchange, education, action and compassion with regard to AIDS. It was proposed by the World Summit of Ministers of Health on AIDS Prevention in London in 1988 in recognition of the need for wide dissemination and exchange of information and educational messages on AIDS prevention.

The NIH World AIDS Day program, "AIDS in the 1990's," will take place at 11:30 a.m. in Masur Auditorium. The program, cosponsored by the Office of AIDS Research and the Fogarty International Center, will feature addresses by Dr. June E. Osborn, chairman of the National Commission on AIDS, Cleve Jones, founder and executive director of the Names Project Foundation-AIDS Memorial Quilt, and Dr. Anthony S. Fauci, NIH associate director for AIDS research and director, NIAID.

"A Visible Symbol," a videotape produced by the Names Project to explain the educational and memorial nature of the AIDS quilt,

(See AIDS DAY, Page 2)



Two trees fell on the roof of the Children's Inn shortly after noon on Tuesday, Nov. 21, in the aftermath of a windstorm. Workmen said a tree with a 30-inch diameter base fell against a second tree with a 20-inch base that weakened under the load; both toppled onto the roof of the Inn segment at the southwest corner of the project. Gerald Lawson, NIH project officer for the Inn, said the accident may set the opening of the facility back by 2 months. Workers on the scene said that roofers had been warned to leave the rooftop just minutes before the trees came crashing down. No one was injured. Lawson said the "rack effect"—damage at some distance from the actual point of impact—may add to construction delays. More details will follow in the Dec. 12 issue of the Record.

Metered Mail Arrives

'Eagle' Lands in NIH Mailroom

By Anne Barber

In 1969, the main NIH mailroom in Bldg. 31 handled the same volume of mail as a small Post Office serving a city of 35,000 people. Today, the mailroom handles approximately 30 million pieces of mail annually.

"This is where it (mail) all begins and ends," says Robert Jennings, chief of the mail services section.

With the exception of Bldgs. 10 and Westwood, all mail coming through the central mailroom will be metered regardless of whether it bears the familiar "eagle" postage frank. Under the new system, the metering machines will save the Post Office a few steps in processing NIH's mail because it won't have to be weighed or stamped.

"Metering actually requires more time and personnel," says Jennings.

After the mail has been sorted and stamped by the machine, it again must be sorted by classes—priority, 1st or 4th class and boxes—before going to the Post Office.

"To make sure we stamp the proper rate, each piece has to be weighed individually," Jennings continues.

(See MAILROOM, Page 4)

AIDS DAY

(Continued from Page 1)

will be shown during the presentation. In addition, several sections of the AIDS quilt (see related story, this page) will be shown for the first time at NIH. The entire quilt contains more than 11,000 panels.

Guest speaker Osborn, a respected virologist and pediatrician, is dean of the University of Michigan's School of Public Health. She has spent much of the last 8 years dispelling the myths that have grown up around the epidemic—now exceeding 110,000 cases—and fighting for a humane national policy on AIDS. In her role as chairman of the commission, she has said that she intends to keep one major goal in mind: "The development of a national consensus that liberates the compassion of the American people." The National Commission on AIDS is an independent body created by Congress to provide oversight of the national response to the HIV epidemic. Five members were appointed by the Senate, five by the House and two by President Bush.

In addition to her other duties, Osborn is professor of epidemiology at Michigan as well as professor of pediatrics and communicable diseases at the medical school. She has written more than 45 articles, many related to the AIDS epidemic, and lectured before more than 70 different groups on AIDS issues in the United States and abroad.

Cleve Jones is executive director and founder of the Names Project Foundation in San Francisco. He conceived the idea of the AIDS Memorial Quilt in November 1985 and

announced the concept publicly 1 year later, after the death of a close friend. The Names Project Quilt was first displayed across the Capitol Mall in Washington in October 1987.



Dr. June Osborn

Jones has also worked as a lobbyist with the Quaker-sponsored Friends committee, has served for three terms as an elected member of the San Francisco county democratic central committee, and in 1982 helped establish the San Francisco AIDS Foundation, one of the first organizations in the U.S. created in response to the AIDS epidemic.

STEP Deadline Is Dec. 15

Application deadline for two modules being offered through the Staff Training in Extramural Programs (STEP) is Dec. 15.

Module 4—"The Right Job/The Right Person," will increase participants' skills in recruitment of high quality staff through effective use of the interview process. This module will take place Apr. 19-20, 1990.

Module 5—"Science in the Crossfire," will focus on the myriad of contemporary forces that impact on the funding and conduct of science and how NIH must deal with these often conflicting forces. This module is scheduled for Apr. 24-25, 1990.

The modules have been designed primarily for personnel in extramural programs. Applications from other NIH staff members will be considered. Applications and brochures are available from BID personnel offices or from Dr. David Longfellow (EPN, Rm. 700), Dr. Colette Freeman (EPS, Rm. 630D), Dr. John Fakunding (Fed., Rm. 3C04), Dr. Anthony Demsey (WW, Rm. 338). Applications and brochures can also be obtained from the STEP program office, Bldg. 31, Rm. 5B44, 496-1493. □

The NIH Record

Published biweekly at Bethesda, Md., by the Editorial Operations Branch, Division of Public Information, for the information of employees of the National Institutes of Health, Department of Health and Human Services, and circulated to nonemployees by subscription only through the Government Printing Office. The content is reprintable without permission. Pictures may be available on request. Use of funds for printing this periodical has been approved by the director of the Office of Management and Budget through September 30, 1990.

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Names Project Quilt To Be Displayed During AIDS Day

The Names Project Foundation is responsible for the Names Project Quilt, a quilt made of thousands of 3' x 6' panels, each one commemorating the life of someone who has died of AIDS. The idea of a quilt as an AIDS memorial originated with Cleve Jones in November 1985. A year and a half later, in June 1987, he teamed up with several others to organize the Names Project Foundation. Jones, who serves as executive director of the Names Project, will speak at the NIH commemoration of World AIDS Day on Dec. 1, 11:30 a.m. in Masur Auditorium, Bldg. 10.

Two important goals of the Names Project relate well to the commemoration activities planned by NIH—to confront individuals and governments with the urgency and enormity of the AIDS pandemic and the need for a compassionate response, and, by revealing the names and the lives behind the global statis-

tics, to build a powerful, positive, creative symbol of remembrance and hope, linking diverse peoples worldwide.

The sections of the quilt displayed at NIH are part of more than 11,000 panels that comprise it. The quilt, in its entirety, was first displayed on Oct. 11, 1987, on the Capitol Mall. At that time, it covered a space larger than two football fields, included 1,920 panels, and was seen by an estimated half million people.

The entire AIDS quilt returned to the Washington area in October 1988, having grown to 8,288 memorial panels when it was displayed on the Ellipse behind the White House. It grew to more than 10,900 panels when it was displayed for the last time, again on the Ellipse, the weekend of Oct. 6-8, 1989.—Marc S. Horowitz

*Inclined to 'Redline'***No Mountain Too High for Senior Athlete Lorin Adkins of Idaho**

By Jan Ehrman

You have only to take one look at 79-year-old Lorin Adkins to know why he says things like: "Your maximum physical fitness is the most treasured possession you can have," or "No wealth is greater than your health," or "What you want to develop is the very best you." His trim, muscular body tells the rest of the story.

