

*"Still
The Second
Best Thing
About Payday"*

The NIH Record

Director Holds Retreat

Strategic Plan for NIH's Future Nears Consensus

By Rich McManus

The strategic plan for NIH, conceived as an outline for critical opportunity areas of science and technology, the nation's critical health needs and the responsible management of future fiscal and intellectual resources at the agency, came a step closer to realization July 15-16 as 65 NIH officials and advisers met on campus to hone the as-yet untitled blueprint.

A process that began 16 months ago and was first unveiled last February in San Antonio before being road-tested in five U.S. cities—where it gathered considerable public comment—the strategic plan makes explicit NIH's mission, goals, philosophy and objectives.

"This document must evolve and be dynamic over time—we must revisit it periodically," said NIH director Dr. Bernadine Healy, who chaired the recent retreat. "It is a living, breathing document which we will evaluate to find out where it missed the mark, where the gaps are, and where it was right."

Far from seeking to manage the future of an essentially unpredictable enterprise, the plan

(See STRATEGIC PLAN, Page 4)



NIH director Dr. Bernadine Healy summarizes the accomplishments of her recent 2-day retreat on NIH's strategic plan, which she termed a "living, breathing document" to guide NIH in the future.

Flexitime, Flexiplace, Flexibility

Individualized Career Paths Emphasized at Women's Forum

By Carla Garnett

Dr. Ruth Levy Guyer did it—and continues to do it like Ol' Blue Eyes says—her way. Former staff fellow with the National Institute of Arthritis, Metabolism and Digestive Diseases, former writer with NIAID, former columnist with *Science* magazine, and current NIGMS writer, Guyer is forging what has been described as a "unique career trajectory." She insists she is not—and should not—be alone.

"For several years I've been thinking of writing a book about my life," Guyer said at a recent workshop on career-path mapping. "It would be called 'The Juggler,' because what I've tried to do is balance a career with family. I think 'The Juggler' would probably describe many of your lives as well."

Sponsored by the NIH committee on the status of intramural women scientists, the forum where Guyer spoke focused on flexibility—in career choices, in work schedules, in lifestyles, and in thinking in general.

Beginning the discussion, Marvene Horwitz of NIH's Division of Personnel Management described the various vehicles ICDs may use for recruiting, promoting and retaining employees, especially scientists. Within the array of traditional NIH appointments such as staff fellows, visiting scientists, special experts, permanent civil servants and Senior



Dr. Ruth Levy Guyer, having combined her family life with careers in research, journalism and public information, spoke as a model for creating unique career trajectories.

Executive Service employees, there are wide-ranging, but perhaps little-known, opportunities to design a full or part-time work schedule.

For example, the flexitour, in which an employee works 8½ hours from the time of arrival, is a popular alternative to the regular

(See CAREER PATHS, Page 8)

FDA Expands Bldg. 29 Again; Completion Seen in 1994

By Anne Barber

The Food and Drug Administration (FDA) continues to add onto Bldg. 29. 29A was completed in 1966. Now, there will be a 29B. The groundbreaking for 29B occurred in January and construction started immediately afterwards. Completion is scheduled for spring 1994.

Richard Albrecht, deputy director, Office of Management for FDA's Center for Biologics Evaluation and Research (CBER), which is scheduled to move into the new building, says, "In the beginning, we thought we would be able to bring more staff over. We wanted to bring the 85 people located in our off-campus research center located on Nicholson Lane in Rockville—the Division of Product Quality Control and Division of Transfusion Science—but we ran out of space before we could get them into the building.

"At this time, we are planning to move to Bldg. 29B the two divisions that are AIDS-related—Division of Virology and the Division of Hematology—along with the CBER director and administrative staff. Originally all related AIDS programs including vaccines and biological testing were projected to move into the new building. But, again we ran out of space." The projected staff occupancy is for

(See BLDG. 29B, Page 6)

NEI Employees Honored for Extraordinary Achievements

Dr. Carl Kupfer, NEI director, recently presented awards to 10 employees for their extraordinary achievements and contributions to the goals and mission of the institute at NEI's third annual Employee Recognition Day.

As NEI staff gathered in the rose garden of the Lawton Chiles International House, Kupfer reflected on the growth and accom-

plishments of the institute during the past 24 years and on the significant advances in vision research that have accompanied that growth.

He also talked about the upcoming "Celebration of Vision Research," to coincide with NEI's 25th anniversary beginning next spring. At the ceremony, staff received copies of the poster prepared especially for the occasion.



NEI director Dr. Carl Kupfer (front, third from l) is surrounded by employees to whom he gave the 1992 NEI Director's Award. They are (rear, from l) Dr. Jack McLaughlin, Fredette West, Dr. Maria Giovanni, Caroline McIntyre, Dr. Igal Gery, Elijah Bates. At front are (from l) Dr. Peggy Zelenka, Patrick Ciotto and Patricia Fakunding. Dr. Frederick Miles (not shown) also received the award.

Four New Members Join NIDCD Council

Four new members have been named to the National Deafness and Other Communication Disorders Advisory Council. They are Drs. Bobby Ray Alford, Lloyd M. Beidler, Edwin W. Rubel, and Chiyeko Tsuchitani.

Alford is chairman of the department of otorhinolaryngology and communicative sciences at Baylor College of Medicine in Houston and is actively involved in the training of physician-scientists.

Beidler is a professor of biological science at Florida State University and is a member of

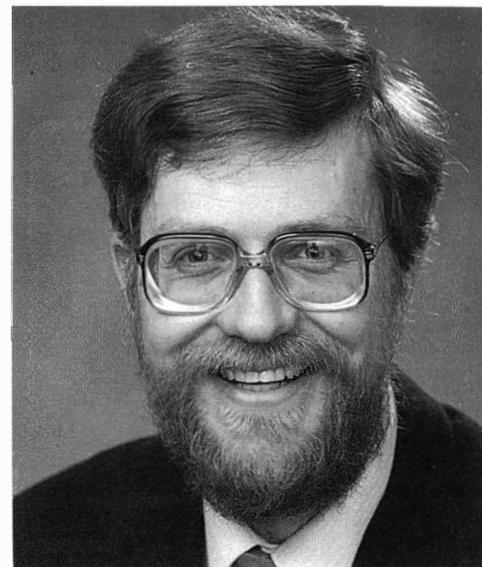
the National Academy of Sciences.

Rubel is a professor in the department of otolaryngology at the University of Washington in Seattle, has expertise in the field of developmental neurobiology and is currently conducting research in the regeneration of hair cells in the avian cochlea.

Tsuchitani is professor of neural sciences at the University of Texas Graduate School of Biomedical Sciences in Houston; her research is concentrated on the superior olive, which is a waystation in the central auditory pathway.



Dr. James B. Snow Jr. (c), NIDCD director, is shown with four new members of the National Deafness and Other Communication Disorders Advisory Council. They are (from l) Drs. Bobby Ray Alford, Lloyd M. Beidler, Edwin W. Rubel and Chiyeko Tsuchitani.



Dr. Sten H. Vermund of NIAID was recently named a fellow of the American College of Epidemiology. An authority on the epidemiology of parasitic diseases and sexually transmitted diseases, he is chief of the Vaccine Trials and Epidemiology Branch in the Clinical Research Program of the Division of AIDS. Prior to coming to NIH in 1988, he was assistant professor of epidemiology, social medicine and pediatrics at Albert Einstein College of Medicine, where he also received his medical degree in 1977. Vermund earned a doctorate in epidemiology from Columbia University in 1990.

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Natcher Construction To Begin

Construction of phase 1-A of the William H. Natcher Bldg. is scheduled to begin on the NIH campus in September 1992. This initial job includes excavation, foundation, utility relocation, and site work needed prior to beginning phase 1.

Phase 1 will include a divisible 1,000-seat auditorium, a conference center with a total of nine conference rooms ranging in size from 30 to 200 seats, cafeteria, concession stand run by the Maryland Vending Program for the Blind, postal and ATM machines, underground parking for 450 cars, surface parking for 100 cars, and office facilities for the extramural components of NIAMS, NIGMS, NCMR, NIDDK and NIDR. Completion of phase 1 is scheduled for August 1994.

The Natcher Bldg. will be located on the site of the present surface parking lots 16C, D, E, F, and G to the north and east of Center Drive in the southeast quadrant of the campus. Upon commencement of the phase 1-A construction contract in September, these lots will be closed. To mitigate the loss of these parking lots, negotiations are occurring with Montgomery County for satellite and overflow parking that would provide easy access to and from the NIH campus by Metro-rail and shuttle buses.

Additional information on the satellite lots will be published in a future edition of the *NIH Record*. □

DES Establishes Hotline

The Division of Engineering Services (DES) has established a Performance Concerns Hotline, which will provide an avenue for direct customer feedback on maintenance trouble calls, in-house repair, and construction projects. You may use this hotline to share specific suggestions or report inadequate service performed by DES personnel. The hotline number is 402-3472 and is open for calls from 9 a.m. to 4 p.m., daily. Initially, the hotline will be answered by Myrna Lopez, assistant to the director, DES, from 8 to 10 a.m. and from 1 to 3 p.m. However, you may record a message at any other time and she will get back to you as quickly as possible.

Healthy Males Needed

Healthy males are needed for a 2-hour study of the effects of task performance on physiological functioning. Needed are nonsmokers, nondrug users between the ages of 18 and 45. For information call Sandra at USUHS, (301) 295-3278. □

Consortium Honors Two NIH Scientists

Two NIH scientists recently received awards from the Federal Laboratory Consortium. The honors are given annually to a select number of individuals who work to transfer a technology or process to the public or private sector.

