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National Institutes of Health

"Still The Second Best Thing About Payday"

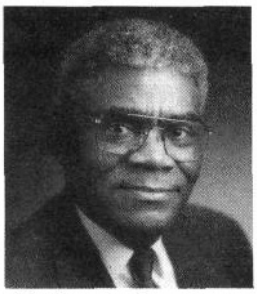
The NIH Record

'...Somebody Cares'

Leamon Lee Stresses People Power at NIH

By Carla Garnett

A lot of the things in the office of NIH's new associate director for administration tell a story about someone else. Take, for example, the wall closest to his desk. In the center is a large photo of Tony Lee, an all-American South Eastern Conference athlete for the University of Tennessee. Surrounding that photo are plaques and citations, all paying tribute to the graduate student's NCAA championship team leadership and speed on foot.


Dr. Leamon Lee

The wall belongs to proud father Dr. Leamon Lee, seventh son of a family of 12 children of a North Carolina sharecropper and the newly appointed NIH associate director for administration. And though it

(See LEAMON LEE, Page 2)

Fewer Solo Car Trips

Traffic Abatement Steps Appear Effective, Says ORS

By Rich McManus

Did anybody see those guys sitting on folding chairs at major NIH intersections this summer, broiling on their tin seats while taking note of how many vehicles passed by? Not real glamorous work, but their results are now in and the Office of Research Services is pleased: a 27 percent decrease in morning peak-hour traffic and a more than 17 percent decrease in afternoon rush-hour volume were recorded.

These decreases, registered in June (using 1992 data as a baseline), are even showing signs of improving. "A new study indicates a further reduction below these numbers," said Steve Ficca, NIH associate director for research services. "These [encouraging percentages] are holding very strong and firm, and they may not have peaked yet. A reduction of 30 percent would be quite an accomplishment."

The bottom line? "The traffic and parking situation is the best its been on campus in recent memory," said Ficca.

How Did We Get Here?

Parking and traffic have always been major concerns at NIH—there probably never were any "good old days." A glance at *NIH Record* archives shows that, even during the 1950's and early 1960's—halcyon days in the growth of the institution in many memories—congestion was an employee bugaboo, often front-page news.

Ficca traces the current progress to the establishment almost 3 years ago of a transportation management plan that recommended, among other things, creation of an Employee Transportation Services Office (ETSO) within the Division of Security Operations. Focusing originally on stimulating more carpooling among NIH'ers, ETSO, under the direction of Gail Thorsen, has now

(See TRAFFIC, Page 6)

Employees Tell Their Story

NIH Marks Disability Employment Awareness Month

By Anne Barber

The theme of NIH's 12th annual Disability Employment Awareness Program—"Employ Ability: We Can Do It"—was echoed several times by NIH employees who were invited to talk about their disability, their jobs, and what has been done to make them employable. These workers served as panelists at a program Oct. 13, in Bldg. 1's Wilson Hall to observe National Disability Employment Awareness Month.

Frances Cannon, Disability Employment Program assistant, has been at NIH for more than 28 years. Having lost her hearing at age 6 as a result of spinal meningitis, she said, "I became totally deaf. Even with a hearing aid, I am unable to hear noises.

Frances Cannon

"My career at NIH has been difficult, challenging, interesting, frustrating, and satisfying. A pretty

(See AWARENESS, Page 4)

Named Director Emeritus

NIAMS Director Lawrence Shulman Retires

Dr. Lawrence E. Shulman, the first director of the National Institute of Arthritis and Musculoskeletal and Skin Diseases, retired on Oct. 31. The next day, he was named the first NIAMS director emeritus, remaining at NIH to carry out several special projects in prevention research in which he has a keen interest. Shulman has directed NIAMS since it was first established in April 1986.

During his tenure, Shulman guided development of the fledgling institute through its formative years. He played a pivotal role in facilitating the growth of both the intramural and extramural research areas by developing new programs, encouraging innovation, and seizing scientific opportunities. He also convened 150 of the country's leading scientists to develop a comprehensive national plan for NIAMS.

In the intramural area, Shulman organized plans, as requested by Congress, for future program development and expansion. He

(See SHULMAN, Page 8)

Dr. Lawrence Shulman

What Do You Say to the Media?

Broadcaster Paul Berry Answers Questions at NIH

By Anne Barber

Paul Berry, one of Washington, D.C.'s best known journalists and coanchor of WJLA-TV's "News Seven-Live at Five" newscast recently discussed "Media Relations in the Federal Workforce" before a group of senior- and middle-level managers as part of NIH's Executive Speaker Series Seminar (ESSS).

Cassandra Isom, assistant director for workforce solutions under NIH's Office of Human Resource Management, explained that ESSS focuses on topics raised most frequently in the scientific community. "We invited Paul Berry to talk about what you should say or not say to the media, and how to use the media to get your views across," she said at the seminar held Oct. 6 in Bldg. 10's Lipsett Amphitheather.

Paul Berry

"Shut the hell up," began Berry, when you are confronted by the media. "There is nothing

(See PAUL BERRY, Page 9)

LEAMON LEE GIVES 'MORE POWER TO THE PEOPLE'

(Continued from Page 1)

provides only a glimpse of his son Tony's track career, the wall surprisingly offers more insight into Lee and his management style.

"A manager looks at and understands people," said Lee, who began civilian government service as a GS-3 teletype operator in the late 1950's. "The most important asset of an organization is its people, so I concentrate on developing the people on my staff."

Lee came to NIH in November 1989 as director of the agency's Division of Financial Management (DFM), a position he held for more than 3 years before he was tapped by then-NIH Deputy Director for Management John Mahoney to take on a detail post as acting director of the Office of Acquisitions Management (OAM). In the early months of both positions, Lee's job probably could best be summed up in two words: fire fighter.

When Lee was recruited to DFM in late 1989, there were several outstanding equal employment opportunity issues that had to be handled, he explained. He made them priority number one.

"I had inherited a number of EEO problems," Lee said, "so the first thing I did was institute an organizational climate assessment. We brought in a consultant to facilitate the assessment." Lee began meeting with the employees and got the complaints resolved. "We needed to train managers in better ways to serve the employees," he recalled. "There's always uniqueness in every organization—individual workers provide that uniqueness—and as a manager, you must take that into consideration."

He followed much the same procedure in May 1993 when, following several public rallies on campus in which Blacks in Government and the Montgomery County NAACP chapter brought to light allegations of sex and race discrimination in hiring/promotion practices at NIH. Lee was called in to take interim leadership of OAM, where a large number of the complaints had originated.

Describing himself back then as an "unorthodox manager," he addressed a hostile, dubious Wilson Hall rally, which greeted the announcement of his OAM appointment with cheers. "My track record speaks for itself," he said to the assembly in May 1993. "I don't think any ethnic group is looking for a handout or gift. They're looking for fairness."

Lee had been in the OAM position about a year when the associate director's job was advertised. He was chosen from a large pool of applicants. For the first time in the 5 years since he came to NIH, there was no immediate management fire for Lee to put out. He's not above building one of his own, though.

"What I have in mind to do in this job is to set up a program where all the offices and divisions under the ADA umbrella are considered as one large, effective, efficient organization supporting the mission of NIH," he declared, explaining the changes and challenges facing NIH and other federal agencies, which will need to streamline to meet imminent "reinventing government" mandates. Such mandates, Lee predicted, will force NIH administration to do more with less resources and fewer employees. "To do that I've already set in place a person—Ms. Diane Armstrong [former director of NIH's Office of Equal Opportunity]—to bring all the employees together, to empower the people in the organization so that they have input into the direction we take. It's my job to set the vision of the organization. That vision has little or no effect at all if it's not shared with the employees."