In the last decade, this legendary exercise enthusiast from Sun Valley, Idaho, has achieved a level of fitness and earned enough sports honors to prompt envy from people half his age. A national cross-country skiing champion in 13 events, a national record holder of several major cycling events and a zealous hill and mountain climber who has tackled some of the country's steepest slopes in record times, Adkins continues to stretch for new heights and health in his older age.

Recently Adkins took a 3-day battery of tests at the National Institute on Aging's Gerontology Research Center in Baltimore as part of the NIA/Johns Hopkins Master Athletes program (MAP) and astounded the researchers with demonstrations of his physical prowess and accounts of his late-life successes.

Among his accomplishments are winning the United States Cycling Federation championships in the 25-mile competition in 1981 (in the age 70-74 category) and capturing the U.S. Ski Association's senior alpine downs championship the same year. The following year, Adkins ascended treacherous Pike's Peak in Colorado Springs in the blazing time of 4 hours, 58 minutes, 12 seconds—a national record for participants over 70 years old and an improvement of the previous record by 18 minutes.

"Mr. Adkins is without a doubt one in a million," says Dr. Les Katzell, a MAP physician.

A retired civil engineer and former collegiate wrestler at Brigham Young University, Adkins credits his advanced fitness to a dramatic change at age 68 when he decided to *train intensely*. Brushing aside the advice of friends ("Everyone said I would have a heart attack," Adkins said.), he began a program of fervent physical conditioning that went far beyond the cautious recommendations of all the exercise experts.

Adkins' regimen is "redlining," or exercising at 95 percent effort (of maximum heart rate) for approximately 15 minutes a day, "the maximum time anyone could tolerate such bodily stress," he says. Adkins performs this physically painful and mentally agonizing routine 5 days a week as he climbs mountains in



Seventy-nine-year-old athlete Lorin Adkins, an exercise enthusiast from Sun Valley, Idaho, was recently part of NIA's Master Athlete program, which involved a 3-day battery of tests. During his stay in Baltimore, he also participated in a digestive study at NIA's Gerontology Research Center.

the summer and does Nordic racing in the winter.

He says his greatest payoffs come from a sense of inner accomplishment and an enhanced state of well being. "I do it because I like it . . . because it contributes to the very best me." He adds that redlining has helped him overcome a chronic lower back problem and an arthritic swelling in his knees. Today, his only physical complaint is a mild hearing problem.

Adkins will admit somewhat reluctantly that his training style did not come easily and may not be advisable for many older exercisers. He took 2½ years to reach peak performance. He swears by the redlining technique: "I feel it's very important to stress your system this way . . . to train your heart to put out as much as possible."

Adkins says he experienced a dramatic change in his workouts when he went from 80 to 95 percent effort. Intensity is critical, he explains, because the more vigorous the workout, the stronger and more efficient the pulmonary and cardiovascular system will be.

Since he started redlining, Adkins' weight has dropped from 150 to 135 pounds, the weight he carried in college as a wrestler. Also, his resting pulse now hovers around the

mid to upper forties, an indication of a superbly trained athlete. In addition, underwater weighing (hydrodensitometry) shows that he carries only 8½ percent body fat, which is very low, according to GRC and MAP nurse researcher Loretta Lakatta.

To obtain the maximal benefit from any activity, Adkins says a person must function at the "anaerobic threshold," which he defines as the point at which any additional energy expenditure would result in total breakdown of a system. He cautions prospective redliners to allow up to 3 hours after a meal before beginning to exercise, to avoid nausea.

Adkins, who abhors smoking, saturated fats, inactivity and alcohol, hopes to continue with his training protocol and competition "until my final days." He is now anxiously awaiting next year's world skiing championship in Sweden.

"Remember, only you can do it. No one else can or will do it for you. What I would like to see is everyone fully enjoying the last 25 percent of his or her life in good health," says Adkins.

NIA cardiologists and exercise experts are intrigued by Adkins' stamina, motivation and physical prowess, but caution against rushing into a physical activity program that includes redlining. The experts recommend a slow start for any fitness program, and a doctor's consultation to develop an "exercise prescription" tailored to individual needs and physical limitations. □



HHS secretary Dr. Louis W. Sullivan recently came to NIH to address a conference of students and faculty members involved in the NIGMS Minority Access to Research Careers Program. Sullivan (l) is greeted by NIH acting director Dr. William F. Raub. During his talk, Sullivan told the students that they were an inspiration to him and praised their decision to choose science careers.

Four NIH Employees Win Human Resource Awards

More than 300 NIH professionals in the personnel and equal employment opportunity fields met for a 2-day conference Nov. 7-8. This first-ever meeting was designed to bring the human resource management community together to gain a broader understanding of the issues facing NIH, and employers in general, during the next decade.

Speakers focused on the changing nature of the workforce, methods for improving support and service to customers, and ways for developing teams and individuals who will be prepared to deal with these issues. Special addresses were presented by Eugene Kinlow, deputy assistant secretary for personnel administration, and John D. Mahoney, NIH associate director for administration.

As part of the conference, four individuals received the NIH Award for outstanding service in human resource management. This award, to be given annually, recognizes personnel and EEO staff whose sustained performance demonstrates initiative, responsiveness, leadership, commitment to excellence and support for effective human and organization relations and equality of opportunity. Recipients received an engraved plaque and a cash award.

Elizabeth Sands, personnel management specialist with the Clinical Center, was recognized for outstanding contributions leading to special legislation and its implementation to benefit NIH nurses and allied health professionals.

Levon Parker, equal opportunity officer for the National Institute of Neurological Disorders and Stroke, was recognized for his outstanding vision and leadership in the ongoing effort to bring more women and minorities into the biomedical research community.

Aletha Barham, supervisory personnel assistant with the Office of the Director, was recognized for her dedication in providing the best possible personnel services to OD managers and employees.

Marianne Wagner, personnel officer for the National Cancer Institute, was recognized for her innovative and resourceful management and problem solving solutions, which greatly enhance the personnel program of NCI. □

Nursing Numbers Diminish

The number of nurses at the Clinical Center diminished from 797 in fiscal year 1988 to 740 in FY 1989, according to CC director Dr. John Decker.

He has allocated additional FTEs (full-time equivalents) for nurses from 745 in FY 1988 to 765 in FY 1989 and 775 in 1990.

At the end of FY 1989 there were 17 nurses working under contract at an approximate cost of \$90,000 per nurse. □



Terry Mundell, lead operator for the metered mailing machine system for the central mailroom in Bldg. 31, demonstrates how the metering works. The new system can process 207 letters per minute.

MAILROOM

(Continued from Page 1)

"It is very important, especially now with the new metered machines, for the BIDs to take a closer look at the way their mail is prepared."

For example, a white letter envelope or flat (9 × 12-inch brown envelope) with a "priority" label, weighing 1 ounce or less, will cost \$2.40. This same item, without priority, will cost only 25 cents. All mail not exceeding 11 ounces always goes first class anyway. All mail over 11 ounces is considered priority unless otherwise endorsed and the cost starts at \$2.40. The machines are keyed with each BID's account number so that accurate financial records are maintained.

The Post Office periodically checks to make sure NIH is assigning the proper amount of postage. Loss of revenue and accountability are the main reasons the Post Office made it mandatory for the Public Health Service to switch to metering machines.

PHS, as well as NIEHS in North Carolina, have been using the new machines for several years. Colleagues from the Parklawn mail room trained NIH personnel to use the machines.