Dr. French Anderson of NHLBI received the consortium's 1992 Award for Excellence in Technology Transfer. NIAID's Dr. Brian Murphy won the 1992 Award of Merit for

outstanding work in the field of technology transfer.

Their efforts in research and development are bringing NIH technology from the theoretical realms of the laboratory to clinical application. The transfers are examples of how federally sponsored work can benefit communities, states and the nation.



Gathering to celebrate awards given by the Federal Laboratory Consortium are (top, from l) Dr. Claude Lenfant, NHLBI director; Reid Adler, director of NIH's Office of Technology Transfer; Dr. Philip S. Chen, Jr., NIH associate director for intramural affairs; Dr. French Anderson, chief of NHLBI's Molecular Hematology Branch; and Dr. Eduard Korn, director of NHLBI's intramural research program. Below are (from l) Dr. John Gallin, NIAID scientific director; Chen; Dr. Brian Murphy of NIAID's Laboratory of Infectious Diseases (LID); NIAID director Dr. Anthony Fauci; Adler; and Dr. Robert Chanock, chief, LID.



Volunteers Sought for Emergencies

NIH volunteers are being sought to join a Public Health Service roster to aid the United Nations High Commissioner for Refugees (UNHCR) in emergency relief activities around the world.

The request for volunteers, especially PHS officers, was made recently after Dr. James O. Mason, assistant secretary for health, met in Geneva with officials of UNHCR. The deployment of qualified, experienced and trained staff has been one of UNHCR's most difficult challenges in recent refugee emergencies. In response to this problem, standby teams of professionals that could be mobilized with minimum delay are being sought to enable effective intervention during the crucial stage of an emergency.

Likely areas of expertise that NIH employees might offer the UNHCR include advice on matters such as the control of infectious diseases, risk assessment, and hazard containment.

Those interested in additional information should contact their ICD international representative or Irene Edwards, program specialist, International Coordination and Liaison Branch, Fogarty International Center, 496-4785. □

USUHS Needs Twins for Study

The Uniformed Services University of the Health Sciences seeks twins, ages 8 and older, to participate in research study. Participants will be paid. For information call (301) 295-3672. □

STRATEGIC PLAN

(Continued from Page 1)

"should loosen the system up and provide more flexibility, not less," said Healy. "There is great harm in perceiving the document as set in concrete."

Some 2,000 individuals have contributed to the plan since its inception, she reported, and even more will weigh in as preprinted fax message forms regarding the plan were attached to the July 17 issue of *Science* magazine.

"We will deal very seriously with the responses that come in," Healy assured. "The continual input of the community is the only way to make (the plan) work, and to make it right."

The first draft of the plan comprised about 800 pages of text, said Dr. Jay Moskowitz, NIH associate director for science policy and



Taking the microphone to make a point is Dr. Philip Sharp, head of the department of biology at MIT and a leading cancer researcher. To his left is Dr. Michael Gottesman, acting director of NCHGR.

Wilson Hall, picking over the wording and emphases in the newest draft. Garnering most attention were the six trans-NIH objectives forming the plan's core. While most of the draft language gained general agreement, changes were suggested as members performed the difficult task of editing-by-committee.

Of the six objectives—critical science and technology, critical health needs, intellectual capital, research capacity, stewardship of public resources, and public trust—the latter category, which includes communicating with the public, prompted most comment by Healy.

"The public should be sensitized to the fact that NIH funds many of the big breakthroughs gaining media attention at the grantee institutions," she said.

Healy called a recent visit to NIH by Maryland Governor William Schaefer "unbelievably productive—the most amazing thing was that he was so touched and moved by what he saw here."

Healy called on NIH to realize that its campus is really the entire country, and to broaden its effort to reach out into the population using the best available means.

Healy divulged innovations of her own in reaping comment on NIH's strengths and weaknesses. For example, the study sections that come to campus several times each year to review research proposals have been given the additional task of critiquing the peer review process itself, she said.

"It doesn't cost any extra money to get this advice, but it has very important consequences for how we do our job and fulfill our mission," she explained.

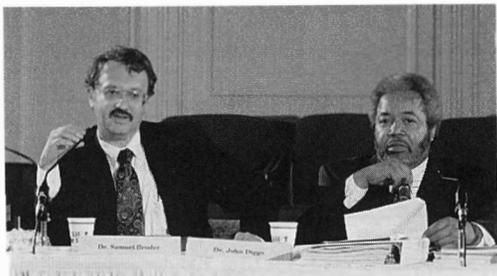


NIEHS director Dr. Kenneth Olden takes notes during the open session; he sat on the section studying critical health needs.

legislation. The plan is now about half that size, and will be further whittled to around 100 pages when it is submitted to PHS and HHS for approval in early fall.

"It is still a guidance document," said Moskowitz, adding that constituency groups and biomedical colleagues still have input into the plan.

Conferees spent July 16 in public session in



NCI director Dr. Samuel Broder (l) makes a point during discussion of plan details. Listening is Dr. John Diggs, NIH deputy director for extramural research.



The new NIH deputy director for intramural research, Dr. Lance Liotta, chaired the section that discussed research capacity.

Photos: John Crawford

Particularly valuable to her is what Healy calls her "rolling roster"—anyone who signs in at relevant meetings can be called in for "ad hoc advice on thorny issues. It's been unbelievably valuable to me as a means of getting quick input from the extramural community," she said of these one-time, informal consultations.

"We're really trying to make this your NIH, and to have no secrets," she said. "We can't have a passive scientific community." As long as the comments are polite, Healy said, she welcomes input to the strategic plan.

"The end result (of strategic planning) might not be perfect," she concluded, "but NIH will be better for it." □



Employees (from l) Monique van Wersch, NIAID; Esther Lawrence, NLM; and Joan Brogan, OEO Disability Employment Program manager, staff the NIH exhibit at the recent 15th Annual Conference of the President's Committee for Employment of People with Disabilities. It was van Wersch's first time at the conference and she was impressed by the many workshops and "being (made) more aware of the disabled community."



NIAID's Dr. Susan Ellenberg has been elected president of the Society for Clinical Trials, an association focusing on methodological research relating to the design, conduct and analysis of clinical trials. The international and multidisciplinary society has more than 1,600 members from all areas of clinical research. Chief of the Biostatistics Research Branch in the Division of AIDS, she has been on the society's board of directors since 1990 and presently serves on the editorial board of *Controlled Clinical Trials*, the society's journal. Ellenberg earned her doctorate in mathematical statistics from George Washington University in 1980 and joined NIH in 1982.

NCI's James Goedert Wins LIFE Prize in Amsterdam

Dr. James Goedert of NCI's viral epidemiology section was awarded the International LIFE Prize, July 21, at the eighth International Conference on AIDS in Amsterdam; he was honored for his research on mother-to-fetus transmission of the AIDS virus.

Women infected with HIV (the virus that causes AIDS), transmit the infection to some, but not all, of their offspring. Studies have shown transmission rates ranging from 13 percent to 40 percent. But scientists don't know when or how transmission occurs.

To shed more light on this question, Goedert and his colleagues obtained reports on 100 sets of twins and one set of triplets born to HIV-infected women. In the 66 sets with complete data, the NCI scientists found that HIV infection occurred more often in first-born than in second-born twins. Among infants delivered vaginally, first-born were clearly at greater risk. Infants delivered by cesarean section showed a similar trend that was not statistically significant.

The twin that is lower in the mother's body—and thus closer to the uterine opening—is generally delivered first during a cesarean section. Birth order is therefore usually the same regardless of type of delivery, and in both cases, the first-born twin is likely to have had greater exposure to infected blood and mucus in the birth canal. In vaginal delivery, the difference may be accentuated, possibly because the first twin may, in effect, clean out the birth canal for the second.

"This finding suggests that we may be able to develop methods of preventing HIV transmission from mother to child," Goedert said. "The observation that twins born first are at greatly increased risk of HIV infection is intriguing. It suggests that many infants remain uninfected until the time of delivery, and that specific measures might prevent some of these infections."

In addition to the association with birth order, the investigators found that infection status was alike in 14 of 17 sets of identical twins but in only 26 of 43 sets of nonidentical twins. These results suggest that genetics may also play some role in determining whether or not infection occurs, since only identical twins have exactly the same genes.

The LIFE Prize aims at making the scientific community and the media aware of the most meaningful studies on AIDS published in the medical literature. The prize is a joint

venture of the International AIDS Society and LIFE, the private association founded in 1990 in Rome by Valenuno Garavani and Giancarlo Giammetti to support the fight against AIDS.

The award represents the proceeds from the cultural activities of the Accademia Valentino, the gallery space in Rome at Piazza Mignanelli 23. Accademia Valentino serves to promote social and artistic fundraising initiatives for LIFE, which directs the benefits to the battle against AIDS.

Also receiving the LIFE Prize this year was Dr. Munkolenkole Kameugo, for his study of intersexual contagion of the HIV-I virus. The winners were chosen by a nonmember commission, five of which were nominated by LIFE and five by the international AIDS Society. □

Students, Teachers Share Discoveries At Poster Day Scheduled for Aug. 7

More than 100 students and teachers are expected to participate in the second annual NIH-wide Poster Day 1992 on Friday, Aug. 7.

Posters will be displayed in the Visitor Information Center area of the Clinical Center from 10 a.m. until 1 p.m. During that time members of the NIH scientific community will be able to discuss informally the projects with the student and teacher presenters.

Poster Day was developed by the Office of Education in order to provide a forum for all summer students and teacher-researchers to share the results of their NIH experience with NIH scientists and their peers and to gain experience in the presentation of scientific results. All participants will receive a certificate in recognition of their achievement.