A Restructured ADA

A newly restructured umbrella, the ADA now oversees NIH's divisions of procurement, logistics, and contracts and grants, as well as the offices of information resources management, and management assessment—a lot of people who, if Lee has his way, will need to see and strive for the same goal. But it can be done; Lee's had similar successes before, according to items on another wall in his office.

A huge plaque takes its place of honor behind Lee's conference table. It is inscribed with his name amid the names of about 15 or 20 other people—young people, Lee said, who are all former trainees he recruited from various universities when he was employed at the Department of Defense. These employees presented him with the award after they all became federal success stories under his guidance and tutelage. Lee continues to touch the lives of many young people—some at Central Michigan University, where he teaches as an adjunct professor on weekends.

The plaque tells the trainees' story, but it also tells a lot about the seventh of 12 children, who went to a school where there was no chance to become a Tony Lee, because there was no track and field. There weren't any extracurricular activities—or any extras. So Tony's victories and those of the other young people became Lee's, and the successes he left in DFM and continues to develop in OAM prove his managerial style—an organization's people are its greatest asset—hits the target.

"I think individual, one-on-one meetings are a crucial aspect of management," Lee said. "I interact not only with my managers, but also with my employees. Employees have to know that somebody cares." ❑

Head-Injured Subjects Needed

NIMH needs traumatically brain-injured subjects for a study of brain function. Volunteers must be between ages 18 and 50 and be at least 6 months post-injury. Procedure involves cognitive testing, a magnetic resonance imaging scan and a positron emission tomography (PET) scan. The PET scan involves exposure to a small amount of radiation that is within both NIH and FDA guidelines. Volunteers will be paid $330. For information, call Brenda Kirkby, 2-3682. ❑

Indexer extraordinaire Thelma Golden Charen was surprised on Oct. 6 with a ceremony honoring her many achievements during 50 years of federal service, virtually all at the National Library of Medicine. The library's Lister Hill Center auditorium was packed with colleagues and friends—many of them former students of "the world's greatest indexer." A letter to Charen from President Clinton read in part, "America's strength as a nation has always depended on citizens who have been willing to commit themselves to attaining a worthy goal. Your steadfast devotion serves as an example of caring and leadership to which we can all aspire." Charen helped formulate the principles under which NLM provides subject access to the world's biomedical literature. Over the decades, she has trained hundreds of librarians and indexers in the use of MeSH and the principles of subject control and access. She continues to be an integral part of the library's work today.

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Land Rover for Haiti

FIC AIDS Program Director Receives Donation

Princess Anne, daughter of Queen Elizabeth II, and the British Ambassador to the United States Sir Robin Renwick, recently joined with Land Rover North America to donate a Land Rover Discovery to the New York Hospital-Cornell Medical Center to be used for the conduct of field research in Haiti. In a ceremony in the garden of the British Embassy, the princess presented the sport utility vehicle to Dr. Warren D. Johnson, Jr., chief of the division of international medicine and B.H. Kean professor of tropical medicine at Cornell Medical Center.

In a ceremony in the garden of the British Embassy, Princess Anne, daughter of Queen Elizabeth II, recently presented a Land Rover Discovery vehicle to Dr. Warren D. Johnson, Jr., chief of the division of international medicine and director of an AIDS International Training and Research Program supported by FIC.

Johnson, whose work has been recognized for its quality and productivity and whose research grant on the "Natural History of HIV Infection in Haiti" has been designated by NIH as a MERIT Award, is committed to training foreign scientists in the areas of AIDS and other infectious diseases. He also directs one of the 15 programs supported under the Fogarty International Center's AIDS International Training and Research Program (AITRP), the largest global research training program for HIV/AIDS, and a key part of the NIH strategy to develop safe and effective HIV/AIDS vaccines and other interventions.

The program aims to increase the capacity of foreign scientists to deal with the AIDS epidemic through epidemiological research, clinical trials and other prevention programs; collaborative research between U.S. and foreign scientists; and cooperation and sharing of research knowledge by scientists working to combat AIDS worldwide. Since its inception 5 years ago, AITRP has provided research training in the U.S. for more than 650 health scientists from 59 countries, including the U.S., and has conducted in excess of 260 training courses in 30 countries for more than 16,000 health professionals. The program currently operates through 15 grants to 11 U.S. institutions that select participating scientists.

In accepting the gift on behalf of Cornell Medical Center, Johnson said the Land Rover will be assigned to the Fondation Haitienne Des Maladies Endemiques, with whom the Cornell research team in Haiti works closely to combat Haiti's major endemic and infectious diseases and to develop educational and therapeutic intervention programs directed at these diseases. In addition to field research, it will be used to transport medical personnel to treat tuberculosis, infantile diarrhea and AIDS, which is the major cause of death in Haitian urban adults.

Cornell Medical Center is the latest in a series of scientific and charitable organizations that have benefited from contributions by Land Rover North America. Charles R. Hughes, president of the company, said he hoped "that the efforts of the Cornell Medical Center will hasten the end of the scourge of AIDS and other life-threatening diseases in the developing world."—**Irene Edwards** ❑

Project CERTAN Briefing, Nov. 15

A CERTAN update meeting will be held from 2 to 3:30 p.m. on Tuesday, Nov. 15 in Lipsett Amphitheater, Bldg. 10, to discuss the activities and progress that have occurred since CERTAN's inception in the fall of 1993. CERTAN (Computer Equipment Resources and Technology Acquisition for NIH) was initiated by DCRT to provide information technology resources for DCRT to meet the scientific and administration requirements of NIH's ICDs beginning in fiscal year 1996.

In February and March of this year, Performance Engineering Corp. conducted interviews and workshops with more than 300 NIH and HHS personnel. The information they gathered has been incorporated into a requirements analysis that details the type of equipment, software, and services needed within the user community at NIH. It is also being modified for use in developing statements of work for proposals being produced by DCRT.

Call 2-5174 to register to attend. Because of the procurement-sensitive nature of this meeting, only government employees will be admitted, and government identification cards will be required. Plan to arrive early enough to sign in before the meeting. ❑

Sons of Italy Meet, Nov. 8

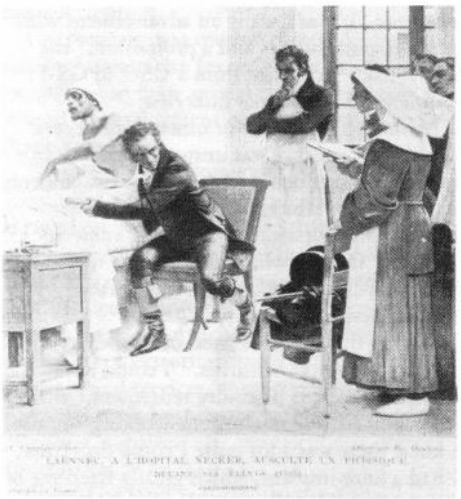
The Order Sons of Italy in America, NIH Lodge #2547, will hold its monthly meeting on Tuesday, Nov. 8 at 7:30 p.m. at Executive Plaza North, Conf. Rm. J. Giving a talk on Italian folk tales will be Dr. Caroline Holloway, director of the Office of Science Policy, NCRR. All are welcome. For information call Nina Baccanari, (301) 869-4045, or Cathy Battistone, 6-2378. ❑

Historical Images from NLM Accessible via the Internet

Through a collaboration between NLM's Lister Hill Center and the library's History of Medicine Division has come "Images from the History of Medicine"—a database of nearly 60,000 historical images now retrievable over the Internet.

An NLM fact sheet "Images from the History of Medicine & OnLine Images" gives background information on the library's historical collection of images and provides details on accessing them via the Internet by means of the World-Wide Web (WWW) plus special "browsers" such as NCSA Mosaic. The Lister Hill Center developed OnLine Images, the system that can deliver catalogued image archives via the WWW. The fact sheet may be requested from the library via the Internet (publicinfo@occshost.nlm.nih.gov) or by calling 6-5405.