According to Jean McBryde, who is responsible for cost reporting, regulations and domestic mail manuals for NIH's central mailroom, "This new system will provide more accurate data and cost accounting statistics. This will make it easier to generate more administrative and financial reports which

have not been feasible in the past."

"We work 6 days a week and clean up every Saturday," says Jennings. "We start brand new every Monday morning. Our trucks even deliver mail to the buildings for distribution on Monday morning. Also, the Post Office does a regular pick-up here on Saturday."

Rodney Douglass, acting director of the Division of Technical Services, says, "A lot of people feel that NIH's mail service is slow. But with the shortage of personnel and the new machines recently installed, we are providing the best service we can at this time.

"But," he emphasizes, "we are always working on ways to improve and provide better mail service."

The mail services section is part of the Division of Technical Services, Office of Research Services. □

Volunteers Needed for Study

NIAID researchers need four volunteers to complete the final phase of an AIDS vaccine study. Volunteers must be heterosexual men who are HIV-negative. They must be willing to come to NIH once a week for the first month after vaccination, and subsequently once a month for the next year. Travel expenses for volunteers who are not local will be paid. To obtain more information or to volunteer, call Margaret Easter, 496-7196. □

From Fast Food to Chemistry

Reluctant Scholar Discovers Research Career

By Doris Brody

Fourteen years ago, Marco Lopez was working at a Jack-in-the-Box in East Los Angeles and hoping he could work his way up to manager. His mother was bugging him to finish high school. Although he had been a good student in junior high, Lopez had lost interest in school. The high school diploma just didn't matter to him. When he finally completed the requirements, it was largely to satisfy his mom.

But the job at the Jack-in-the-Box didn't work out the way he'd hoped, and he got switched to night shift. So Lopez quit and took another job at a Bob's Big Boy. He began to think about taking some community college courses, but before he could do anything about it, his life changed completely. On Nov. 30, 1975, Lopez had a near-fatal car crash. It was in the hospital, where he spent the next 6 weeks being stitched back together, and during the months of rehabilitation, that Lopez had time to plan a different future for himself. Impressed by the world of medicine around him, he decided to become a doctor.

It took him 3 years at Pasadena City College to make up for his educational deficiencies and to qualify for the B.S. degree program at California State University, Los Angeles (CSULA).

In his first year at CSULA, two more crucial events occurred—he became fascinated by chemistry and he met Dr. Carlos Gutierrez, director of the university's Minority Access to Research Careers (MARC) program. MARC is a special research training support program of the National Institute of General Medical Sciences. Lopez had become a very good student, and the university wanted him for MARC.

Being a MARC student meant he could plan a career in chemistry and receive a stipend to finish his undergraduate degree. It also meant he could call upon the resources and knowledge of Gutierrez for guidance.

For many MARC students, the guidance provided by the program's personnel is even more valuable than the stipend. Some students, for whom even planning to get a college degree (much less starting a research career) may be unfamiliar territory, need someone to help "show them the ropes." MARC directors push their students to build up the skills and knowledge necessary to do graduate work, as well as help them plan their educational and career paths.

Today, Dr. Marco Lopez can look back on a well-chosen career path and a bright future. He obtained his B.S. at CSULA, his M.S. and Ph.D. (with the help of a MARC predoctoral

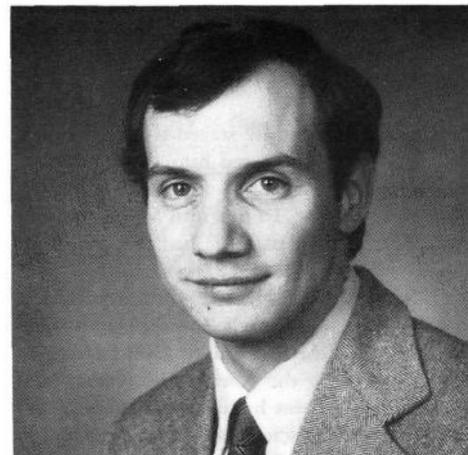
fellowship) at the University of California, San Diego, and did postdoctoral work (also supported by an NIGMS fellowship) at the University of California, San Francisco. Now, as a member of the chemistry faculty at California State University, Long Beach, he is embarked on a promising teaching and research career in chemistry. He received his first NIH research grant in March from NIGMS.

Lopez's research from undergraduate school on has been aimed at contributing to knowledge in the very important area of hemoglobin binding. By binding to oxygen, hemoglobin molecules enable red blood cells to transport oxygen from the lungs to the rest of the body. Health and survival depend on the efficiency with which this system works.

As an undergraduate student, Lopez studied the actual isolation and purification of human hemoglobin from red blood cells as well as its binding properties using such techniques as spectrophotometry and electrophoresis. He continued to study binding (of various hemoglobin models) in graduate school and began to learn sophisticated computer techniques. As a postdoctoral fellow, Lopez began the theoretical study, via computer simulation, of the binding of myoglobin (a molecule similar to one part of a hemoglobin molecule). The NIH support will enable him to continue his studies of hemoglobin binding at both the laboratory bench and the computer. □



Dr. Purnell W. Choppin, president of the Howard Hughes Medical Institute, will address the NIH Alumni Association during a meeting to be held at the Cloister Dec. 6 from 5 to 8 p.m. His topic will be "The HHMI: An Agenda for a Medical Research Organization."



Dr. Michael J. Lenardo, a senior staff fellow in NIAID's Laboratory of Immunology, was recently granted an Investigator Award from the Cancer Research Institute for his "contributions to, and promise in, the field of immunology." The \$200,000 award will be disbursed over a 4-year period and may be used for salary, technical assistance, supplies, equipment or support of a postdoctoral fellow. Lenardo's research involves the regulation of gene expression during the immune response and regulation of the human immunodeficiency virus.

Barnard Earns AALAS Award

Dennis Barnard, a biologist in the Veterinary Resources Branch (VRB), DRS, was primary recipient of the 1989 Technician Publication Award of the American Association for Laboratory Animal Science (AALAS).

Barnard was honored as first author of the article "The Apparent Reversal of a Wasting Syndrome by Nutritional Intervention in *Saguinus Mystax*," which appeared in the AALAS journal, *Laboratory Animal Science*. Other authors, also cited in the award, were Dr. Joseph Knapka and Dr. David Renquist of VRB.

The award, consisting of a plaque and \$100, is presented annually for the best article in the journal whose first author is a technician or technologist. Its intent is to promote and reward the efforts of laboratory animal technicians and technologists to share information in their field.

Barnard is pursuing a doctorate in nutritional science at the University of Maryland. The study reported in the article dealt with a serious health problem in a New World monkey species, the "moustached tamarin," used in research on hepatitis.

Barnard received the award during the 1989 AALAS meeting held recently in Little Rock, Ark. □

GA PROGRAM

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Pittsburgh—my family stayed there," he said. When NIA's Butler hired him, Khachaturian took a second year's leave of absence from Pitt. His mission? To put into action the program development plans he had prepared as a GA.

"It was a gradual transition from the bench to administration, but the more I got into it, the more I liked it. I came to NIH because I was frustrated by the 'science bureaucracy' and then gradually I was lured by the challenges and excitement of science administration."

The same skills that served him as a scientist have benefited him as an administrator, Khachaturian says.

"I'm still doing science, although in a different way. In both, the object is to solve problems by controlling variables and establishing relationships between variables. Whereas basic science requires a very focused perspective, science administration demands a broader view. It is analogous to the difference between being an instrument player and being the conductor of an orchestra."