Special activities will continue into the afternoon with the presentation of a workshop entitled "How To Become a Member of the Next Generation of Biomedical Scientists."

The panel discussion will focus on helping students understand how graduate and medical school can help prepare them for careers in biomedical research. Different educational pathways will be explored and advice will be provided on how to decide which pathway is most appropriate. In addition, information on the application process for graduate and medical schools will be made available. The session will begin at 2 p.m. in Bldg. 10's Masur Auditorium.

For more information, contact the Office of Education, 496-2427. □

BLDG. 29B

(Continued from Page 1)

190 people.

"29B will be a 5-story brick office and laboratory building," says Roy Jenkins, DES project officer. "The design will be similar to Bldg. 49, the Child Health and Neurosciences Bldg., in that the offices will be kept separate from the labs." A pedestrian corridor will extend around the perimeter of the building with access to each lab. A service utility corridor, located in the center of the building, will also provide another entrance to the laboratories.

The building abuts the west wall of 29A at the corner of Convent and Lincoln Drives. Convent Drive is now partially closed and will remain closed until the spring of 1993 due to the construction.

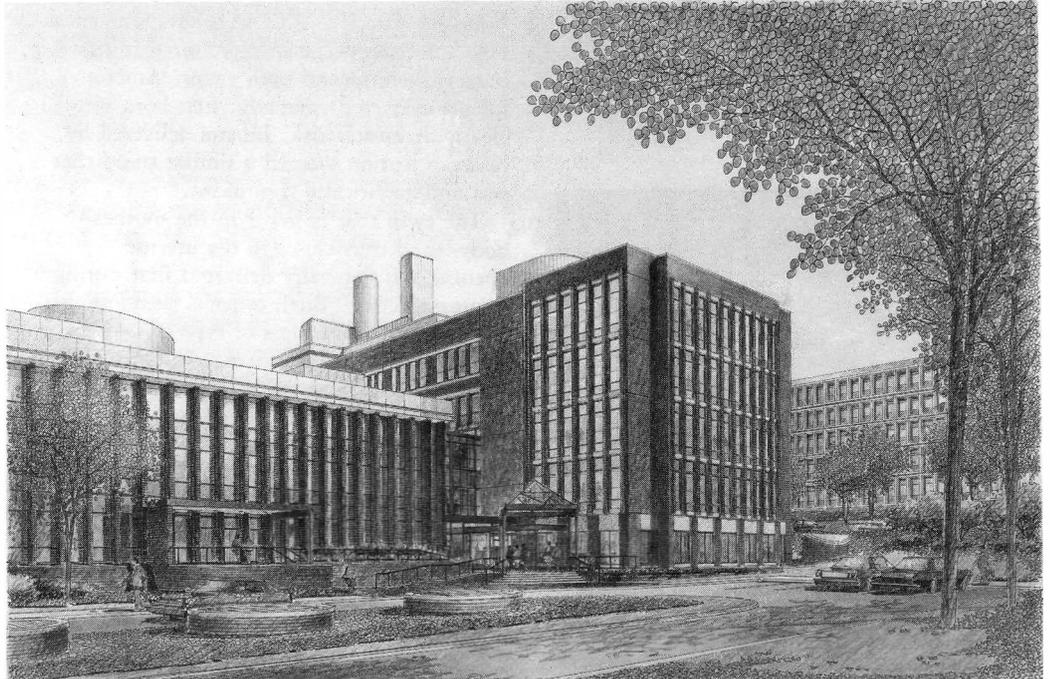
Albrecht states, "There will be small animals housed in the basement of 29B, as well as some remaining in 29A."

The new building will be constructed in two phases. Phase 1, which is in progress, involves relocating exterior utilities and Convent Drive, reinforced concrete frame and the exterior enclosure. Phase 1 is scheduled for completion in March 1993. Phase 2 is the finishing of the interior of the building such as rooms, partitions, air conditioning, etc., and is expected to be completed by March 1994.

The total appropriated budget for the new project is \$28.5 million, of which \$5 million has been allocated for a new 5,000-ton chiller at the central chilled water plant to support this facility. □



Construction began in January on Bldg. 29B, an addition to the FDA's Bldg. 29 and 29A. In the photo above, excavation of the foundation proceeds, with Bldg. 49 in the background. Below, an artist's rendering of the structure, due for completion in 1994.



HS-PAC Seeks New Members from Ranks of Commissioned Corps

The health services professional advisory committee (HS-PAC) is seeking nominations for new members. PHS Commissioned Corps officers in the health services officer category and civil service employees in equivalent occupations are eligible for membership. A sample of occupations includes clinical psychology, social work, optometry, health administration, health education, medical services administration, radiological health, epidemiology, biostatistics, microbiology, molecular biology and toxicology.

The HS-PAC is an interagency advisory group composed of representatives from operating programs and staff components of the Public Health Service and organizations served by the PHS. It serves as a resource and advisory body by assisting in the development, coordination, and evaluation of activities

related to the various professional disciplines in PHS. The HS-PAC provides advice and consultation to the surgeon general and the health services' chief professional officer (HS-CPO) on a wide range of issues.

The term of appointment is 3 years, with appointments made so that approximately one-third of the members' terms expire each calendar year. A list of nominees is developed by the PAC and forwarded to the agencies for concurrence. The HS-PAC and the HS-CPO will then select candidates for approval by the surgeon general.

If interested in membership, send a letter and CV by Aug. 14 to: Cdr. James D. McGlothlin; Chair, HS-PAC; NIOSH, DPSE, ECTB; 4676 Columbia Parkway R5; Cincinnati, OH 45226. □



Dr. John R. Stanley, deputy chief of NCI's Dermatology Branch, has received the Alfred-Marchionini Research Prize from the Alfred-Marchionini Foundation for his "outstanding research in dermatology." The prize was awarded at the recent 18th World Congress of Dermatology in New York and is the largest financial award given in Stanley's specialty. He is the first American to receive this award. Stanley has received many special honors and awards for his outstanding work in dermatology.

Regan Named NIAMS Exec

Kim Regan was recently named executive officer at NIAMS.

"It is a great pleasure to welcome Ms. Regan to our institute," said Dr. Lawrence Shulman, NIAMS director. "She has superior qualifications and we look forward to her working productively with us."

In her new post, Regan is responsible for what she calls "the management end of the biomedical enterprise." She participates in program planning and evaluation and supervises budget, data systems, personnel, contracting, procurement, and other administrative activities.

She comes to NIAMS from ADAMHA, where she was director of the Division of Policy, Planning, and Evaluation. There, she played a key role in policy development and program evaluation. Other recent positions she has held include deputy director of the Division of Financial Management, ADAMHA; senior advisor in the Office of Information Resources Management, Office of the Secretary, HHS; and executive officer, Division of Computer Research and Technology.

Prior to her position at DCRT, Regan held a number of positions at NCI during a 10-year



Kim Regan

period. For 5 years she served as administrative team leader for the Extramural Clinical Research Programs, a position that she says is most relevant to her current position at NIAMS. As team leader, she was responsible for long-range budget planning, funding allocation, and program evaluation. At NCI, she also served as chief of the Program Analysis and Management Office in the Cancer Therapy Evaluation Program and as a manage-

ment analyst in the Management Policy Branch.

Regan has received numerous awards and honors, including the ADAMHA Special Achievement Award, the NIH Merit Award, and the NCI Equal Employment Opportunity Award.

She holds a master of science in public administration from George Washington University and is a graduate of the NIH Management Intern Program. The intern program provided a great career opportunity for a liberal arts major, she says, because the program gave her experience in a number of administrative areas.

Regan is excited to be returning to NIH, where she has enjoyed administrative management. She was attracted to NIAMS in particular because of the many important women's diseases that the institute covers, such as osteoporosis and lupus. As executive officer, she says she hopes to "support and advance the institute's mission, especially in areas of women's health, and to continue the excellent support that the former executive officer, Bob Bruun, provided the institute." □

Hernandez Takes NIAID Training Post

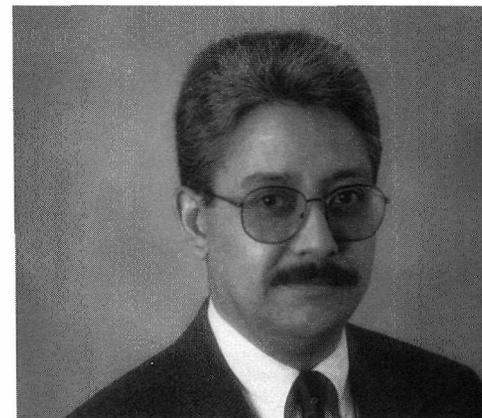
Dr. Milton J. Hernandez has been named director of the Office of Science Training and Manpower Development in the Division of Extramural Activities, NIAID.

The office oversees all NIAID training activities and monitors training-related data on women and underrepresented minorities, as well as tracks the scientific development of trainees. The office coordinates cofunding of programs such as the Minority Access to Research Careers and Minority Biomedical Research Support programs.

In addition, the office is in charge of the supplement program for underrepresented minorities in biomedical research. This program allows principal investigators to receive supplements to their grants for the purpose of training minorities from high school to the postdoctoral level. The office also administers a similar program for scientists with disabilities.

Before joining NIAID, Hernandez was a health scientist administrator in the Transfusion Medicine Branch, NHLBI. He came to NIH in 1988 to participate in the Grants Associates Program, which trains research scientists to become health scientist administrators.