The image below represents one of the images that technology now can bring to



computer screens in a matter of seconds. It is also one of 12 images featured in a 1995 wall calendar—*Breakthrough: The History of Medicine*—published by Pomegranate Calendars & Books. Many of these images celebrate notable medical breakthroughs and pay tribute to pioneers who furthered the science and art of medicine.

This calendar illustration shows Rene T. H. Laennec using his stethoscope on a patient at the Necker Hospital, where Laennec was a physician. Laennec's invention of the stethoscope in 1781 and its subsequent use for auscultation were great advances in the study of diseases of the chest.

In addition to being available in bookstores throughout the world, the calendars may be ordered from the Friends of the National Library of Medicine at a special discount price for members. Order from Friends of the NLM, 1555 Connecticut Ave., NW, Suite 200, Washington, DC 20036. Price: $7 for members of the Friends; $9 for nonmembers. Members and nonmembers should include $3.25 for postage and handling; add $1 for each additional calendar. ❑

AWARENESS PROGRAM ACTIVATES THEME: 'EMPLOY ABILITY: WE CAN DO IT'
(Continued from Page 1)

good balance of one's career," she said, laughing.

Originally, Cannon wanted to become a dietitian. After receiving her B.S. degree in 1960 from Seton Hill College in Greensburg, Pa. (a college for hearing students), she obtained a GS-5 rating from the Office of Personnel Management for a dietitian position. She found one at the Public Health Service. "But I was not hired because of my deafness," she remembered. "It felt like a ton of bricks had hit me.

"Eventually, I settled for a GS-2 position at the National Institute of Dental Research as a histopathological technician. This was compatible with my college studies and I worked in the field of cell and molecular biology.

"My boss, who was a principal investigator, had me perform work occasionally for other investigators and each time my present boss moved on, the remaining investigators would want me. It was usually an advancement with more responsibilities and a promotion," she explained. "I climbed from a GS-2 to GS-11 and never had a formal interview.

"Although I applied for other employment during my career, I was unsuccessful. I didn't have a problem being requested for assignments in the various labs at NIDR, but that was because the investigators at NIDR knew my abilities. Others, who did not know me, weren't willing to take the risk of hiring someone with a disability."

During this time, Cannon developed a second disability—arthritis. "I could have probably received disability retirement," she said, "but I chose to continue working because I knew there was a lot more I could do. Later, I had a knee implant, which greatly freed me of pain and enabled me to walk much better.

"This is how I advanced my career," she stated. "Not exactly what I hoped to do as a dietitian.

"While reasonable accommodations played a big part in my career advancement, I believe the biggest part of this advancement was the result of my bosses recognizing my abilities, taking the risk in hiring me and putting my talents to work."

There were many people checking out the latest technology available at the vendor's exhibition held at NIH during Disability Employment Awareness Month.

Cannon, who often hears people comment about how wonderful it is that she has overcome her disability and how exceptional she must be, responds: "I disagree. I simply want to live up to my potential. Do what I can do. Share my abilities or talents. The last thing a person needs is a roadblock or barrier to prevent this from happening."

Crediting NIH's OEO (Office of Equal Opportunity) advisory committees with having greatly helped, Cannon stresses that NIH must continue the mission "that people with disabilities do have abilities and should be hired. That's the focus of this program—Employ ability: We can do it!"

Craig Easter, administrative officer at NIMH, first joined NIH in 1978, working for DCRT. He has a visual disorder called retinitis pigmentosa. He considers himself very fortunate that he did not have to attend a special school. Educated in the Montgomery County school system, he participated in the mainstreaming program, which encourages people with disabilities to attend regular school.

"Technology has made it easy for the vision-impaired," said Easter. "My accommodation includes a machine that takes printed documents, scans them, and then reads them to me.

"In my field, there is a lot of reading. This machine saves me from having to have someone read to me. I have a large computer monitor that makes copy large enough for me to read. I also have e-mail, among other things.

"I have a great support system," he said. "Prior to this new technology, I used to have to take handwritten notes to other people for them to read to me. Now I have voice mail and that is no longer necessary.

"In my immediate office in the Clinical Center, we do not have the best lighting, so it is easier for someone to lead me around than let me fall. I am very fortunate to have good people around me."

NIH employees Jerry Haley (l) and Craig Easter were panel members at the Disability Employment Awareness Program, Oct. 13.

Jerry Haley, purchasing agent at NHLBI, began working at NIH as an administrative technician with NIAMS.

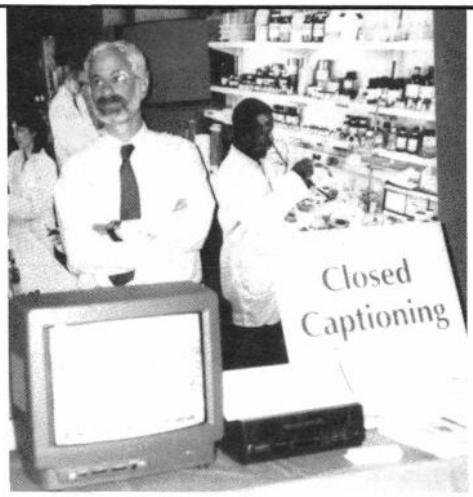
"When I began working at NIAMS in Bldg. 6, it was not accessible. The ramp was only finished recently as I was leaving there," said Haley, who uses a wheelchair.

He has not always had to use a wheelchair; his disability is the result of an accident. He was home on school break from Florida, where he was majoring in aeronautical science, when a traffic accident paralyzed him from the waist down. "I was hit by a drunk driver one mile from my home in Gaithersburg. I had two final credits to go before becoming a pilot." That happened in 1989.

"While I cannot pilot commercial aircraft," he said, "I can fly single-engine planes with special controls. I wanted to be in the air and not on the ground.

"My position with NIAMS was great," he continued, "because it is the people you work with who tend to make things work. They

Attending the Computer Accommodations Expo were (from l) Joan Brogan, chief, Affirmative Employment and Programs Branch, OEO; Gloria Richardson, EEO officer, DCRT; Carlton Coleman, NIH Disability Employment Program manager; Ophelia Falls, director, USDA Target Center; and Bronna Cohen, DCRT, project officer, NIH Target Access Program.



At right, one of the many vendors at an exhibition displaying products such as those above—computers, assistive devices and state-of-the-art technology—for persons with disabilities in Bldg. 10's Visitor Information Center on Oct. 20, part of OEO's "Employ Ability" program.

realized I could do my job so my job description kept growing. It was another promotion to move to NHLBI."

Haley continues to grow not only at work but also in his private life. Recently, he acquired a real estate license and can now add that to his list of other activities. His friends call him a risk-taker because he likes to bungee jump and snow ski, along with piloting an aircraft. "If anybody tells me I can't do anything, I set out to prove them wrong."

"...It is the people you work with who tend to make things work. They realized I could do my job so my job description kept growing."

Newly appointed OEO Director Naomi Churchill said she considered it her responsibility, along with every manager's and supervisor's, to manage in a way that would help an employee with a disability to be productive, efficient, and as comfortable as possible in a job.

"We need to allow these workers to be as productive and comfortable as we can make them. That means both physically and mentally comfortable," she explained.

NIH deputy director Dr. Ruth Kirschstein said she was discouraged about the latest Harris poll of people with disabilities. "The employment level in this group has actually decreased," she said. "People with disabilities continue to encounter unfavorable attitudes in the workplace. While we have increased sensitivity and awareness, individuals with disabilities are still underrepresented in the workforce at NIH and throughout the government." She said NIH should recommit itself to recruit workers with disabilities and provide them with reasonable accommodation.

John Miers, chairperson of NIH's advisory committee for employees with disabilities, said that many workers have disabilities not even realized by their employers. Some are afraid to even admit it to others. "In this time of reinventing and downsizing the government, not a single person can be wasted," he said.