Switching metaphors, he decides that "a health scientist administrator is more or less a choreographer. The GA program provides you a chance to be a good choreographer."

The Balanchines who helped hone his skills during 1978 included Norman Mansfield,

"The GA program provides you a chance to be a good choreographer."

—Dr. Zaven Khachaturian
NIA

then head of the Division of Financial Management and now director of the Office of Research Services, Gil Hill, chief of the Office of Planning and Evaluation, NICHD, and former Rep. Paul Rogers, a congressman from Miami who chaired the subcommittee on health and environment.

"That was my most meaningful assignment—a capping kind of experience," recalls Khachaturian. "I had done a lot of reading and course work on health legislation. I got a first-hand view of how the legislative process works and how it views NIH and the role of biomedical research."

The assignments he took on during the year were less important for their content than for the contacts they offered, he said.

"You get the opportunity to interact with key players and decisionmakers—that's the best part. You learn how they make decisions

and what their sensitivities are. That's a very important perspective."

Developing a network of personal relationships and acquiring knowledge of institutional history are also advantages offered by the GA year.

"You could do it in 10 years without the GA program, but GA lets you do it in one," he said. "Any high level job at NIH ought to include training such as GA offers, even the director's job."

Khachaturian is now associate director for neuroscience and neuropsychology of aging at

"You could (learn about NIH) in 10 years without the GA Program, but GA lets you do it in one."

NIA. But he is still invigorated by stints in other jobs, which is reminiscent of the career development offered during the GA year.

"I believe in taking time off from a job to do assignments elsewhere," he said. He has spent a year in Congress' Office of Technology Assessment and in the Office of the DHHS Secretary as a health policy coordinator. Recently he went back to Pitt on sabbatical for a year to be vice president for research.

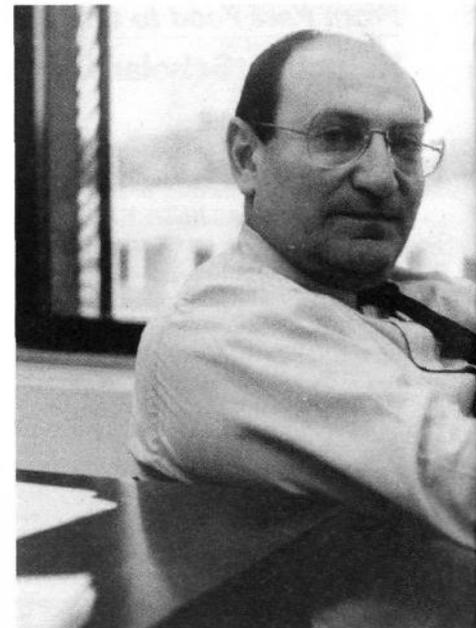
"Those were enriching experiences which make the job more fulfilling."

Asked what resemblance the plan he drew up during his GA year for the neuroscience of aging program bears to the current one, he says, "It has changed quite a bit, but is also quite similar. One steady focus has been the attempt to integrate clinical research with basic science. The vitality of our Alzheimer's program is that vertical integration which allows basic researchers to work closely with clinicians and problems derived from clinical concerns.

"But things change—the science and the scientific questions. One has to be, in a sense, opportunistic to take advantage of new leads and avoid blind alleys.

"I feel sort of good about the program. There was no neuroscience or Alzheimer program at NIA before I arrived. At this institute we now have about an \$80 million program. But along with a sense of accomplishment there is a lot of frustration. The problem of Alzheimer's disease and the dementias of aging is enormous but unfortunately the attention and the resources devoted to it are no match. Our program is miniscule compared to the scope of the problem."

Khachaturian has served twice on the GA board and still meets occasionally with his classmates, who include Dr. Jack White-scarver, deputy director of NIH's Office of AIDS Research, and Dr. Charles K. Griesha-



Dr. Zaven Khachaturian

ber, chief of NCI's Toxicology Branch. He also teaches the politics of science at the GA Seminar Series.

"It's my favorite topic," he says. "I'm a student of science policy and how science gets funded and factors that influence directions of research."

Tempted from time to time to return to the bench, Khachaturian contents himself with writing review articles, pointing to questions he thinks need asking, and generally overseeing the fray.

"I was very possessive about my ideas and data when I was in the lab," he confesses. "I feel liberated from that possessiveness now,

A Who's Who of GA Grads

It is not uncommon to find graduates of the Grants Associates Program in high places around NIH. Created in 1962, the program counts among its alumni many distinguished individuals, most of whom have remained at NIH for their careers. A sampling of GA grads, by no means inclusive, and their class years:

- Dr. Constance W. Atwell (1979), chief, Strabismus, Amblyopia and Visual Processing Branch, NEI
- Dr. Vida H. Beaven (1972), NIH assistant director for program coordination
- Dr. Philip S. Chen Jr. (1968), NIH associate director for intramural affairs
- Dr. George J. Galasso (1969), NIH associate director for extramural affairs
- Dr. Brian W. Kimes (1976), recently act-



and share ideas freely. I don't have any monopoly on questions and ideas. Although I do not generate new data now, I feel that I'm still doing science, but on a much larger scale. I'm still excited by it. I still make mistakes but I'm less afraid of erring. I'm more adventurous with ideas and willing to take chances with counterintuitive arguments and to go beyond the data and ask "What if?"

Khachaturian's fascination with science began during high school in Beirut.

"From ninth grade on, I have been interested in the brain," he says. "I've always been fascinated by how people think and learn and by the philosophy and biology of the mind."

ing NIH associate director for scientific integrity

Dr. Thomas E. Malone (1963), former NIH deputy director

Dr. Jay Moskowitz (1972), NIH associate director for science policy and legislation

Dr. Maureen W. Myers (1980), chief, Treatment Branch, AIDS Program, NIAID

Dr. M. Janet Newburgh (1981), chief, NIH Institutional Liaison Office

Dr. Philip E. Schambra (1968), FIC director

Dr. Patricia A. Straat (1981), deputy chief for referral, Referral and Review Branch, DRG

Dr. Sheila E. Taube (1983), chief, Cancer Diagnosis Branch, NCI

Majoring in biology and chemistry at Yale, Khachaturian earned a Ph.D. in neurobiology at Case-Western Reserve University and completed postdoctoral training at Columbia University before going to the University of Pittsburgh.

"I used to care a lot about papers," he reminisces, "but now I don't give a damn if my papers get published. My interaction with scientists is the best part of my job. I feel I have the best job at NIH."

Above everything else, he is an unembarrassed champion of the GA program: "I think

"The (GA) program had a lot to do with the promotions I've had here."

—Dr. James F. O'Donnell
DRR

it is terrific. It's one of the most creative things NIH has done."

Like Khachaturian, Dr. James F. O'Donnell was lured to NIH by the GA program. He was a biochemist researching nucleotide metabolism in liver disease at the University of Cincinnati School of Medicine when he saw an advertisement in *Science* magazine for the program. Already a decade into a bench science career, he decided a change was in order.

"I had assumed more and more administrative work in my job at the medical school—supervising grad students, completing progress reports and grant applications—and I found I liked the administrative aspects increasingly well," he remembers.

"In order to make the transition smoothly from science to administration, I wanted a formal training program," he said. "The GA program is the reason I came to NIH. It was only 5 years old when I came (1968), but it was a very exciting and rewarding year. It made the transition much easier than if I had come in as a direct hire in administration."