Prior to that, Hernandez was an associate professor of physiology at Howard University College of Medicine from 1981 to 1988. He also served as assistant professor of medicine and physiology at Pennsylvania State Univer-

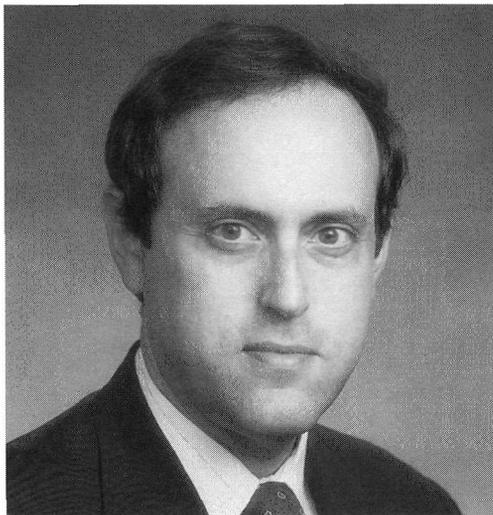


Dr. Milton J. Hernandez

sity from 1973 to 1981.

His research interests focus on cerebral circulation and metabolism. Hernandez is an active member of the Society for the Advancement of Chicanos and Native Americans in Science and served on its board of directors for 5 years. Other professional memberships have included the American Academy of Neurology, American Physiological Society, and the International Society for Cerebral Blood Flow.

Born in San Antonio, Tex., Hernandez received his bachelor's degree in biology from St. Edward's University, Austin. He earned his master's degree in 1967 and doctorate degree in 1971, both in zoology, from Texas A & M University. □



Dr. Robert Nussenblatt was recently appointed NEI scientific director. He has been acting in that role for more than a year, and also serves as the director of NEI's intramural research program, clinical director, and chief of the Laboratory of Immunology, an internationally recognized program that he established. Nussenblatt came to NEI in 1977 and developed a clinical research program in ocular inflammatory disease. He became NEI's clinical director in 1987. In his role as scientific director, he will plan and direct the institute's intramural activities and provide scientific leadership consistent with the overall goals and objectives of the NEI.

CAREER PATHS

(Continued from Page 1)

"9 to 5" (actually, 8:30 to 5 in NIH offices) around campus. Also, compressed schedules have been embraced by some employees who enjoy working fewer, but longer days. The 5-4-9 schedule—working 8 9-hour days, 1 8-hour day with a day off every 2 weeks—or the 4-4-10—working 8 10-hour days with a day off every week—are two examples. It should be noted, however, that any variation of NIH's official work schedule—8:30 to 5, 5 days a week—must be approved by management.

NIH's most recent personnel scheduling experiment—the flexiplace—involves just 23 employees, who work off campus or even at their homes. Guyer, who also works part-time, is part of the experiment. She explained her decision to work a nontraditional schedule.

"I've chosen to work part-time," she said, "but by no means do I luxuriate in spare time...I decided to work part-time because I felt strongly that educated people must help in the schools and must help in their communities." Guyer uses her nonwork hours to give speeches and volunteer in schools and elsewhere, organize science-based activities for youngsters, encourage science pursuits in general, and spend time with her daughters.

"One consequence of working part-time is that you do take home part-time salary, but," she continued, jokingly, "if you have enough imagination you can consider the Price Club and Erol's Video Club exclusive clubs to which you can belong."

During Horwitz's presentation, an important issue regarding scientists and work schedules was clarified. A number of attendees expressed interest in the relationship between earning tenure and alternative work schedules.



Marvene Horwitz, assistant director for personnel services in NIH's Division of Personnel Management, gave an overview of the agency's hiring mechanisms.

Mimi Blitz, NIH personnel staffing specialist, replied. Regardless of the tour of duty, she said, "there is nothing inherent to preclude [earning] tenure."

NICHD scientific director Dr. Arthur Levine offered remarks on recruitment, promotion and tenure from an institute's perspective. He started with a thumbnail sketch of what has become a workforce trend in the last few years: There has been a rapid increase in the number of women interested in the nation's science job market. NIH, and indeed biomedical research everywhere, is anticipating the upsurge.

This summer, Levine said, NICHD offered 125 students, beginning at high school level and reaching through college, graduate school, and medical school, the opportunity to work in a lab within the institute; 65 percent of these summer students are women.

"We've chosen to start the clock earlier, especially at high school and college," Levine noted. "We have chosen to give a little extra push to women, so that as many as possible will enter the pipeline."

During the question and answer period, however, workshop participants seemed less concerned with the availability of entry-level

Women Scientists: 'To Themselves Be True...'

The July 20 workshop, "Scientific Leadership and Visibility," sponsored by the NIH committee on the status of intramural women scientists, focused on scientific leadership and on positive ways in which the careers of women can be advanced.

Dr. Monique Dubois-Dalcq, chief of NINDS's Laboratory of Viral and Molecular Pathogenesis and moderator of the meeting, first gave a snapshot view of the numbers of female researchers at NIH. The number of women in staff fellow or senior staff positions at NIH was close to 30 percent of all intramural researchers in 1982; by 1992, the number had increased slightly to about 35 percent. Currently, fewer than 20 percent of tenured science positions at NIH are held by women; about 16 percent of section chiefs here are women; and women hold fewer than 5 percent of NIH lab chief positions.

In addition, Dubois-Dalcq noted, based on information compiled from the *NIH Almanac*, of 191 prestigious scientific lectures given here since 1950, 16 were given by women and 3 were given by minorities.

Examples that women have not been represented in these prominent lectureships can be found in the two oldest seminar series on campus. Established in 1950, the Dyer Lecture has been given 36 times since. Once, in 1988, a woman, immunologist Dr. Marian Koshland of the University of California-Berkeley, was chosen to deliver the lecture. Since 1953, there have been 108 lectureships, 9 of those to women, including three of the

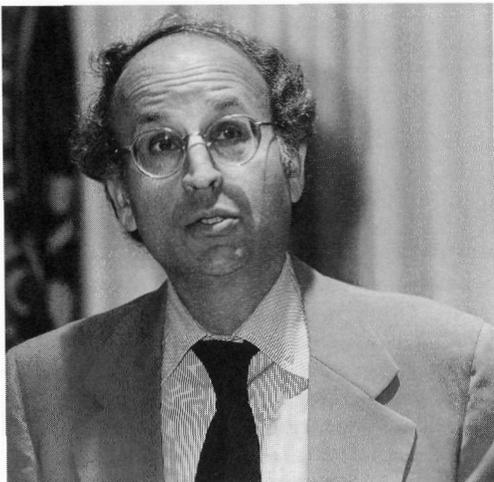


Dr. Hynda Kleinman

yearly Mider lectures.

Dr. Hynda Kleinman, chief of the cell biology section in NIDR's Laboratory of Developmental Biology and one of three speakers at the workshop, said women scientists can and must take responsibility for their own career advancement. She suggested several methods researchers can use to address inequities they identify. Write a letter clearly stating—and offering a solution—to the problem, she said. Circulate the letter widely and follow up with a phone call.

In addition, Kleinman continued, women scientists on lectureship committees can invite more female researchers to speak at lab seminars; those in leadership positions should make a concerted effort to mentor female students and postdocs. Try to attend lectures delivered



Dr. Arthur Levine of NICHD discussed policies for granting tenure and other NIH personnel practices from a scientific director's perspective.

positions and more concerned with opportunities for advancement.

Dr. Lynn Gerber, chief of the Clinical Center's department of rehabilitation medicine and forum comoderator with Dr. Ellen Leibenluft of NIMH, verbalized the core of the problem.

"Just because the pipeline is fuller," she acknowledged, "doesn't mean we can be certain these women are going to get promoted." It seems that women advance to a certain point in their research careers, she said, and simply well up there, never being moved forward. What can be done to unclog the pipe?

"Currently, tenure is a very special concept—even somewhat rare—at NIH," Levine said, sharing his perspective, "because campus resources are so saturated." He estimated that fewer than 1 percent of all NIH postdocs ultimately become tenured. "The commitment of tenure is not just for a permanent position for the individual," he continued. "It involves a long-term commitment of space, dollars and support staff. What we're really doing is forming a new independ-

ent research group, with sufficient resources to allow the tenured investigator to achieve his or her full potential. It may also be that a candidate fully merits tenure as an individual, but the person's research interests cannot be accommodated within the institute's program priorities."

Levine also said that NIH scientific directors have moved toward formalizing the concept of independent versus collaborative senior scientists; the latter are strong scientists who form a critical component of a research team, but do not choose the primary research direction of that team. This change should reduce an ambiguity that some have felt existed in the tenure process.

"The chief criterion for admitting men and women into our postdoctoral programs is whether we think they have the potential to succeed as independent scientists," Levine said, referring to his institute's policy. "Our resources are precious, and we have to shepherd them with some zeal. However, senior level postdocs with obvious talent should be

given sufficient independent resources that they can prove their ability as independent scientists. Ultimately tenure is based on creativity, productivity, and independence within that supportive atmosphere." In response to a question, Levine said that, currently, 50 percent of NICHD postdocs are women.

Commenting on work schedules, Levine said his institute is very flexible, but that the multidisciplinary approach to research usually requires close collaboration, which implies reasonably common schedules.

"In most situations, it's not going to be extremely productive if you work only on weekends and everybody else works Monday through Friday," he said. "The schedule has got to be dictated by the science."

Panelist Janet Bickel, assistant vice-president for women's programs at the Association of American Medical Colleges, defined tenure as "a strange, anachronistic beast." She said that institution personnel policies, not

(Continued on Page 10)

Photos: Bill Branson and John Crawford

by women researchers, she advised, because the success of a lecture is often defined by attendance.

"We're in a very unique window of opportunity because Bernadine Healy is director of NIH," said Kleinman, who began formally addressing the status of intramural women scientists as a staff fellow in 1980 and was recently named chair of the committee dedicated to the issue. "I think people are very sensitive to the issue of the participation of women in research and I think if we gently show them the problems, they're likely to be responsive and we're likely to get results."