Ophelia Falls, director of the Department of Agriculture's Target Center, said the center's goal is to provide access to the latest technology and resource information on job accommodations, including prevention.

"The center is for all Americans," she noted, "the aging as well as employees with disabilities." Falls brought along various items to display including a glass magnifying bar, a talking watch, a wrist support to help prevent carpal tunnel syndrome, a telephone amplifier, a compact TDD for travelers, new type-and-speak computers, and a handbook that shows reasonable accommodations for all disabilities. Falls reminded the audience, "We are all TABs—temporarily able-bodied."

NIH has a contract with the Target Center to access its technology and materials.

Recognition awards were presented to several employees who made outstanding contributions to the Disability Employment Program. They included: NCHGR director Dr. Francis Collins, who is also receiving a Pyramid Recognition Certificate from Montgomery County for contributions as a Small Employer of the Year; Bronna Cohen of DCRT, also receiving a Montgomery County Pyramid Recognition Certificate; NIAMS deputy director Dr. Steve Hausman, chairperson, PHS advisory committee on employment for persons with disabilities; Eli Fajardo, Division of Engineering Services; Miers; and Joan Brogan, OEO's Affirmative Employment and Programs Branch chief.

The program was sponsored by OEO and the advisory committee for employees with disabilities to draw special attention to issues related to employment of people with disabilities.

New to the observance this year was Computer Accommodations Expo '94, which focused on computer and electronic technologies for persons with disabilities, held Oct. 20 in the NIH Visitor Information Center. Expo vendors demonstrated to approximately 250 visitors a variety of technologies including ergonomic accessories, closed-captioning software and services, voice-recognition software, tools for persons with speech and cognitive impairments, and telephone devices for the deaf (TDD).

First of its kind at NIH, the expo was sponsored jointly by the Division of Computer Research and Technology and OEO.

"We're very pleased with the response," said Gloria Richardson, DCRT EEO officer and show organizer. "We look forward to making this an annual October event in celebration of National Disability Awareness Month." ❑

Standing along with employees receiving recognition certificates are (from l) Disability Employment Program Manager Carlton Coleman; OEO Director Naomi Churchill; John Miers, chairperson, NIH advisory committee for employees with disabilities; Eli Fajardo, Division of Engineering Services; NIAMS deputy director Dr. Steve Hausman, chairperson, PHS advisory committee on employment for persons with disabilities; Bronna Cohen of DCRT; and Joan Brogan, Affirmative Employment and Programs Branch chief.

Nutcracker Ballet Tickets

Come see the timeless classic "The Nutcracker" ballet on Friday, Dec. 16 or Saturday, Dec. 17. Seats are always good for this performance by the Washington Ballet. Tickets are $25.50 each at R&W. Make your holiday season merrier with the Nutcracker. ❑

R&W Has Nickelodeon Live

Coming to the Patriot Center on Sunday, Nov. 13 at 1 p.m. is Family Double Dare—fun family entertainment, just like what you see on Nickelodeon. Your kids will love all the action and messy madness of this TV show. There is a limited number of excellent seats available. Call the activities desk, 6-4600, or your R&W store for tickets. ❑

TRAFFIC
(Continued from Page 1)

evolved into a full-service commuter brokerage, offering a variety of enticements for workers to stop driving alone to work. Among recent ETSO/ORS initiatives:

- Computerized ridesharing information (a kind of electronic matchmaker that links drivers with riders by neighborhood) that taps into a D.C. Council of Governments database;
- Preferential parking for carpoolers (about 1,000 NIH'ers currently take advantage of this emolument, which not only puts workers closer to their offices, but also allows them the luxury of wheeling in as late as 9:30 a.m. and still getting a good spot);
- An overflow parking lot at Mid-Pike Plaza (where there is room for up to 300 cars at no lease cost to NIH) and at Garage 57 in downtown Bethesda (where 150 spaces are leased from Montgomery County), both of which are served regularly by Division of Logistics shuttle buses;
- Satellite parking at the Shady Grove Metro lot for 300 vehicles—NIH subsidizes the parking charge here to encourage use of the Metro;
- Vanpools, of which there are currently five, are subsidized up to $42 per month for employees who participate under Transhare;
- Alternative work schedules, or AWS, allow employees to arrive and leave either earlier or later than core 8:30-5 hours, thus spreading out total rush-hour volume. AWS employees also enjoy an extra day off every other week, which also relieves traffic pressure;
- And last but not least, the real biggie, Transhare. "Transhare has been the single most significant step" in easing congestion on campus, said Ficca. Begun in 1992, the program, which offers a subsidy to those using public transportation to commute to work, attracted some 1,000 NIH'ers by July 1993. That month, a dramatic change occurred. The subsidy was doubled to $42 and, almost instantly, participation nearly doubled. NIH is now almost at its ceiling of 2,000 participants. While Transhare participants must relinquish their NIH parking permits, the benefit is renewable every 3 months and participants are allowed more than a month's worth of parking passes for when they must drive to work.

Ficca, who is currently trying to broaden the eligibility rules for Transhare to include such personnel categories as Visiting Fellows, Training Fellows, and Intramural Research Training Associates, has worked with, among others, Rep. Eleanor Holmes Norton to garner Transhare benefits for members of the uniformed services and stay-in-schools. ORS, he added, spends part of its operating budget to fund Transhare.

While there had been some reluctance to participate in Transhare (some argue that it subsidizes trips made by workers who were already using public transportation to commute and hence doesn't really lessen total traffic volume), the consensus now is that it has been a valuable tool for reaching not just congestion-lowering goals, but has also benefited the environment through reduced vehicle emissions, Ficca said.

Currently in the works is a plan to offer those who have surrendered their cars a way of getting home or to a doctor's office or day care facility in the event of an emergency. The so-called Emergency Ride Home Program would offer quick trips to these destinations, subsidized by the government. Legal hurdles remain (especially whether the service is considered a taxable benefit), but the program will likely be handled by a local cab company, Ficca predicted.

"Hopefully we can get the OK on this program, which will encourage even more NIH'ers to carpool or use Transhare," he remarked.

Returning for a moment to the latest vehicle census figures—collection of which is mandated twice yearly by a memorandum of understanding that NIH signed with the two major area planning commissions—Ficca observed, "It's almost astounding. It's beyond what we expected to see. And the potential for more mitigation certainly exists."

An Era of Liaisons

This potential is nourished by an increasingly complex network of affiliations that ORS has entered into with county government, fellow large employers such as Navy, and citizens groups interested in a cleaner, greener, less-congested environment.

Among the groups that NIH has forged recent relationships with are: Transportation Action Partnership, Washington Regional Network, and Action Committee on Transit.

Just recently, NIH met with county transportation officials and Navy to explore forming a tripartite transportation management organization that would brainstorm, pool resources and share good ideas.

"Montgomery County is very laudatory of NIH and the initiatives we have taken so far," Ficca said. "The county is even willing to pass legislation to help us. It's one of the leading counties in the country with respect to transportation issues. They're very forward-thinking, and we like to keep right up there with them, even stay ahead if we can."

On the drawing board at the moment:

- A traffic light at the intersection of Cedar Lane and West Drive, near the Children's Inn. Scene of many accidents and near-misses, this corner is due to get a light sometime within the year. NIH has offered to pay half the cost of installing the light, which has been on the county's construction waiting list for a year, said Heidi Munger of ORS.
- Sidewalk construction from Pooks Hill south along Rockville Pike to the campus. Amazingly, such a commonplace is now nonexistent, with right-of-way disputes among property owners the main hold-up. According to the county bikeway master transportation plan, a connection between North Bethesda and the NIH campus—which would include the sidewalk—is the next major construction project. The NIH Commuter Bike Club will be part of upcoming discussions on this issue.
- Express bus service from area neighborhoods where NIH'er density is high. Almost 20 percent of employees live within 2 miles of campus, said Stella Serras-Fiotes, master

Car Pools a Necessity and Boon in $$$, Environment as Parking Problems Loom

The critical shortage of parking spaces at NIH has triggered the need for a plan for employees to participate in a car pool system.