Now the deputy director of the Division of Research Resources (and soon to be deputy director of the new National Center for Research Resources as well as director of its Division of Extramural Activities), O'Donnell credits his GA year with giving him a career advantage.

"GAs probably have an edge in getting jobs at NIH, chiefly because we get to know people during rotations here," admits O'Donnell, who has been a preceptor (main advisor) for three GAs and has sponsored assignments for dozens more. "I'd have to say that the program had a lot to do with the promotions I've had here."

O'Donnell's preceptor was Dr. William C. Mohler, then as now the deputy director of DCRT.

"Bill was on the GA board," recalls O'Donnell. "We met regularly once a week to talk over what might be interesting experiences to look into."

The 10 members of the GA class of 1969 got together for seminars all day on Fridays, when they would exchange information about "good and bad assignments and particular people. There's a lot to be said about sharing experiences among classmates."

Following graduation from the program, O'Donnell spent 2 years at NICHD before being lured away to DRR by Dr. Thomas G. Bowery, who directed the division and was himself an ex-GA.

"I picked DRR because I liked the kinds of programs it ran," O'Donnell says. "It has a broad, institutional focus and deals with the infrastructure needs of institutions all across the country. It was a little broader than the categorical institutes."



Dr. James F. O'Donnell

The breadth offered by both DRR and the GA program attracted O'Donnell.

"The GA program trains you to be a generalist," he said. "And because it recruits scientists, you already know the scientific method, scientific research and scientific literature, which are the kinds of things health

"You normally get four or five good offers after the (GA) year is up. The problem is (deciding) which one to take."

scientist administrators have to know. You're talking a common language.

"It's not necessary to be an expert in genetic diseases to help a person put a grant together to get support to do genetic research," he continued.

O'Donnell joined DRR in 1971 as assistant director of the division and was promoted 5

(Continued from Page 7)

years later to deputy director, a post he has held ever since. For almost 2 years he was acting director of DRR.

"Basically I'm responsible for the day-to-day operation of the organization," he says.

There is no assurance that a GA will get a job at NIH following graduation from the program. "But that has never been a problem," O'Donnell said. "You normally get four or five good offers after the year is up. The problem is which one to take."

Next issue: Two women use the GA Program as a bridge between science and administration. □

Clinical Center Gallery Listings

Through Dec. 19

- Gallery I: Group Show
- Gallery II: Molly Sherwood - watercolors
- Gallery III: Eva McLowery - painting and prints
- Gallery V: Joe Fitzgerald - oils
- Gallery 31: Christmas show
- Sculpture I: Maija Hay - ceramics

Dec. 19 - Feb. 13, 1990

- Gallery I: Lawrence Heyman - watercolors
- Gallery II: Edythe Cardon - oils
- Gallery III: Phyllis Hoffman - collages
- Gallery V: Henry Webster - photographs
- Gallery 31: Peter Martin - black & white paper cuttings
- Sculpture I: Danielle Bensky - sculpture

Feb. 13 - Apr. 10, 1990

- Gallery I: Doris Foss - watercolors
- Gallery II: Judith Briggs - pastels
- Gallery III: Marie Skora - multimedia
- Gallery V: Dick Higgins - watercolors
- Gallery 31: Mary Teichman - prints
- Sculpture I: Joyce Nice - ceramics
- Sculpture II: Nigel Briggs - wood bowls

For more information on the Clinical Center Galleries, contact Ann Ellis, 496-8113. □

Guckes To Head Dental Clinic

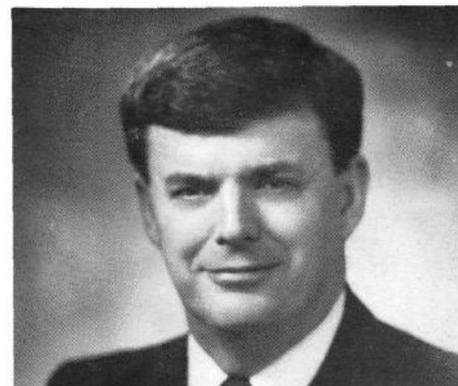
Dr. Albert Guckes has been named deputy clinical director and chief of NIDR's patient care and clinical studies section. Prior to his appointment, he served as chief of NIH's Commissioned Officers Dental Clinic. He replaces Dr. Michael Roberts, who retired earlier this year.

"I enjoy the clinical setting because I really get a lot of satisfaction out of being able to help people," said Guckes. "One of my top priorities is to continue the dental clinic's combination of high quality clinical services and clinical research."

The clinic staff not only cares for those in NIDR studies, but also evaluates and treats patients in other institute protocols. Patients scheduled for heart surgery are routinely seen at the clinic for a complete dental evaluation prior to surgery so that any local infection can be arrested. Patients who are undergoing or who have completed chemotherapy and radiation also may require special dental care since oral health can deteriorate during cancer therapies.

"Another aim I have for the clinic is to move towards having all patient information online on computers. This would allow us to have immediate access to patient dental records and x-rays at chairside," he said. "It's really just a beginning. Computers are going to have tremendous impact on all areas of clinical practice."

Guckes is a prosthodontist, a specialist who treats patients requiring bridges, dentures and implants. Implants—anchors for false teeth that are surgically implanted in the jawbone—are being compared to traditional dentures in an NIDR study that he is conducting. His other research interests include dental biomaterials and computer applications in dentistry.



Dr. Albert D. Guckes

He entered the Public Health Service as a dental intern at the New Orleans PHS Hospital in 1965. Following his internship, he had several assignments, primarily within the Bureau of Medical Services. These assignments included 2 years as a research associate in dental biomaterials at the PHS hospital in San Francisco; 2 years as a resident in prosthetic dentistry at the Seattle PHS hospital; and 6 years at the PHS hospital in Boston.

During his time in Boston, Guckes served as deputy chief of the dental service then later as chief and also assistant director of the hospital for clinical services. Also while in Boston he taught at the Harvard University School of Dental Medicine as an assistant clinical professor in the department of prosthetic dentistry. In 1981 he moved to Hyattsville, Md., to serve as chief, Dental Staff, Bureau of Medical Services. He joined NIH in 1982 as chief of the Commissioned Officers Dental Clinic.

Guckes completed his undergraduate work at Dickinson College in Carlisle, Pa., and received his D.D.S. from Temple University and M.S.D. from the University of Washington in Seattle.—Mary Daum □

NIA Funds Three New Alzheimer's Disease Research Centers

The President has once again proclaimed November as National Alzheimer's Disease Month. The National Institute on Aging notes the importance of this occasion by calling attention to the fact that as many as 4 million older Americans are now suffering from this disorder. The institute recently awarded \$2.3 million for first-year funding of three new Alzheimer's Disease Research Centers (ADRCs), and a total of \$11 million allocated over the next 5 years. This brings to 15 the number of Alzheimer's centers funded by NIA. The purpose of the ADRC program is to enhance research on Alzheimer's disease by providing the resources and environment for collaborative, multidisciplinary studies.

The new centers are located at Baylor College of Medicine, Columbia University and

the University of Michigan.

Each center will serve as the site for new and expanded studies of the basic, clinical and behavioral aspects of Alzheimer's disease. In addition to their research mandate, the centers train scientists and health care professionals and offer consultation and education to Alzheimer patients and their families.