Dr. Edith Miles, chief of the enzyme structure and function section of NIDDK's Laboratory of Biochemical Pharmacology and



Dr. Edith Miles

self-described "old-timer" of the speakers, recommended that women researchers establish networks and collaborations in order to gain visibility.

A 26-year veteran NIH scientist, she said it is important for women researchers to be more visible for at least two good reasons—to serve as role models for other women and to promote their own professional advancement.

"Women may need to learn to handle power and confrontation," Miles concluded. "They should be prepared to promote their own cause and research in order to enhance their careers."

Dr. Florence Haseltine, director of NICHD's Center for Population Research, addressed promotion of women and minorities in academic research. As an organizer of scientific meetings, she said she has a unique opportunity not only to see and hear a variety of dynamic speakers, but also to appreciate how seminars, meetings and workshops are put together.

"One thing you learn," she said, "is that the person doing the organizing calls the shots." Her method of filling lecture slots on meeting agendas is simple: try first to fill about a third of the seminar speaker slots with women and minority researchers who thus far may have received few opportunities to lecture.

Using Medline and several other indices of scientific publications, Haseltine deliberately avoids approaching already-prominent researchers in favor of their previously



Dr. Florence Haseltine

undiscovered colleagues. By seeking out lesser known individuals, she said, two things are accomplished: more novel and interesting science is discussed and more individual careers are boosted in science.

One audience member questioned Haseltine's method, saying it presents a "catch-22" situation in which the quality of the science at such meetings may be challenged. If the researchers are unknown, how good can their science be?

Nodding her head as though anticipating the question, Haseltine had a ready response. "If they are published and they have an NIH grant," she said, "then they are, by definition, qualified scientists."

The next forum, on caregiving, childcare and dual-career problems, is planned for September.

(Continued from Page 9)

always models of clarity, cannot be compared. But there is a bottom line all employees, current and potential, male and female, should consider.

"If you're a valuable commodity and you want to work part-time," she said, "they're going to find a way to keep you."

Echoing that sentiment, Guyer gave the final words of the conference. "There is no single 'right' profession," she said. "The person you really need to satisfy is yourself. And that's the person you need to impress and answer to."



A specialist on institutional personnel practices, Janet Bickel of the Association of American Medical Colleges shared some creative solutions to hiring and promotion problems.

"Good science cannot proceed if there are not good people writing about science, administering science, teaching science and exploring the history of science," she concluded. "If you are not satisfied with what you are doing, make a change. Change is good, it promotes growth. Find people who can accommodate the kinds of changes you want to make. I consider that I have obligations to myself, to my family, to my community and to my coworkers. I really cannot do justice to any one of them without considering all the others." □

Theatre Group To Hold Auditions

The NIH R&W Theatre Group will hold auditions for *The Melody Lingers On*, a tribute to the music of Jerome Kern on Aug. 30 and 31 at 7:30 p.m. in Masur Auditorium, Clinical Center.

Director Larry Salkin needs actors, singers, dancers, and accordian and banjo players for this fine musical. Prepared material is recommended but not necessary. An accompanist will be provided for vocalists.

The theatre group is an ensemble of NIH employees and other community members who each year present a musical revue and a dramatic production for the benefit of the NIH Patient Emergency Fund. The group also presents on-the-road productions of its shows.

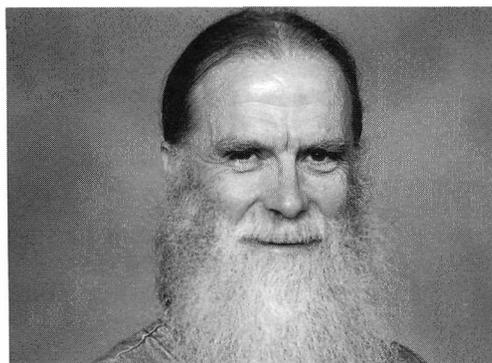
For information call Salkin at (301) 530-8552 or Gary Daum, (301) 881-0430. □

NIEHS Researchers Elected Ramazzini Fellows

Two senior scientists at NIEHS have been elected fellows of the prestigious Collegium Ramazzini, headquartered in Carpi, Italy. Elected were Dr. James Huff, associate director for risk evaluation, and Dr. John M. Dement, director of the Office of Prevention.

The Collegium Ramazzini is named after the 17th/18th century Italian physician Bernardino Ramazzini, generally regarded as the founder of industrial medicine, who lived and practiced in Carpi. Founded to advance the study of occupational and environmental health questions around the world, it offers communicative and interpretive bridges between the scientific community and the social and political centers that must act on significant scientific discoveries to protect public health.

Huff is recognized internationally for his expertise in toxicology and chemical carcinogenesis and has authored or coauthored more than 200 papers on pharmacology, toxicology, and carcinogenesis. Before joining the institute, he was a staff scientist with the Unit of Chemical Carcinogenesis, International Agency for Research on Cancer, Lyon, France, in charge of the IARC monographs program on the evaluation of carcinogenic risks to



Dr. James Huff

humans. Coming to NIEHS in 1979, Huff was for 10 years associate director of the Division of Toxicology Research and Testing, responsible for the National Toxicology Program's evaluative Technical Report series interpreting long-term chemical carcinogenesis studies.

Dement joined NIEHS in 1981 and built staff and resources as health and safety manager, to ensure that NIEHS maintained excellence in occupational health, environmental management and radiation safety.

Promoted to director, Office of Occupational Health and Technical Services in 1988, he added technical information and worker training and education to his responsibilities and further developed the comprehensive occupational and environmental health programs.

Today, as director, Office of Prevention, Dement continues his management role for safety and health programs, and also is respon-



Dr. John Dement

sible for institute research initiatives in the prevention of diseases related to environmental exposures, including the NIEHS Superfund Worker Training Program that trains workers at hazardous waste operations.

He has received the NIH Director's Award and the PHS Outstanding Service Medal.

Dr. Kenneth Olden, NIEHS director, recognized his senior staffers saying, "NIEHS is gratified to have this honor and appropriate recognition bestowed upon these two staff members. The essential communications bridge between scientific researchers on environmental health and policy makers in public health promoted by Collegium Ramazzini also resides at the heart of the NIEHS mission. On behalf of the institute, I extend congratulations to Dr. Huff and Dr. Dement."—Tom Hawkins □

Six Appointed To FIC Board

Six new members—three regular and three *ex officio*—have been appointed to the Advisory Board of the Fogarty International Center.

They are Dr. Eugene Harold Cordes, president of the Sterling Winthrop Pharmaceuticals Research Division and vice president of Sterling Winthrop Inc., in Malvern, Pa.; Dr. John E. Donelson, distinguished professor of biochemistry at the University of Iowa College of Medicine in Iowa City; and Dr. M. Alfred Haynes, former president of the Drew Postgraduate Medical School and director of the Drew-Meharry-Morehouse Consortium Cancer Center in Los Angeles.

The *ex officio* members include Dr. Duane Alexander, NICHD director; Dr. Harald Loe, NIDR director; and Dr. Vivian Pinn, director of NIH's Office of Research on Women's Health. □

Dieffenbach Joins NIAID as Branch Chief

Dr. Carl W. Dieffenbach has been named chief of the Developmental Therapeutics Branch in the Basic Research and Development Program of NIAID's Division of AIDS. In his new position, Dieffenbach is interested in bridging basic and applied research in the field of developing therapies.

The branch works with investigators at universities and drug companies to identify new drugs with activity against HIV and AIDS-associated opportunistic infections. The branch facilitates the entry of new compounds and therapies into the clinical trials system by supporting research that uses a variety of assays to identify these potential drugs.

Before joining NIH, Dieffenbach was an associate professor in the department of pathology at the Uniformed Services University of the Health Sciences (USUHS) in Bethesda. He also served on the faculty of the center for advanced training in cellular and molecular biology of Catholic University in Washington, D.C., from 1988 to 1992.

A native of Colorado Springs, Dieffenbach received his B.S. degree in biochemistry from the University of Maryland, his doctorate in biochemistry from Johns Hopkins University and completed postdoctoral fellowships at both Johns Hopkins and USUHS.

The author of numerous articles and publications, Dieffenbach has focused on the roles of cellular factors in how viruses cause disease.



Dr. Carl W. Dieffenbach

He also has applied his expertise in cloning and PCR techniques to study cytokine regulation and to the cloning, expression and characterization of a cellular receptor for the mouse hepatitis virus.

Dieffenbach is a member of the American Association for the Advancement of Science, the International Society for Interferon Research and the American Society of Virology. □

Kidney Researchers Collect Honors

Two researchers in the renal cell biology section of NIDDK's Metabolic Diseases Branch have received awards for their work on the pathology of glomerulosclerosis, the destruction of the kidney by scar tissue.

Dr. Emmanuel Peten, a visiting associate from the Catholic University of Louvain in Brussels, Belgium, received a travel fellowship to attend an international meeting, "Molecular Approaches to Nephrology: Prospects in Diagnosis and Management," held in Bari, Italy, last spring. At the meeting, Peten lectured on the use of reverse transcription and polymerase chain reaction (RT-PCR) to study the synthesis of the extracellular matrix in the pathogenesis of glomerulosclerosis.

Maj. Michael A. Carome, a guest researcher in the section, was given the Baily K. Ashford Clinical Research Award by the Walter Reed Army Medical Center (WRAMC).