Within the next year, projected building plans will result in the loss of approximately 1600 spaces from the current total of driving individual cars will be lessened, car pools offer significant monetary savings.

According to the Council of Governments, by sharing a car with one person, annual savings may range from $208 to $661. With five people in a car pool, commuters can save up to 70 percent per year over the cost of driving alone.

NIH Record Mar. 9, 1976

As the number of NIH'ers increased, so did concerns for campus traffic and parking—in every decade of recent history, according to items from NIH Records *past.*

Paid Parking Fees Ruled Illegal; Government To Appeal Decision

On Mar. 3, U.S. District Court Judge Harold H. Greene ruled that the Federal Government acted illegally when it began charging employees for parking spaces, a program started in November 1979. He ordered that all collections of parking fees be immediately discontinued.

At this time, the Justice Department intends to appeal this decision, which should

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NIH Record Mar. 31, 1981

Steps Taken to Ease Parking Conditions Here

Several steps are now being taken by NIH officials to improve the cramped parking conditions on the reservation.

Temporary lot 31F along Rockville Pike south of Cedar Lane is

NIH Record June 13, 1967

NEW EMPLOYEES
(Continued from Page 1)

year, at which time there will be about 2700 staff members here. Employment will gradually increase until 1958, when it will level off at about 4500.

1 July 1949

planner with ORS' Division of Engineering Services, and targeted bus service to these areas would be a boon. Silver Spring is also thick with NIH'ers and a speedy alternative to the lumbering J1, J2 and J3 buses from there to campus would be a great help. (Another idea, first floated by the Washington Regional Network and more recently in discussions with Barwood Cab Co., envisions the 400-cab Barwood taxi fleet forming the core of an HOV—high-occupancy vehicle—taxi service that would visit each of these neighborhoods and pick up carloads of people each day. "It's kind of a limousine service, via cab," Ficca noted. He said Navy is also interested in developing a pilot program to explore this option with NIH.)

- Telecommuting, or doing NIH's work at home via computer. "We're trying to improve the ways that people can telecommute," Ficca said. "Very few people would work exclusively at home and it would be desirable to establish guidelines to help clarify this." Video-conferencing from home is now possible due to NIH's new digital switch, he said. A small pilot project is examining the practicality of this idea. "We're also working with the Public Health Service on a pilot study to run ISDN (integrated services digital network) phone lines to homes to see how it facilitates (computer) access. In some parts of the country this service is offered at a cost of as little as $30 a month."

Before anyone's eyes bulge at thoughts of trading Beltway bedlam for leisurely, coffee-drenched mornings spent in pajamas at a computer screen, ORS warns that changes, though anticipated, will be slow in coming.

Employee Survey Due

Meanwhile, ORS is preparing an employee survey, due out in a few months, to determine how NIH'ers commute to work. "It's part of the master planning process," said Ficca. NIH is obliged to keep its parking space availability at no more than one to every two employees, a ratio that is not likely to improve and could possibly be reduced.

NIH is also not beyond the threat of paid parking, a specter that last visited the campus, albeit briefly, during the Carter administration. Some have proposed that fees collected by forcing visitors, and perhaps employees too, to pay for parking could help subsidize Transhare beyond the 2,000-worker limit. NIH'ers enjoy free parking at the moment because, Ficca explained, each year he signs a form certifying that the cash value of the benefit to employees is within a no-fee threshold set by the government. He warns, however, "There's an executive order floating around somewhere that would mandate that all federal agencies, not just NIH, charge up to the going commercial rate for parking."

Stay tuned.

NEW PARKING SPACE WILL SOON BE ADDED

In an effort to ease the current parking congestion, the NIH administration is planning to add a total of 375 new parking spaces within a maximum period of six months. Ninety of the new spaces [illegible]

NIH Record Apr. 9, 1956

director, explaining why, contrary to suggestions from many employees, NIH cannot designate any more on-campus parking.

"Actually," he continued, "Montgomery County officials would prefer 0.4 space per employee, but we have agreed not to exceed the 0.5 ratio."

Sweat also pointed out that NIH is much more fortunate than other government agencies, which have an average of one slot for every 18 workers. For example, he said, the Justice Department has a ratio of one parking space for every 45 employees.

"The answer in easing parking at NIH," Sweat concluded, "is for employees to utilize the

NIH Record Sept. 15, 1992

Employee Parking Group Meets With NIH Officials

The Employee Parking Committee, newly formed in response to the "Employees' Petition for Improvement in Parking Conditions," met for the first time Mar. 22 with Dr. Edwin D. Becker, NIH Associate Director for Research Services, and other NIH officials. That petition, circulated by a group of concerned employees, received over 1,800 signatures in 1 week.

In response to earlier employee suggestions, some lighting has already been provided on the pedestrian pathway to and from [illegible]

couraged by the interest and responsiven[illegible] of the NIH administration.

Six-Member Group

The committee hopes to operate as a re[illegible]resentative body for the opinions and idea[illegible] of the employees. The six members will re[illegible]resent special interest groups as well as t[illegible] NIH campus divided into six geographic areas. The committee is and will remain in[illegible]pendent of the NIH administrtion.

Employees [illegible]

NIH Record April 10, 1984

Jones Named Clinical Center Deputy Director for Management and Operations

Walter L. Jones has been named Clinical Center deputy director for management and operations.

"Mr. Jones brings to the Clinical Center a wealth of experience in hospital management and program administration," said Dr. John Gallin, CC director, in announcing Jones' Oct. 24 appointment. "His expertise in cost containment, introduction of new systems, and in construction and renovation planning will be particularly valuable to the Clinical Center."

"It is my privilege to join the Clinical Center," Jones said, "a world-class organization that is on the cutting edge of biomedical research and committed to excellence in patient care. I look forward to assisting in the development of management strategies that will chart the course of the Clinical Center well into the next century."

Jones comes to the CC from District of Columbia General Hospital, where he had served as associate executive director and chief operating officer of the 410-bed teaching hospital since 1990. While there, Jones guided completion of construction projects totaling $32 million and installation of an $11 million management information system.

From 1989 to 1990, he served as chief executive officer for the Charles R. Drew Medical Center in Houston. Jones implemented management systems and policies and procedures resulting in the start-up of this 120-bed, general acute hospital.

Walter L. Jones

He served as director of operations for the 747-bed University of Maryland Medicine System from 1987 to 1989. While there, Jones established in-house departments of purchasing, security, and telecommunications, a move that eliminated contractual relationships with the University of Maryland campus and netted $340,000 in savings annually.

A native of Philadelphia, Jones earned a bachelor's degree from the State University of New York at Binghamton. He holds a master's degree in hospital and health care services administration from Cornell University's Johnson School of Management.

Jones chairs the medical waste management task force for the District of Columbia Hospital Association, serves as president of the board of directors, Northeast/Southeast Region Greater Washington Boys and Girls Club, Inc., and is a member of the Black Caucus of Healthcare Workers.

He and his wife, Thomasina, have two children and reside in Clifton, Va. ❑

Baked Goods Needed, Nov. 17

Are you handy with a mixer, rolling pin or cookie cutter? If so, your help is needed. Baked goods of all varieties are needed for the Holiday Bazaar to benefit the Friends of the Clinical Center at NIH on Thursday, Nov. 17, 10 a.m.-3 p.m. The Bazaar, in its fourth year, has raised thousands of dollars for the Friends of the Clinical Center, a nonprofit organization that provides emergency financial assistance to NIH patients and their families.