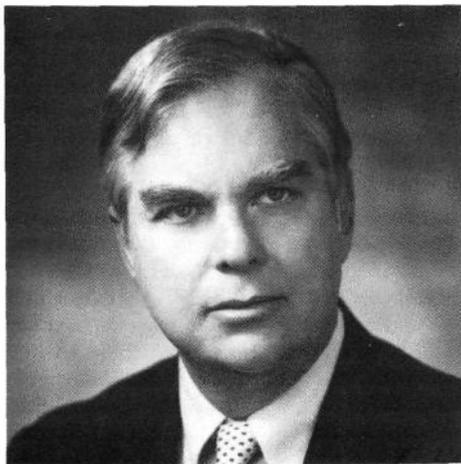
"The center approach is largely responsible for the major advances we have seen in heart disease and cancer research," reports Dr. Zaven Khachaturian, NIA associate director for neuroscience and neuropsychology of aging. "We now have a cadre of investigators whose combined knowledge and talent will allow unprecedented advances in Alzheimer's disease research."

R&W Membership Drive Begins

Yes, that time of year has come to renew your R&W membership. Current memberships expire Dec. 31, 1989, and we don't want to see you without an R&W card for next year. If you're not already an R&W member, now is the perfect time to join. Before Jan. 31, R&W membership sells for \$4 (discounted from \$5). Also if you register before Jan. 31, you become eligible to win a \$200 gift certificate from Ober Travel. Everyone who joins during the drive will receive a complete R&W Membership Guide booklet and a free gift.

R&W has a wide selection of services and products, all to provide you with convenience. Activities include: gift shops with discount prices, a video club, dry cleaning, film processing, day trips and weekend getaways, a fitness center, and much, much more. R&W also offers discount tickets to theatres, amusement parks, sporting events and shows.

Beginning Dec. 1, memberships for 1990 can be purchased at all R&W Gift Shops, or by sending a check made out to R&W for \$4 (after Jan. 31, cost is \$5) to: R&W, Bldg. 31, B1W30. Please include your work address and phone number. Your membership card will be mailed to you. □



Dr. Robert W. Gwadz, head of the medical entomology unit, malaria section, in NIAID's Laboratory of Parasitic Diseases, was the invited speaker at the Centennial Symposium of the Entomological Society of America. The symposium was held at the Smithsonian Institution in Washington, D.C., to bring national attention to the social and economic significance of insects in our world. In his talk, titled "Insects and Public Health," Gwadz described how insect- and arthropod-transmitted diseases affect our lives today and have done so throughout the course of human history.

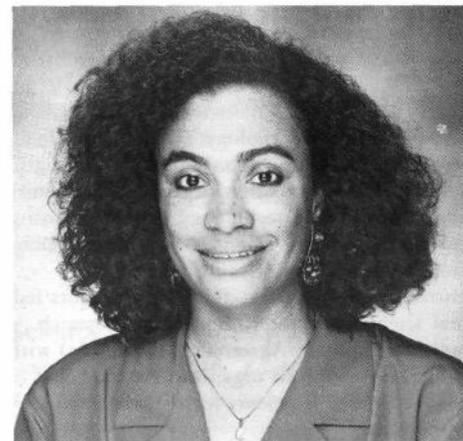
Baquet Named Associate Director for Cancer Control Science

Dr. Claudia R. Baquet has been named associate director for the Cancer Control Sciences Program in NCI's Division of Cancer Prevention and Control. Prior to this appointment, she was chief of DCPC's Special Populations Studies Branch (SPSB).

In her new position, Baquet is responsible for managing an extramural, multidisciplinary cancer prevention and control program.

DCPC director Dr. Peter Greenwald notes that Baquet brings to the position "an extremely successful record of identifying cancer problems in high risk and underserved populations, formulating effective interventions, and then ensuring that those programs are properly implemented. She has contributed greatly to NCI's cancer control efforts, especially as the driving force behind the building up of programs for special populations such as blacks, Hispanics, Native Americans, and other minority groups." Greenwald adds that during Baquet's tenure as SPSB chief, there was a tenfold increase in DCPC's fiscal and programmatic commitment to special populations.

A member of the DCPC staff for 5 years, Baquet also serves on the faculty of NCI's Cancer Prevention Fellowship Program. Her other achievements include playing an instrumental role in the development of the National Black Leadership Initiative on Cancer, serving currently on the editorial board of the *Journal of the National Medical Association*, presiding since 1985 as chairperson for the community medicine and public health section of the National Medical Association, and par-



Dr. Claudia R. Baquet

icipating as a member of the cancer prevention unit advisory committee of the International Agency for Research on Cancer in Lyon, France. She has given more than 300 speeches and written numerous articles on a variety of epidemiological, health education, cancer control and minority health topics.

Baquet came to NCI in 1984 as an expert in DCPC and was appointed chief of the Special Population Studies Branch 3 years later. She received her M.D. degree from Meharry Medical College in Nashville and earned her master's of public health in epidemiology from Johns Hopkins University. She also received training in pathology at St. Louis University and Wadsworth VA Hospital in Los Angeles. □

Research Participants Needed

The Laboratory of Neurosciences at the National Institute on Aging is conducting a study of depression in adults over the age of 45 years. The study does not involve drug treatment. Individuals, or family/friends of individuals, who are depressed and want to participate in this study may contact NIA at 496-4754 for more information, Monday through Friday, 9 a.m. to 5 p.m. □

Fate of CC To Be Discussed

All institute directors, scientific directors and clinical directors have been invited to a retreat on the Eastern Shore early next year to discuss the fate of the Clinical Center.

Some 75 individuals will gather at the Tidewater Inn in Easton, Md., Jan. 10-12, to discuss an agenda focusing on the intramural clinical program. □

Celebrate the Buon Natale Festa

Delicious Italian foods and desserts will be featured at lunchtime Dec. 12 as the NIH Lodge of the Order Sons of Italy in America sponsors its seventh annual Christmas Feast—or Buon Natale Festa.

Held in the Visitor Information Center, Bldg. 10, from 11 a.m. until 2 p.m., the event will include lasagna, sausage, meatballs, cannolis and other items. In addition, a stained glass table lamp, on display now at the R&W Gift Shop in Bldg. 31, will be raffled off at the festa. Advance tickets may be purchased at any R&W store.

Proceeds from the festa will benefit NIH and OSIA charities. To volunteer time, money or food, or to get more information about OSIA, call Nina Baccanari, 496-0754 or 652-6136. □

The Federal Technology Transfer Act of 1986: Government Patent Policy

By Kara Smigel

The Federal Technology Transfer Act of 1986 (FTTA) is an expression of continuing legislative determination to reverse the country's deteriorating technology position by promoting the movement of research products from federal laboratories to industry. To encourage this transfer, the FTFA permits federal scientists to enter Cooperative Research and Development Agreements (CRADAs) with profit and nonprofit organizations and to receive royalty payments for their licensed inventions.

Under a CRADA, the government can pool resources with industry, universities, and profit or nonprofit foundations. The government can furnish staff, equipment and resources other than money to a project. The outside parties can provide staff, equipment and resources, and are also permitted to furnish money.

The FTFA also authorizes the following:

- The government can grant rights for patents and other intellectual property to the nongovernment CRADA parties, while retaining certain rights for the government;
- Each federal inventor can receive royalties up to an annual maximum gross of \$100,000. They receive 25 percent of the first \$50,000 of royalty income, 20 percent of the second \$50,000, and 15 percent of the remainder, until the annual maximum is reached. All royalties are taxable.
- Federal inventors can actively participate in the development of their inventions, and;
- After a percentage of royalties goes to the inventors, most of the remainder goes to the National Technical Information Service for licensing services and foreign patenting costs, and to the National Institutes of Health for administrative costs. The balance then goes to the laboratory in which the invention was made:
 - to reward laboratory employees, other than the scientist-inventor, who contribute to the technical development of a licensed invention between patent filing and licensing, and
 - to fund education, training, travel to meetings, and other activities that further scientific communication among government laboratories and increase the potential for technology transfer.