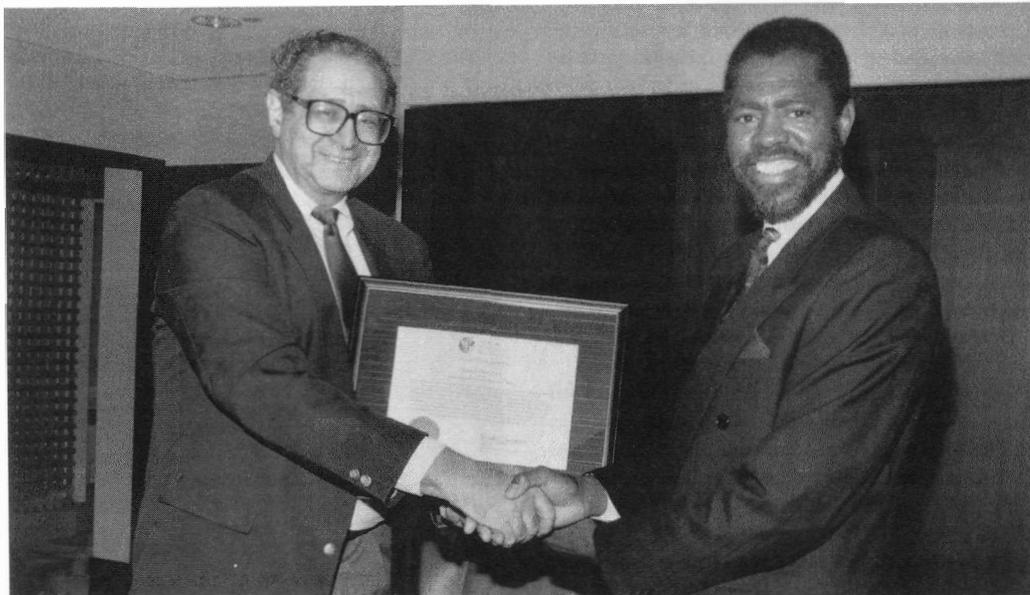
A member of the nephrology service at WRAMC, Carome recently presented his research on the use of RT-PCR to study the degradation of the extracellular matrix in glomerulosclerosis at a WRAMC research symposium in Washington, D.C.

Both investigators conducted their research in the laboratory of Dr. Liliane Striker, chief of NIDDK's renal cell biology section. □

DCRT Computer Training Classes

Classes	Dates
Signal Processing in Electrocardiology	8/6
DB2 Application Programming	8/10-14
Creating and Using Simple WYLBUR Command Procedures	8/10,11
Molecular Recognition and Assembly	8/10,11
Network Services	8/12
Relational DBMS Architectures: Why Client-Server?	8/13
Macintosh Networking with TCP/IP	8/14
PC-DOS Advanced Topics	8/17,18
Fundamentals of Unix	8/17,18
Intermediate PC-DOS	8/19,21
Introduction to ISPF/PDF	8/19
Software Engineering and CASE Concepts	8/19
Batch Files with PC-DOS	8/20
Macintosh Dial-Up and Network Connectivity	8/20
Distributed Database Processing Using Client-Server Technology	8/24
Molecular Graphics: Creating Pictures and Videos	8/24-26
NUnet, LAN, and Mainframe Mail Connectivity	8/25
Designing Tables and Managing a DB2 Database	8/26-28

Classes are offered by the DCRT Training Program without charge. Call 496-2339 for more information. □



NIEHS director Dr. Kenneth Olden (r) accepts the American Psychological Association's Presidential Citation during the APA's board of scientific affairs meeting held recently in Washington, D.C. The award, presented by Dr. Charles D. Spielberger, past president of APA, cited Olden "for his demonstrated commitment to disease prevention and health promotion; his recognition of behavioral research as an essential element in the prevention and amelioration of environmentally related diseases and disabilities; his efforts to improve science education and produce more minority scientists; his distinguished scientific contributions as a cell biologist and research administrator; and for his commitment to the development of new linkages between NIEHS and outside scientific groups..."

Roger Porter, NINDS Deputy Director, Retires

Dr. Roger J. Porter, deputy director of NINDS, retired on June 30, ending more than 20 years of service in the NIH community and the PHS Commissioned Corps. On July 1, he became vice president of clinical pharmacology at Wyeth-Ayerst Laboratories in Philadelphia.

Porter was born in Pittsburgh, and reared in St. Petersburg, Fla. He received his B.S. from Eckerd College in 1964 and his medical degree from Duke University School of Medicine in 1968.

Completing his neurology residency in 1974 at the University of California, Porter immediately became senior research associate in the Epilepsy Branch of the National Institute of Neurological and Communicative Disorders and Stroke, now NINDS.

Since then he has held many positions, including chief of the extramural Epilepsy Branch and the intramural Medical Neurology Branch. In 1984, Porter built the Medical Neurology Branch, a then-new NIH intramural program of basic and clinical research, making it, in only 2 years, the largest, and one of the most highly productive NINDS intramural units. He was named deputy director of NINDS in 1987.

"Decades of NINDS support of the neurological sciences have resulted in an ambitious but realistic blueprint for future research," said NINDS director Dr. Murray Goldstein. "Roger brought to the office of the director a strong sense of the emerging priority for clinical research and an enthusiasm for tackling the challenges of this exciting period in the institute's history."

In addition to his extensive research and administrative duties, Porter has also imparted his knowledge to future research scientists and other physicians by teaching at the Uniformed Services University of the Health Sciences, where for 12 years he has been clinical professor of neurology and adjunct professor of pharmacology. He also served as a scholar-in-residence at the Association of American Medical Colleges from 1989 to 1990.

Among his professional accomplishments are numerous published articles and volumes and 10 books including *Controlled Clinical Trials in Neurological Disease* (published in 1990) and *Biomedical Research: Collaboration and Conflict of Interest* (1992). Over the years, Porter's achievements have garnered him many awards, including the PHS Distinguished Service Medal and the U.S. Navy Commendation Medal, both in 1991.

In 1990, at the request of Dr. James Wyngaarden, former NIH director and later associate director of life sciences at the White House Office of Science and Technology Policy (OSTP), Porter organized and chaired a subcommittee of the OSTP to develop a plan for



Dr. Murray Goldstein (l), NINDS director, said goodbye to his deputy director since 1987, Dr. Roger Porter, who retired recently. Porter's wife, Candace, and daughter Stacey (r) attended his farewell party.

the coordination of government-wide activities in brain research. The subcommittee, representing 27 agencies and departments of government, produced the highly praised document, *Maximizing Human Potential: Decade of the Brain 1990-2000*.

Porter has memberships in many professional societies, including the American Academy of Neurology, and is past president of the American Epilepsy Society; he also serves on the editorial boards of several scien-

tific journals.

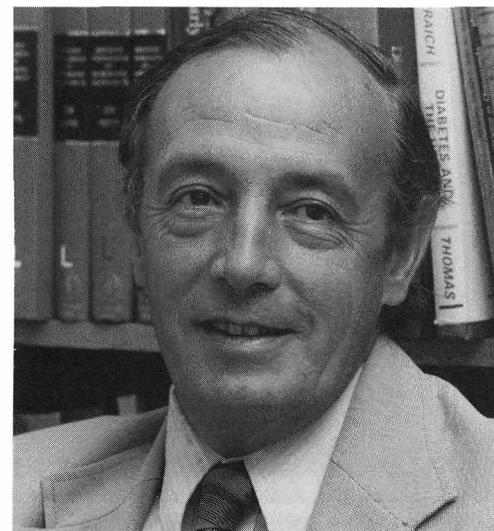
On June 15, several hundred friends and colleagues honored Porter at a reception in Wilson Hall. "Leaving the NIH after 20 years is a most bittersweet moment for me," he said. "I have enjoyed every minute of the excitement of both the mission and the accomplishments of this extraordinary organization, but I also look forward to new challenges in the private sector." —Shannon Garnett □

Diabetes Researcher Bennett To Be Honored in Prague

Dr. Peter H. Bennett, chief of NIDDK's Phoenix Epidemiology and Clinical Research Branch in Arizona, has been awarded the 1992 Claude Bernard Lectureship by the European Association for the Study of Diabetes (EASD) for outstanding career contributions to diabetes research.

Bennett will deliver the keynote lecture, entitled "Epidemiology, Pathogenesis, and Genetics of Noninsulin Dependent Diabetes Mellitus: From Claude Bernard to the Pima Indians," at the EASD's annual meeting in Prague on Sept. 11.

Bennett has been with NIDDK's Phoenix branch since 1964, studying the epidemiology and natural history of diabetes in the area's Pima Indians. The Pimas have the highest incidence of noninsulin dependent diabetes in the world. Bennett's studies have led to the recognition of the importance of insulin resistance in the development of the disease and have helped establish current diagnostic criteria for the disease. Bennett and his colleagues were the first to underscore the role of blood pressure in the development of eye and kidney disorders in diabetics.



Dr. Peter Bennett

Bennett is currently participating in a study of diabetes in China to determine whether or not impaired glucose tolerance can be prevented from progressing into noninsulin dependent diabetes. □

Strategies for Osteoporosis Studied

NIAMS and the Agency for Health Care Policy and Research recently cosponsored a workshop on cost-effective strategies for osteoporosis. Its purpose was to examine current epidemiological issues regarding osteoporosis, assess the efficacy and effectiveness of clinical interventions, identify available research resources, and recommend the research needed to develop or improve cost-effective prevention, diagnostic, and treatment measures. Included was a discussion about the opportunity for collaborative and interdisciplinary research in these areas.