Baked goods will need to be dropped off at the Red Cross desk in the Clinical Center lobby on the morning of Nov. 17. For more information or to volunteer your services, call Alberta Bourn, 6-4981. All are encouraged to come and shop and support the Friends of the Clinical Center. ❑

SHULMAN RETIRES FROM NIAMS, NAMED INSTITUTE DIRECTOR EMERITUS

(Continued from Page 1)

convened a high-level external advisory group that recommended new laboratories and clinical research programs. Thus far, two laboratories—in structural biology and in skin diseases research—have been added. Also established were a model sabbatical program for outside researchers, a collaborative research training program with Howard University, and a training program in pediatric rheumatology with Children's National Medical Center.

NIAMS-supported extramural researchers have made significant progress and major discoveries in numerous areas of research related to the joints, bones, muscles, skin, and connective tissues and their disorders. In addition, under Shulman's leadership, the institute has launched a series of research initiatives to build on recent advances, focusing on basic biology, pathogenetic mechanisms of disease, clinical investigations, epidemiology, and prevention research in these areas.

A strong supporter of research on both women's health and minorities' health, Shulman has made research on diseases such as osteoporosis, lupus, rheumatoid arthritis, and scleroderma high priorities for the institute. At the same time, he understood the importance of addressing all of the diseases within the broad NIAMS mandate, and has endeavored to bring many of the more costly and prevalent of these diseases to the forefront of the nation's research agenda, as well as mount initiatives for tragic rare (orphan) diseases such as epidermolysis bullosa and osteogenesis imperfecta. Epidemiology has been a priority, with NIAMS leading national data groups on arthritis, osteoporosis, and skin diseases and setting up research registries for several rare diseases.

Collaboration has been a key feature of Shulman's tenure. He fostered coordination among federal agencies through his chairmanship of three interagency groups in skin diseases, arthritis and musculoskeletal diseases, and bone diseases. He worked closely with the NIH Office of Medical Applications of Research to set up consensus development conferences on ultraviolet light and the skin, optimal calcium intake, and total hip replacement. Shulman gained cooperation between NIAMS and NASA through a joint scientific workshop and later a memorandum of understanding to collaborate on studies of bone loss and muscle atrophy both on Earth and in space. He also played an active role in several international collaborations with Russia, Italy, the Caribbean nations, Germany, and other countries. His commitment to cooperation also can be seen in the activities of the task force on lupus in high risk populations, generating effective education programs for young African-American women.

Shulman's career at NIH began in 1976, when he was appointed the first associate director for arthritis, musculoskeletal and skin diseases for what was then the National Institute of Arthritis, Metabolism, and Digestive Diseases. As such, he created and implemented the programs recommended by the National Arthritis Act and the "Arthritis Plan," which was presented to Congress in 1976 by the National Commission on Arthritis and Related Musculoskeletal Diseases. In 1983, he was named director of the Division of Arthritis, Musculoskeletal and Skin Diseases of the National Institute of Arthritis, Diabetes, and Digestive and Kidney Diseases, where he served until the establishment of NIAMS.

Throughout his career, Shulman has maintained his association with the Johns Hopkins medical institutions, where he completed his internship, residency, and research fellowship in internal medicine and endocrinology. He then joined the medical school faculty there, becoming the first director of the connective tissue (rheumatology) division, whose growth and activities he developed over the next 20 years before he came to NIH.

Shulman has served as mentor and teacher of many leading rheumatology investigators here and abroad.

An internationally recognized leader in rheumatology, Shulman has made many contributions to biomedical research, particularly in the areas of systemic lupus erythematosus, scleroderma and other connective tissue diseases. Among his achievements is the discovery of eosinophilic fasciitis, also known as Shulman's disease. In 1975, he was awarded the Heberden Medal for Research in the Rheumatic Diseases in London. He has also been a leader in many professional organizations, serving in 1974-75 as president of the American Rheumatism Association (now the American College of Rheumatology), and as president of the Pan-American League Against Rheumatism from 1982 to 1986.

Shulman has received many honors and awards during his career, including a 1992 award for leadership in promoting orthopaedic research from the American Academy of Orthopaedic Surgeons, a 1993 presidential citation for leadership in biomedical research from the American Academy of Dermatology, a 1994 Lupus Foundation of America Award for dedicated leadership and service on behalf of people with lupus, and a 1994 award from the American Society for Bone and Mineral Research for his outstanding support of research in the field of bone and mineral metabolism. Shulman has chaired scientific groups of the World Health Organization in connective tissue diseases, rheumatic diseases and osteoporosis. He has also been elected to honorary membership by numerous societies around the world.

In conferring the new title of director emeritus on Shulman, NIH director Dr. Harold Varmus said, "The emeritus designation is a high honor accorded those few selected individuals who have distinguished themselves during their careers at the National Institutes of Health." ❑

Flu Vaccine Available

Free influenza vaccinations for NIH employees are being provided during walk-in clinics held by the Occupational Medical Service (OMS) through Nov. 18; evening hours are offered on Mondays and Wednesdays between 5 and 8. After Nov. 18, immunization will be provided by appointment only.

The vaccine is prepared from inactivated viruses and will not cause influenza or influenza-like symptoms. Most recipients tolerate the vaccine well and only a small percentage report a sore arm. Annual influenza immunization is necessary for several reasons. First, the strains of the influenza virus change slightly each year and immunity is relatively short-lived, so that last year's vaccine will likely offer little if any protection against this year's strains of influenza. Second, since influenza is very contagious and spread by the respiratory route, health care workers should get vaccinated to reduce the spread among patients and staff.

Protect yourself, your colleagues, and NIH patients by receiving the immunization. Call OMS (6-4411) or the Hospital Epidemiology Service (6-2209) for times and locations. ❑

Update on Reinventing NIH

The Staff Training in Extramural Programs (STEP) committee will present a STEP Forum titled, "Reinvention II: An Update" on Wednesday, Nov. 30, from 1 to 4 p.m. in Wilson Hall, Bldg. 1.

Vice President Gore's call to reinvent government has been enthusiastically embraced by NIH. This forum is designed to provide an update on reinvention initiatives currently being discussed and/or piloted as well as initiatives that are now the new standard for conducting extramural business at NIH.

Speakers will discuss selected initiatives, providing their perspective on why these changes are important. They will provide their insight into how the initiatives have been received by the extramural community and the impact on NIH staff.

Time will be set aside for questions. Discussion of new reinvention ideas is encouraged. Take this opportunity to interact with staff who have been involved in reinvention at NIH.

No advance registration is required. Attendance will be on a first-come, first-served basis. Sign language interpretation will be provided. For more information call 6-1493. ❑

R&W Has Classified Ads

Need child care? Having a yard sale? Trying to sell that old car? R&W can help. It now offers classified advertising in its monthly newsletter at reasonable rates. You don't even have to leave the office to place an ad. Simply give R&W a call at 6-4600 and they'll fax you a blank ad form, which you can fill out, fax back, and pay with your Visa or Mastercard. (An R&W employee placed an ad to sell her used car in October's issue, and it sold in 1 day.) ❑

PAUL BERRY SPEAKS AT NIH

(Continued from Page 1)

worse than opening your mouth if you are not the right person to respond. You automatically become 'NIH spokesperson.'

"Before responding, decide: Am I the right person to talk to the media? Will it cost me my job? Do I have all the facts? It is better to say 'I don't know anything about it' than to say 'No comment,'" explained Berry. "'No comment' implies that you have information but don't wish to reveal it."

He said being a good observer and a good listener puts you in a better position when dealing with the media. "Honesty and accuracy are the key words."

While reporters tend to be aggressive, Berry said, "You are in control of what you say. Ask the reporter what it is he or she wants. Try to ascertain how much information the reporter has. Never assume all reporters are well backgrounded. Watch your emotions. Losing your temper makes great television. Make sure reporters know and understand the basic facts.

> *"True communication is not just an exchange, but a sharing of ideas."*

"Be simple and direct in answering a reporter's question," he continued. "Remember KISS, which stands for Keep It Simple, Stupid."