History of the Act

In 1950, Executive Order 10096 established patent policy for inventions made by government employees. The order required federal employees to assign to the government the rights to any invention they might make in

the course of duty. If the government chose not to apply for the patent, it could leave title with the inventor, reserving a nonexclusive license for governmental purposes.

The Patent Law Amendments Act of 1980 (P.L. 96-517) gave federally funded nonprofit organizations and small businesses first option to claim ownership of any invention they might make under federal grants or contracts. If the grantee or contractor did not take the title, or failed to meet qualifying conditions, the government then could take the title. The act also specified how federally owned inventions could be licensed and how licenses could be modified or terminated if licensees failed to develop the invention. It was also mandated that royalties from the licensing of the invention had to be shared by the contractor or grantee with its employee-inventors.

Also in 1980, the Stevenson-Wylder Technology Innovation Act (P.L. 96-480) was passed, establishing a new grant program, "Centers for Industrial Technology," to foster collaboration between industry and nonprofit sectors. Royalties earned by the centers are to be used to compensate inventors.

Additionally, an emphasis was placed on ways to promote the use of federally owned technology. Under the act, federal agencies were to strive to transfer such technology to state and local governments and to the private sector. An award program for recognizing achievements in technology transfer was created.

In February 1983, a presidential memorandum addressed to heads of executive agencies gave large businesses the same privileges of title to inventions made with federal support that were previously accorded to small businesses and nonprofit organizations. The memorandum also stated that federal agencies must protect the confidentiality of invention disclosures, patent applications, and utilization reports until they are protected by a patent or other measure.

The Trademark Classification Act of 1984 (P.L. 98-620) required contractors to share royalties from inventions made with federal support with the inventors and removed the time limit on exclusive licenses executed by universities. Congress expressly recognized that giving grantees and contractors title to inventions made under their federal grants and contracts had caused a whole new generation of high-technology companies to come into being. Congress felt the process could be accelerated by removing the time cap on licenses.

Congress also observed that an invention usually requires additional development before it can be applied practically, and the laboratory where the invention was made may be the best place for such developmental research. Also, the inventors may be the best people to do the research.

With this in mind, Congress passed the Federal Technology Transfer Act as an amendment to the Stevenson-Wylder Act. In September 1989, the FTFA was amended to allow inventors who are not federal employees but who are under legal obligation to assign all right, title and interest to the government to receive royalties. Other amendments to the Stevenson-Wylder Technology Innovation Act of 1980 (P.L. 100-519) also include as protectable and transferable property, intellectual property which may not have been patented or may not be patentable subject matter. It is expected that further legislative adjustments may be necessary to solve technology transfer problems that could not be anticipated earlier. □

Thrift Savings Open Season

The Thrift Savings Plan is having another open season through Jan. 31, 1990. FERS employees who were hired before July 1, 1989, as well as CSRS employees, have an opportunity to change their current election or make an initial election.

The features of the plan and directions on how to make a plan election or change are described in the *Thrift Savings Plan Open Season Update* pamphlet that has been distributed to eligible employees by their BID personnel office. Employees who want more detailed information than that provided in the pamphlet may request a copy of the *Summary of the Thrift Savings Plan for Federal Employees* booklet from their BID personnel office. □

How Many Labs at NIH?

Overall there are 258 laboratories, branches and departments in the intramural program at NIH, with a total staff of 10,862, of whom 1,331 are permanent scientists and 2,717 occupy ceiling-free positions (ones that don't take up an FTE—full-time equivalent—slot). This is according to the minutes of a recent meeting of the scientific directors. □

TRAINING TIPS

The NIH Training Center of the Division of Personnel Management offers the following:

<i>Courses and Programs</i>	<i>Dates</i>
<i>Management and Supervisory 496-6371</i>	
Interpersonal Relationships in the Work Environment	12/11
Using Animals in Intramural Research: Guidelines for Investigators	1/11
Federal Budget Process	1/17
How to Write and Publish Scientific Papers	1/23
Creative Basics for Changing Workplaces	1/25
<i>Office Operations Training 496-6211</i>	
Seminar on Federal Supply Schedules	11/28 12/6
<i>Introduction to Working at NIH for New</i>	
Support Staff	12/18
Foreign Travel	12/12
Basic Time & Attendance	12/7
Accelerated Reading	12/18

Training and Development Services 496-6211

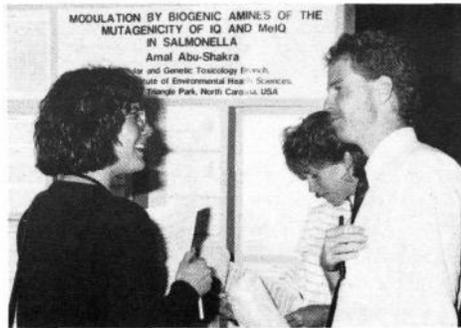
Personal Computer training is available through User Resources Center (URC) self study courses. There is no cost to NIH employees for these hands-on sessions. The URC hours are:

Monday	8:30 a.m. - 7 p.m.
Tues. Wed. Thurs.	8:30 a.m. - 7 p.m.
Friday	8:30 a.m. - 4:30 p.m.
Saturday	9 a.m. - 1 p.m.

NOW AVAILABLE ON SHARE TRAINING
FY 90 Training Center courses. Access
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Leder To Lecture at USUHS

Dr. Philip Leder of Harvard University will deliver the second annual Stewart Lecture on Friday, Dec. 1, at noon. The lecture, entitled "A Genetic Approach to Tumorigenesis," will be held in the main lecture auditorium at the Uniformed Services University of the Health Sciences, F. Edward Hébert School of Medicine. The Stewart Lecture is sponsored annually by the USUHS department of pathology in honor of Dr. Harold L. Stewart, former chief of the NCI Laboratory of Pathology. Parking is available. For more information, call 295-3450. □



NIEHS Research Day activities, held recently at institute facilities in Research Triangle Park, N.C., included a special awards ceremony, three scientific presentations and a poster session that drew more than 170 posters featuring exclusively NIEHS research.



NIEHS employees who received NIH Merit Awards or other awards as noted were (front, from l) Thomas A. Kunkel, Laboratory of Molecular Genetics, NIH Director's Award; Dr. Errol Zeiger, Cellular and Genetic Toxicology Branch; Christine A. Boddie, Office of Management; NIEHS director Dr. David P. Rall, Ramazzini Award; Vickie Englebright, Laboratory of Reproductive and Developmental Toxicology; Dr. Marshall W. Anderson, Laboratory of Biochemical Risk Analysis, NIH Director's Award; Charles E. Tate, Computer Technology Branch; (back, from l) Karen S. Hoffman, Office of Planning and Evaluation; Dr. Michael J. Galvin Jr., Division of Extramural Research and Training; Allan C. Benton, chief, Contracts and Procurement Management Branch, NIH Director's Award; Dr. Herbert L. Amyx, former chief, Comparative Medicine Branch, PHS Citation; David R. Sawyer, Facilities Engineering Branch; Dr. Larry G. Hart, Office of the Director; and Dr. J. Carl Barrett, Laboratory of Molecular Carcinogenesis.