Attendees included epidemiologists, economists, researchers investigating the prevention and treatment of osteoporosis, health care policy researchers, and others from the executive and legislative branches of government and the private sector. Other organizations represented included NIA, NIDDK, the Health Care Financing Administration, the National Center for Health Statistics, and the National Osteoporosis Foundation. Representatives of the pharmaceutical industry were also present. The workshop was chaired by Dr. Conrad Johnston, Jr., director of the division of endocrinology and metabolism at Indiana University School of Medicine.

Dr. Lawrence E. Shulman, NIAMS director, described osteoporosis as a condition in which bone mass decreases and becomes the leading underlying cause of bone fractures, particularly in the vertebrae, hip, or wrist, in both postmenopausal women and the elderly. He outlined recent developments at NIH on osteoporosis causation, prevention, and treatment. Dr. S. Richard Greene, director of the Center for Medical Effectiveness Research at AHCPR, described his agency's goal of improving the quality and cost of health care through research on access to health services, assessment of medical technologies, development of clinical guidelines, support and development of data for patient outcomes research, and dissemination of guidelines and research findings. Katie Maslow, who directs an osteoporosis project for the Office of Technology Assessment, an arm of the U.S. Congress, commented favorably on the wide range of government agencies concerned with osteoporosis, many of which were represented at the meeting. She stated that the forthcoming OTA report on osteoporosis will address issues concerning biomedical research, reimbursement, public and professional education, organization of patient care, and the cost and effectiveness of screening.

Participants addressed specific questions. In the area of epidemiology, it was agreed that a range of racial and ethnic populations should be included in a study that would track bone mass over time and then determine the relationship of bone mineral density to occurrence



Attending the recent osteoporosis workshop were: (standing, from l) Geraldine Pollen, executive director, National Advisory Board for Arthritis and Musculoskeletal and Skin Diseases; Dr. Joan McGowan, chief, NIAMS Bone Biology and Bone Diseases Branch; Dr. Richard Greene, director, Center for Medical Effectiveness Research, AHCPR; Dr. Claire Maklan, senior social science analyst, Center for Medical Effectiveness Research, AHCPR. Seated are (from l) Dr. Lawrence E. Shulman, NIAMS director; Dr. Conrad Johnston, Jr., director, Division of Endocrinology and Metabolism, Indiana University School of Medicine; Katie Maslow, project director, Health Program, Office of Technology Assessment.

of fractures. It was suggested that an expert panel might be convened to present data on the total incidence of fractures at each major site and determine what proportion of these fractures is due to osteoporosis.

Participants agreed that clinical efficacy studies are needed on intervention measures such as the effects of exercise and nutrition (e.g., calcium and other nutritional elements) on bone mineral density. The participants also suggested that factors other than bone mineral density that contribute to fractures in the elderly, such as falls due to poor eyesight or dizziness, should be given attention in order to develop more effective interventions. Recommended topics for future studies included osteoporosis in the male population, fracture outcomes, and studies on the efficacy of rehabilitation programs designed for women and men who have suffered a fracture.

Panelists concurred that relevant quality of life measures should be identified and included in cost-effectiveness studies evaluating the impact of osteoporosis and patient outcomes of treatment. Information needed to determine lifetime functional impact of osteoporotic fractures includes: a standard definition of functional status, site-specific fracture outcomes stratified according to prefracture function, and identification of age-specific function.

Economists among the panelists agreed that in assessing the cost effectiveness of treatment, all costs, including indirect costs, should be considered. Panelists also identified current data bases and their potential contributions to osteoporosis research in terms of number of people affected and cost.

At meeting's end, NIAMS and AHCPR agreed to collaborate on recommendations made at the workshop. Collaboration among other participants will be an added positive result of the meeting.—Judith Wortman □



Dr. Robert S. Balaban, chief of the Laboratory of Cardiac Energetics, NHLBI, has been elected president of the Society of Magnetic Resonance in Medicine at the society's annual meeting in Berlin. The SMRM is an international scientific society with more than 2,400 members. Balaban's research has concentrated on noninvasive nuclear magnetic resonance imaging and spectroscopy studies of the heart with a special interest in the magnetic interactions of water with macromolecules in vivo.

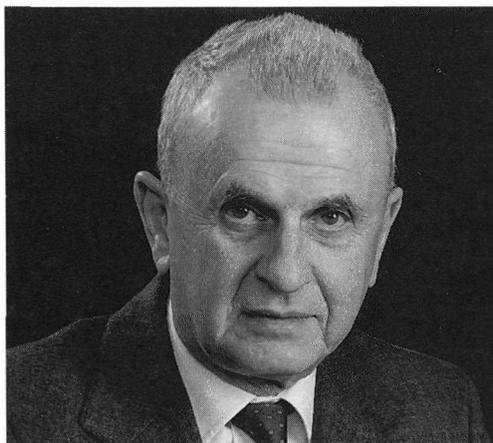
NLM's Kissman Retires

Dr. Henry M. Kissman, since 1970 NLM associate director for specialized information services, has retired from federal service.

Under his direction, the Toxicology Information Program successfully made the transition from a publications-based operation to one consisting of a wide range of online databases. The first such service, TOXICON, became operational in 1972. This was a forerunner of today's TOXNET system that offers a dozen bibliographic and factual databases on toxicology, environmental health, and hazardous substances.

After obtaining his doctorate in organic chemistry from the University of Rochester, Kissman did research at the National Heart Institute from 1950 to 1952. He then spent a decade doing laboratory research at Lederle Laboratories and, in 1963, he entered the technical information field.

In 1967 he returned to federal service as director of the newly formed Science Information Facility of the Food and Drug Administration. His responsibilities there



Dr. Henry M. Kissman

included the development of the National Drug Code system. He moved to the National Library of Medicine in 1970 to take over the leadership of the Toxicology Information Program. That program had been established in 1967 in response to concerns about toxic threats to humans and the deteriorating environment.

In 1973, Kissman was awarded the department's Superior Service Award and, in 1985, the NIH Director's Award.

At a recent joint session of the NLM Board of Regents and Friends of the NLM, Dr. Donald A. B. Lindberg presented to Kissman the 1992 NLM Director's Award. The citation reads: "In recognition of your contribution to America's health through your leadership of the library's information program in toxicology."

Lindberg also read from a letter Kissman received from Dr. James O. Mason, HHS assistant secretary for health: "There has never been a time, Henry, when we needed counsel or advice on issues and information from the National Library of Medicine, whether on a specific task such as the fluoride ad hoc committee or on the subcommittee on risk assessment, that you have not risen to the occasion. The Public Health Service relies on outstanding, steadfast scholars such as yourself. Congratulations on the completion of an outstanding career in public service! You will be sorely missed." □

NINDS' Ascencio Retires After 32 Years at NIH

Joan Ascencio retired recently as secretary to the director, NINDS, after 32 years at NIH and more than 40 years of government service. "I decided I wanted to try something new," she said.

Before coming to NIH in 1960, she worked at the National Security Agency and Walter Reed Army Hospital. Her first positions at NIH were in NIGMS and DRG. In 1972, she came to NINDS, where she has worked with Dr. Murray Goldstein for 20 years, first in his

position as director of extramural programs and later in his role as institute director. has earned her many awards and citations, the most notable being the Assistant Secretary for Health's Special Citation in 1985. "I love my job, it has been interesting at the NIH. There's always something new happening," she said.

In her years at NIH, Ascencio witnessed many changes, the biggest of which she said was the change from typewriters to computers. She also remembered seeing the Stone House, the site of her first NIH job, transformed into what is now the Lawton Chiles International House.

Asked what she will miss most, she said, "The people...I've made a lot of friends. I'll really miss them."

Friends and colleagues honored her at a reception at the Navy Officers' Club. Many past and present NIH employees attended, including former NINDS director Dr. Donald Tower.

Ascencio's retirement plans include traveling and more actively pursuing her interests in golf and tennis. She also plans to devote more time to her four grandchildren.—Shannon Garnett □

Chamber Players Give Concert

The NIH Chamber Players will present a concert on Aug. 10 at 12 noon in Lipsett Amphitheater, Bldg. 10. The program will consist of sonatas for cello and piano of Chopin and Debussy, and two songs for tenor, cello, and piano of Brahms. Suzanne Epstein (cello) and Carl Banner (piano) will be joined by Steven Bauer (tenor); all are members of the scientific staff. Everyone is invited to attend. □



Alan Rich of the Biomedical Engineering and Instrumentation Program (BEIP), NCRR, retired recently after 37 years of federal service, first as an interdisciplinary physicist at the U.S. Naval Research Laboratory and then as a mechanical engineer at NIH. He devoted 15 years in BEIP to designing instrumentation for specific needs of NIH investigators. He followed up his B.S. in physics and acoustics from American University with an M.A. in music, and his free time activities have always reflected his interest in things both mechanical and musical. He is now looking forward to devoting more time to his three favorite activities: inventing devices, composing music, and playing the piano. At the recent NCRR employee recognition day ceremony, Rich delighted the audience with one of his piano compositions, "Airborne Rhapsody."



Joan Ascencio

position as director of extramural programs and later in his role as institute director.

"It would be impossible to describe Joan's contribution. The best I can do is to repeat a telling quote: a poor supervisor needs a superb secretary; a good supervisor deserves one. She was a superb secretary," said Goldstein.

Over the years, Ascencio's dedicated service

NCRR Colleagues Mourn Waldo Groves

Waldo Groves, an instrument maker foreman in the Biomedical Engineering and Instrumentation Program, NCRR, and alternating acting chief of BEIP's mechanical instrument fabrication section, died June 27 at age 44 following a heart attack. His unexpected death without previous signs of illness greatly saddened and shocked his colleagues.