Trying to summarize 3 years of broadcast training in an hour, Berry talked about how to get difficult subjects across to the media.

"First off," he said, "you need to understand the news business and employ good communication skills. Since there is a strong tendency towards media bashing, you must remember: Don't shoot the messenger."

Explaining the different news media—radio, television, and newspapers—Berry said radio and television news are basically headline services. "They only have time to skim the surface. People turn to the electronic media for the latest news, while newspapers usually cover the story more in depth.

"There are three key elements to remember in dealing with the media—listening, observing, and timing.

"Timing is everything," he continued. "Do not tie up media too much in advance of media deadlines."

Press releases: Do they work? "Make it an attractive package that will make the newsperson want to open it," offered Berry. "A good communicator will also provide the hook for a reporter. Write your news release as you would like to see it run, verbatim."

When calling a news conference, Berry pointed out, "Make sure you have something to say, and it better be newsworthy." He also discussed making sure your press kits do not get in the way of your message. For example, hand out the press kits far enough in advance so reporters have time to look at them before the press conference begins. If reporters cut it too close, hold the kits and hand them out after the conference. "Don't let reporters have their heads in the press kits while the press conference is going on."

Berry said most radio talk shows are like an extended interview. They can serve as good experiences for beginners to learn how to talk to the media.

Television is considered the most powerful and intimidating of the media. "Television can quickly make you a hero or a zero," said Berry.

When asked if he feels the media gives the public what it wants, Berry answered: "We respond to the ratings. Computer printouts give us exactly what you watch down to the second."

In response to the question, "Is there bias in the media?" he said: "When we find bias, we try to eradicate it. We strive to find balance and be objective."

Many in the audience were concerned about how reporters feel about embargo dates imposed on some releases and whether they respect the request not to release them earlier. Berry answered, "There should be very limited use of embargos unless it is a scientific finding which some of you at NIH would be reporting. Most reporters will honor the embargo. The person who doesn't won't last too long if he or she continues to jump them. Embargos are mostly well respected, but make sure you need it."

In conclusion, Berry said, "Newsmakers must learn to deal with reporters. True communication is not just an exchange, but a sharing of ideas." ❑

GSA Extends FedEx Contract

The General Services Administration has exercised the final option year under the express small package contract with Federal Express. The mandatory contract covers the period from Nov. 16 through Nov. 15, 1995. The rates, charges, and services remain the same.

The Government Overnight Service includes desk-to-desk pick-up and next-business-day delivery by noon to most delivery areas. Express small packages and extremely urgent letters may be shipped to domestic destinations within the continental United States, Alaska, Hawaii, and Puerto Rico.

Policies and procedures related to this contract remain the same. Refer to the NIH Yellow Pages for "Shipping and Receiving Instructions" and the "FedEx U.S. Government Contract Service Guide" (800-238-5355) for more details.

Call contracting officer's representative Blaine Jacobs, 6-5921, with questions about the contract or to schedule a briefing. ❑

Use or Lose Reminder

Don't forget to schedule your "use or lose" annual leave in writing no later than Saturday, Nov. 26. Questions concerning "use or lose" leave should be directed to one's ICD personnel office. ❑

Yo-Yo Dieting Benefits May Outweigh the Risks in Some

Contrary to popular opinion, weight cycling, also known as yo-yo dieting, does not have negative effects on body fat, metabolism, or the success of future weight-loss efforts, according to an article published in a recent issue of the *Journal of the American Medical Association.*

The National Task Force on the Prevention and Treatment of Obesity reviewed 43 studies on the effects of weight cycling on metabolism, psychological functioning, and health. According to its report, there is currently no compelling evidence that weight cycling is riskier than remaining obese.

"While the notion that weight cycling has negative effects on metabolism and health has become accepted by many, careful review of studies in humans does not support this conclusion," said Dr. Susan Z. Yanovski, an NIH researcher and executive secretary of the task force, which was established by the National Institute of Diabetes and Digestive and Kidney Diseases.

Most studies in humans did not find that weight cycling affects the amount of body fat, the location of fat, or the probability of future successful weight loss. In addition, weight cycling does not appear to have negative effects on risk factors for illness such as high cholesterol or high blood pressure.

"A weight loss of as little as 5 to 10 pounds improves obesity-related conditions such as diabetes, high blood pressure, and high blood cholesterol," said Dr. Van S. Hubbard, director of NIDDK's Nutritional Sciences Branch. "Therefore, obese individuals who suffer from any of these conditions should not have any reservations about attempting modest weight loss."

The task force concludes that obese individuals who try to lose weight should be ready to commit to life-long changes in their eating behaviors, diet, and physical activity. The task force also recommends that individuals who are not obese and who have no risk factors for obesity-related illness should not attempt to lose weight, but should try to maintain a stable weight and to prevent future weight gain. ❑

R&W Holiday Bazaar Set

Mark your calendars for Thursday, Nov. 17—you won't want to miss the fourth annual Holiday Bazaar at NIH. Held in the Clinical Center's Visitor Information Center from 10 a.m. to 3 p.m., the event will feature a wide variety of items: holiday crafts, jewelry, clothing, floral decorations, Asian gifts, toys, and much more. Many items are unique and handcrafted. Proceeds from the event will benefit the Friends of the Clinical Center at NIH, which provides emergency financial assistance to NIH patients and their families. Get a jump on your holiday shopping at this event. ❑

The NIH Life Sciences Education Connection

The National Science Teachers Association (NSTA) has recently published a booklet titled *Planning and Managing Dissection Laboratories.* The booklet was developed by the Florida Association of Science Teachers. The Office of Science Education Policy supported this project and coordinated technical review of the booklet by NIH scientists.

A practical guide aimed at teachers, the booklet presents NSTA's position regarding planning and maintaining dissection labs. The booklet discusses the benefits of dissection and touches on the legal considerations of dissection, noting that a few states have passed legislation regarding the proper treatment of animals in education. It suggests alternative assignments for students excused from the dissection classroom; according to the booklet, providing such alternatives is required by law in some states. Finally, the booklet provides a practical guide for carrying out a dissection laboratory, addressing such issues as safety, selecting specimens and equipment, laboratory procedures, and pre- and post-lab activities.

If you are interested in obtaining a copy, NSTA is currently taking orders. Each booklet costs $5.95 plus shipping and handling. To place an order (booklets should be available at the end of November) call NSTA, (703) 243-7100. ❑

Thrift Savings Plan Open Season

The Thrift Savings Plan (TSP) is having another open season from Nov. 15 through Jan. 31, 1995. FERS employees who were hired before July 1, 1994, as well as CSRS employees have an opportunity to change their current election, or make an initial election.

Eligible FERS and CSRS employees may elect to contribute to the G Fund (government securities), C Fund (stocks), and/or F Fund (bonds). FERS employees may contribute up to 10 percent of their salary each pay period and will receive matching agency contributions on the first 5 percent. CSRS employees may contribute up to 5 percent of salary, but do not receive any matching contributions. FERS employees who do not contribute receive an automatic 1 percent agency contribution each pay period. They may choose to distribute this contribution among the three funds.

The features of the plan and directions on how to make a plan election or to change your current withholding are described in the *Thrift Savings Plan Open Season Update* pamphlet, which will be distributed to eligible employees by their ICD personnel office. More detailed information is provided in the *Summary of the Thrift Savings Plan for Federal Employees* booklet and is available in your ICD personnel office. ❑

NIA Executive Officer Chicchirichi Retires

By JoAnn Pass

When David L. Chicchirichi retired this year, the staff of the National Institute on Aging said goodbye to a valued leader, friend, and institutional sense of humor. Chicchirichi served as executive officer since NIA's inception in 1975. In his absence, NIA'ers frequently speculate about how Chicchirichi would have handled a situation. Some staff even evoke his name when their jokes fall flat.