Human Rights Day Concert

The medical scientists committee, an affiliate of Amnesty International, is sponsoring its fourth annual "Human Rights Day Concert" on Wednesday, Dec. 6, from noon to 1 p.m. in the Visitor Information Center, Bldg. 10. The celebration, in honor of the 41st anniversary of the United Nations Declaration of Human Rights, will feature local singer and guitarist Ben Andrews. For more information, call Eileen, 496-0070. □

Science Public Affairs Talk

The NIH Science Writers Guild will sponsor a session on science public affairs in Washington on Wednesday, Dec. 6. Speakers from the National Science Foundation, Georgetown University Medical Center and the Carnegie Institution will discuss their institutions' public affairs and editorial goals and activities.

Anyone with an interest in science writing is welcome. The session will be in Conf. Rm. 7, Bldg. 31, C-wing, from 11:30 a.m. to 12:30 p.m. For further information, call Charlotte Armstrong, 496-8855. □

HHMI-NIH Collaboration Continues

The Howard Hughes Medical Institute-NIH Research Scholars Program is now in its fifth year; 35 new participants recently arrived on campus. The program, formerly run by Dr. George Cahill and now under the direction of Dr. Don Harter, exposes medical students from around the country to intramural research at the NIH campus.

This year, the HHMI Medical Student Research Training Fellowship Program began, which enables medical students to conduct research at institutions in the United States apart from NIH. Forty-seven participants form the inaugural class of this program. □

Renovation Closes Health Unit

Effective close of business Nov. 30, the Bldg. 13 health unit, a satellite facility of the Occupational Medical Service (OMS), will close due to renovation in that area of the building. The health unit will reopen in March 1990. A notice will appear in the *NIH Record* announcing the reopening.

Employees in need of services provided by OMS should report to the main facility located in Bldg. 10, 6th floor of the clinic. In the event of a medical emergency, call the NIH fire department at 116 for transport. For specific information on routine medical services, call 496-4411. □

*From Aeronautical to Medical Research***Leamon Lee Oversees NIH Pocketbook, Directs DFM**

By Anne Barber

"My job here at NIH is not a whole lot different from the job I was doing for the Air Force," says Dr. Leamon Lee, the newly appointed director of NIH's Division of Financial Management. "There are only so many ways you can spend government money because of the regulations and procedures."

Lee comes to NIH from Wright Patterson Air Force Base in Dayton, Ohio, where he had been working since 1961. "All totaled," he says, "I have 30 years with the federal government, including my military service."

Born and raised in North Carolina, Lee joined the Air Force and spent his first 2 years in Alaska. He later joined Wright Patterson as a civilian.

Starting at the GS-3 level, Lee earned his formal education in Dayton, Ohio, achieving a B.S. in accounting from Central State University, an M.B.A. in finance from Wright State University, and a Ph.D. in economics management from the University of Cincinnati.

"I worked the midnight shift and went to school during the day to get my B.S. degree and attended night school to get my M.B.A. degree; but I took advantage of the full-time, longer-term training program offered by the government to earn my Ph.D."

Lee left the government for a short time early in his career, but came right back, he says, "Because I like working for the government."

During his long career at Wright Patterson, Lee prepared the first cost estimate for the F-15 fighter jet program back in 1967. He was financial division chief for the B-1 bomber program and was there when the program was phased out and the B-52 bomber was upgraded with a new avionics suite.

Other programs he became involved with included the simulator program, where pilots are trained and checked out on simulators prior to flying actual aircraft. "This proved to be a lot less costly and also saved lives," he said.

He moved up the ladder, becoming director, Program Control for Air Lift and Trainers. "In fact," Lee states, "the Air Force One aircraft is managed out of that office."

His most recent job at Wright Patterson was director of program control for the laboratories—the research technology area of weapon systems. "This was in aero and space technology research as opposed to NIH's being in biomedical research. We studied research for radar systems, etc.," Lee said.

Wright Patterson, a state-of-the-art aerodynamic lab, deals with aircraft maneuverability. "That was an exciting job. I



Dr. Leamon Lee

never flew a plane myself," he continued, "but I was always flying in military aircraft and I have my share of horror stories to tell."

Lee managed a budget during his tenure at Wright Patterson for as much as \$23.5 billion for acquisitions and \$10 billion for science and technology.

"I don't see a great deal of difference in jobs," he said. "The financial terms are very familiar but the medical terminology is new. The federal government has standard budget and accounting systems, budget review, allocations, requirements and accounting, so there will be no big difference here," he continued. "I used to travel to Washington frequently to defend the budget at the appropriation hearings, just like NIH staffers do."

"The FY 90 budget is pretty much fixed other than CR and sequestration, so we will be battling with the FY 91 base. Right now, NIH is operating under the continuing resolution authority (CRA), which means the appropriations bill has not been passed. You have to stay within CRA guidelines."

Lee adds, "I am quite excited about this job because what I've heard and read about NIH has been very impressive. I've been working under a military structure for DoD whereas NIH is more civilian. It has a more relaxed feeling and seems more like a campus here, unlike the military."

"I am looking forward to a long tenure here at NIH. I understand that once you get here, you don't want to leave. I hope to make a positive contribution to NIH."

Lee was one of 11 children born to a family of sharecroppers, the late Reverend Jesse and Australia Lee, in Williamston, N.C., only 170 miles from Washington, D.C. His mother, now 85, and his siblings still reside in North Carolina. Lee says, "Look at my background—rural area, no college degree

when I joined the government. I get a good feeling from having accomplished this much from where I started."

Lee is married to Brenda Lee and has three children; two sons, Tyrone and Tony, and one daughter, Jamie. Lee's wife and daughter are still in Ohio, living on their 5-acre spread in the country. "My wife is an elementary school principal and is currently working on her Ph.D. in elementary education. My job is to find a similar home for us here in this area," he says.

"My wife and I have been married for 29 years and neither of us had a degree when we got married," Lee continues. "I believe to attain your goals, you have to make sacrifices. There are no free lunches out there. You must be prepared when opportunity comes calling."

"I have always been a risk taker, which has gotten me to where I am. I have a positive attitude and remain flexible."

Lee has taught undergraduate and graduate courses for schools operated at Wright Patterson. He also served on the school board for his district in Dayton for more than 17 years.

"There are more than 32,000 people working at Wright Patterson, which houses the research center for the Air Force. Also, 50 percent of all Air Force money was managed through the base. So there has not been a big difference in my transfer to NIH," Lee says. "Both are large federal organizations."

"The Civil Service has been a great career for me. My goal is to remember the people who work for me because they are what makes the organization flow smoothly. I want to be accessible. I believe if you show a warm, positive attitude to people, you will receive it in return."

He adds, "When you are a manager, 80 percent of your time should go to your people because you expect them to give you 100 percent in return, and the remaining 20 percent should go to technology review."

"It is very important to be fair to all persons. People don't mind if decisions are not favorable, as long as they are fair," he emphasizes.

At Wright Patterson, Lee supervised a staff of 115, spread out among six divisions. At NIH, he has a staff of approximately 170 employees.

"I am very excited about this job because it offers me the opportunity to become a Senior Executive Service member," he says. "To me, this is the pinnacle of civil service." □

NIDR Seeks Volunteers

The National Institute of Dental Research is looking for individuals who have cold sores or fever blisters for research studies. For more information, call 496-0309. □