Groves joined BEIP as a machinist in 1978, transferring from the Naval Ordnance Laboratory (now called the Naval Surface Weapons Warfare Center). He served in the Scientific Equipment Services (SES) component of BEIP, which designs, builds, repairs, and maintains instruments for NIH laboratories and provides equipment rental and sale services as well. He was promoted to instrument maker in 1979 and became foreman of the machine and welding unit in 1985.

Groves developed a strong skill in computer use through intensive self study augmented by training. He applied his knowledge and interest to improvements in managerial procedures in his own section and throughout SES.

Howard Metz, BEIP assistant chief for scientific equipment services, described Groves as a generous person not only devoted to his duties but always willing to take on tasks outside his responsibilities.

"When our budget person left for another job in the middle of our annual rate study last year, Waldo stepped right in and took over the task when asked. And again this year, he volunteered to help her replacement," Metz said. "When the blade of our large shear needed sharpening, Waldo took it off and carried it to the service company in his own truck to shorten the down time. That was typical of the kind of person he was."



Waldo Groves combined dedication to his work with love for outdoor activities.

John Mason, retired chief of the mechanical instrument fabrication section, commented, "Waldo had an undying thirst for knowledge so he could complete projects without hesitation. He was my right arm."

Away from the instrumentation shops of Bldg. 13, Groves was an enthusiastic outdoorsman as well as a computer devotee. He was active in hunting, the Boy Scouts, and especially the programs of the Izaak Walton League.

Groves's wife Linda has told BEIP colleagues that a friend said to her at the wake, "I think Waldo was the only really contented man I've ever known." Mrs. Groves added that she thinks that's a good description.

He was born in Orient Hill, W. Va.; his family moved to the Washington area when he was 12 years old. He graduated from Robert

E. Peary High School in Rockville and became an apprentice machinist at the Naval Ordnance Laboratory in 1967 at the age of 19. The apprenticeship combined work at the laboratory with classwork at Montgomery College.

Groves is survived by his wife, two sons and a daughter, his parents, and three brothers. His family has suggested that expressions of sympathy take the form of contributions to the Izaak Walton League of America, Bethesda-Chevy Chase Chapter. □

Male Subjects Needed

Earn up to \$260 for participating in a study of commonly prescribed drugs. It requires 10 to 15 minutes in the morning between 8:30 and 10 over a 3-week period. Volunteers must be male, right-handed, between 21 and 40 years old, in good health, and not active-duty military. Call (301) 295-3672 at USUHS for more information. □



TRAINING TIPS

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

Courses and Programs Starting Dates

Courses and Programs	Starting Dates
<i>Management and Supervisory 496-6371</i>	
Rewarding Today's Workers	8/6
Introduction to Scientific and Medical Editing	8/17
Scientific and Medical Editing	8/19
Attitudes — How They Affect Productivity in the Work Environment	9/16
Influence and Negotiation	9/16
Effective Presentation Skills	9/21
Effective Communication Skills (Phase I)	9/22
Managing Stress, Maximizing Effectiveness	9/30

Office Operations and Administrative Systems Training 496-6211

Writing Fundamentals I (formerly Quality Writing)	9/9
Listening and Work Relationships	9/11
Writing Fundamentals II (formerly Quality Writing II)	9/30
Editing: An Introduction	9/28
Reducing Stress: Rebuilding Energy for Office Support Personnel	9/15
IMPACT System for Personnel Staff	8/11, 9/16
IMPACT for MSCs	8/17, 9/2
IMPACT System for Administrative Staff	8/31, 9/21
IMPACT System for Professional Staff	8/31, 9/21
CRISP Thesaurus (DRG)	9/18

Personnel Management 496-6211

Advanced Classification (New)	8/10
Employee Relations for Personnelists	9/24
KSA Methodology	8/24

Special Courses 496-6211

American Sign Language Level I	9/15
American Sign Language Level II	9/15
Medical Terminology II	9/29



Among those recognized for their outstanding efforts toward the goals of the R&W Association at its recent annual meeting were (front, from l) Virginia Blow, Camera Club; Aletha Harris, Anne Brigham, Theatre Group; Anne Marie Gillen, Golf League; Jan Weymouth, PEF Auction; Ruth Sragner, R&W staff. In middle row are (from l) Bob Kruth, PEF Auction; Frank Nice, Men's Softball League. At rear are (from l) Frank Donnelly, Camp Fantastic Barbecue; Ernie Beile, Bob Bingaman, Ski Club; Stephanie Harrison, bylaws committee; Huber Warner, Sailing Association; Joy Pinkney, Theatre Group; Jennifer Donaldson, EPN Bake Club; Ina Barke, bylaws committee.

Tempest in the Tea Room

A loosely organized boycott of the cafeteria in Bldg. 31 in late June by NIH employees is being hailed as a success by the action's organizers and is viewed as baffling by officials of GSI, Inc., the company that has an agreement with NIH to run the food service in Bldgs. 1, 10, 31 and 35.

"We were taken back by it," commented Sam Bavaro, GSI's onsite manager. "Our feeling was, 'Holy cow, we're trying to make something nicer.' The employees seemed to be saying, 'You're trying to gouge us.'"

A sales tax that took effect earlier this summer combined with GSI's attempt to make the Bldg. 31 cafeteria more like the recently renovated Bldg. 10 B1-level cafeteria threw NIH'ers for a loop, said Bavaro, who admits the shock could have been mitigated by some advanced communication on his part.

"Maybe we didn't market what we were doing properly," he lamented.



Boycott organizer Lynell Brothers of NIDDK claims the boycott, which targeted prices, food quality and maintenance issues, was 80-85 percent effective.

"We had more people apply to be on the boycott committee than we could handle," she said, offering a roster of 25 members representing a variety of ICDS.

Flyers announcing the boycott June 22-26 mysteriously appeared in public areas of Bldg. 31 a week prior to the action; no mention was made of who was behind the effort.

Brothers and her committee recently met with Bavaro and Paul Horton, director of the Division of Space and Facility Management (DSFM), which manages relations between GSI and NIH. After much back and forth, the following initiatives emerged: the 31 cafeteria now has a new manager and executive chef, who pledge to be available, accountable and responsive; DSFM will provide more active oversight of GSI activities on campus; the 31 cafeteria will be gutted and renovated "from the ground up," probably starting early next year; GSI reiterates its policy of full refunds for those who have problems with its food, no questions asked; suggestion boxes will be installed in all GSI cafeterias so NIH employees can make their concerns known.

"We're here to get you happy," pledged Bavaro.

We shall see, seemed the reaction of the boycotters.—Rich McManus □



Undergraduate students participating in NIGMS' Minority Access to Research Careers and Minority Biomedical Research Support programs recently gathered in the NIH Visitor Information Center. The students, who are doing summer research at NIH, were able to meet each other as well as NIGMS and NIH staff involved in biomedical research and training programs.

NIEHS Welcomes Students, Faculty To 'Summers of Discovery'

Nearly 100 students and faculty have joined the NIEHS staff for the summer in the institute's Summers of Discovery (Environmental Science Education Outreach) program. Students range from 16-year-old high school to postdoctoral students. Faculty participants teach at grade school, high school, and college levels. Each participant is assigned a mentor, an NIEHS staff member who supervises their work on actual research studies.

The program is designed to encourage students to pursue science careers and to enrich faculty involvement with research. Highlights of the program include a weekly seminar series by NIEHS scientific staff and working lunches that include presentations on science and science education subjects. This allows participants and mentors a chance to get to know each other in an informal setting. The program concludes with a science poster session in August that gives participants a chance to share their accomplishments with each other and with NIEHS staff.

Dr. John A. McLachlan, NIEHS scientific director and a moving force in establishing the program, points out that it gives students a feel for what it is like to be a research scientist.

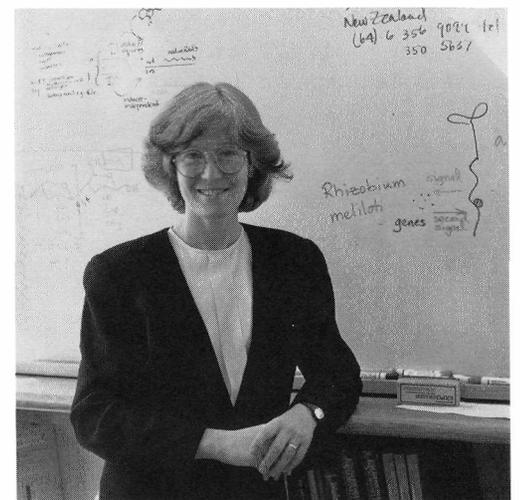
"The students are in the laboratory, doing tasks related to actual studies, and they are attending seminars, summoning the courage to ask questions, and learning that their questions and the answers they receive are valuable to them and others in understanding the science," he said. "The poster session at the end of the summer is similar to poster sessions at national conferences. The students stand beside their work and explain it to others. They leave here with a real sense of what a science career is all about."

NIEHS director Dr. Kenneth Olden notes

that the presence of the students benefits the institute in the short and long term. "Enhancing interest in science education and science careers is a real investment in sustaining advances in scientific research," he said. "Having young people and teachers in the laboratories energizes our staff, as well."

A booklet titled *Summers of Discovery*, outlining the program is available from the NIEHS Office of Communications, Mail Drop B2-05, P.O. Box 12233, Research Triangle Park, NC 27709, or by telephone (919) 541-3345.—

Thomas Hawkins □



Dr. Sharon Long, an NIGMS grantee, recently was awarded a MacArthur Fellowship. The fellowships, which are bestowed by the John D. and Catherine T. MacArthur Foundation, are given to "exceptionally gifted individuals" so they may continue to develop their potential without economic restraints. Long, a Stanford University biologist, received the award for her work on gene regulation in the bacterium *Rhizobium meliloti*.