"Dave's basic qualities of honesty, integrity, and good common sense—which have made him a good friend for over a quarter century—are the same ones which made him so effective as a manager and administrator during his career at NIH," said Ben Fulton, NICHD deputy executive officer. "However, it would be impossible to think of Dave without noting his wonderful sense of humor. His fantasized plans to compile a joke book, by categories, may include his spontaneous quip on my telling him of a particularly spicy dinner I had enjoyed: 'Oh, you had the curry with the singe on top!' I miss the opportunity for frequent, funny, but fundamental and wise discussions with Dave about ways to make things better at NIH. We all wish him well!"

Chicchirichi began his career at NIH 33 years ago in the Division of Research Grants and then moved on to the National Institute of Child Health and Human Development as a grants management specialist, administrative officer, and, finally, assistant executive officer. Immediately preceding his tenure at NIA, he was executive officer for what is now the National Center for Research Resources.

"Dave Chicchirichi is a remarkable person with a rare combination of intelligence, common sense, and a warm regard for his fellow human beings," said Dr. Richard Hodes, NIA director. "This rich mixture of strengths makes Dave an effective administrator and advisor as well as a cherished friend."

As NIA executive officer, Chicchirichi was principal advisor to top NIA staff on program and administrative management policies. He directed the activities of NIA's Financial Management Office, Personnel Management Office, Administrative Services Office, and systems development and computer services. Additionally, he served on some 12 committees and numerous other task forces, in many cases as chairman or project leader.

He is the recipient of numerous awards and honors including the PHS Superior Service Award, NIH Director's Award, Superior Work Performance Award (1963, 1964, 1982), Quality Increase Award, and Outstanding Performance Awards (1979-1994).

David L. Chicchirichi

"David Chicchirichi's long and distinguished career is a matter of record, but that record certainly doesn't define the man," said Al Mason, now retired from NIH's Grants Policy Office. "No official personnel file can capture Dave's unique persona, one that extends far beyond campus boundaries. As Dave's friend for 32 years, I present the following 'short list' of unordered adjectives that describe this treasured character: personable, unpretentious, humorous, engaging, loyal, honest, perceptive, and gracious."

Rumor has it that Chicchirichi's future plans include everything from writing a book and continuing his hobby of collecting and restoring antiques to collaborating on media productions and a comic strip. So much for rest and relaxation. Reliable sources report that in his retirement, he derives great, if not perverse, pleasure from sitting on his deck in the early morning hours, enjoying his coffee and watching his neighbors go off to work.

DCRT Training Classes

C Language Fundamentals	11/14-18
Relational Database Design	11/14
Electronic Forms on PUBnet	11/15
Using Netware at NIH	11/15
Andrew File System	11/16
Developing Data Entry Applications with SAS/FSP	11/17
Scientific Data Analysis: Resources at NIH	11/17
Visual Processing in Texture Segregation	11/18
Database Technology Seminar	11/18
ADBIS AdHoc Query	11/21-22
PC Trouble Shooting	11/21-22
PC Topic Session	11/23
An Introduction to Neural Networks	11/28
Preview of the SAS System for Windows	11/29
DB2 Database Administration	11/29-30
Using SAS/STAT Procedures to Perform ANOVA and Regression	11/30-12/2

Spring Computer Expo Set

On Apr. 12, 1995, the STEP (Staff Training in Extramural Programs) committee is sponsoring a Computer Software Exposition. With more and more extramural offices extensively using computers, everyone wants to know how PCs can make things easier and faster.

If you or your office has developed some timesaving computer tool for handling your extramural program that you would like to explain in a handout or demonstration, contact Mary Kirker, 2-6400, or the STEP office, 6-1493. ❑

TRAINING TIPS

The Division of Workforce Development, OHRM, offers the following courses:

Courses and Programs	*Starting Dates*
Management and Supervisory 6-6211	
Working with Personal Differences	12/1-2
Reinventing NIH: An Introduction to Work Process Redesign	12/1-2
Interpersonal Relationships in the Work Environment	12/6-7
Federal Budget Process	12/6-7
Successful Middle Management	12/6-8
Recognition Secrets: Innovations for Rewarding Today's Workers	12/15
Preventing Sexual Harassment at NIH	12/14
Communication Skills	
Working With Personal Differences for Technical and Support Staff	12/12-13
Report Writing	12/12-13
EEO Training	
Preventing Sexual Harassment at NIH for All Employees	12/14
Special Courses	
NIH Retirement Seminar	12/14
Administrative Systems	
Delegated Acquisition Training Program	11/28
Domestic Travel	12/6
Basic Time and Attendance	12/8
Introduction to NIH Property Management	12/19

Additional courses are available by request. For more information, call the Division of Workforce Development , 6-6211, or consult the DWD Catalog.

NIDDK Mourns Betty Peters

Dr. Betty A. Peters, a former research associate in NIDDK's Laboratory of Chemical Biology, died on Sept. 11. She was 34 years old.

She was born in Detroit and graduated from Huron High School in Ann Arbor, where she was reared. During her undergraduate years at Princeton University, she became a university scholar and, in 1982, received her B.A. degree in biology with honors.

Dr. Betty A. Peters

In 1986, she received her M.D. degree from the University of California, San Francisco, and completed her internship and residency in internal medicine at the University of California at Irvine-Long Beach VA Hospital and at Northwestern University Hospital in Chicago, respectively.

She came to NIDDK in 1989 as an intramural research training award fellow to pursue basic research as a molecular biologist.

"During Betty's first year in the laboratory, I watched her scientific abilities mature. She became focused and driven to learn molecular biology and to develop experimental methods and technologies to satisfy her natural curiosity," said her mentor, Dr. Constance T. Noguchi, a research physicist in the Laboratory of Chemical Biology.

Peters' laboratory investigations focused on developmental globin gene expression and gene silencing, research for which she received the highly competitive and prestigious Robert Wood Johnson minority medical faculty development fellowship in 1991.

In 1993, Peters and her coworkers identified a protein that may block expression of the gene that controls the production of embryonic hemoglobin, which is found in fetal blood soon after conception. Scientists believe that increasing the production of embryonic or fetal hemoglobins may improve the condition of patients with either sickle cell disease or thalassemia syndromes.

In July 1994, she left NIH to continue her clinical training in gastroenterology at Georgetown University and was planning to return to NIDDK next year to begin a gastroenterology fellowship with the Digestive Diseases Branch.

In addition to her professional activities, she was a dedicated community servant. As a volunteer in the Washington, D.C., public schools, she talked to students about careers in medicine and biomedical sciences.

She also worked on construction projects with the Habitat for Humanity Jimmy Carter Works Program.

Peters was the daughter of Cloyd and Betty Peters of Ann Arbor, and the sister of Barbara and Philip Peters.

Services were held at New Hope Baptist Church in Ann Arbor. A memorial service was also held last month in the Clinical Center Chapel.

NLM's Howard Honored

Frances Humphrey Howard, special assistant to NLM's associate director for extramural programs, was one of four "Women of Vision" honored with the first Eleanor Roosevelt Awards for "profound contributions to humanity."

The awards ceremony took place Oct. 11 as the centerpiece of a 4-day "Women of Vision: Leadership for a New World" conference at Georgetown University, sponsored by the Center for International Dialogue.

Howard has been a public servant for more than 50 years. She served for more than 10 years as vice president of the U.S. Committee for Refugees and is on the advisory board of the Hubert Humphrey Institute of Public Affairs. She first met Eleanor Roosevelt during World War II when she served under Roosevelt in the Office of Civilian Defense.

Howard was also on hand at the White House recently when President Clinton signed into law a bill naming Woodrow Wilson Plaza on Pennsylvania Ave. Howard was recently named to the Wilson Council, the private sector advisory group of the Woodrow Wilson International Center for Scholars. ❑

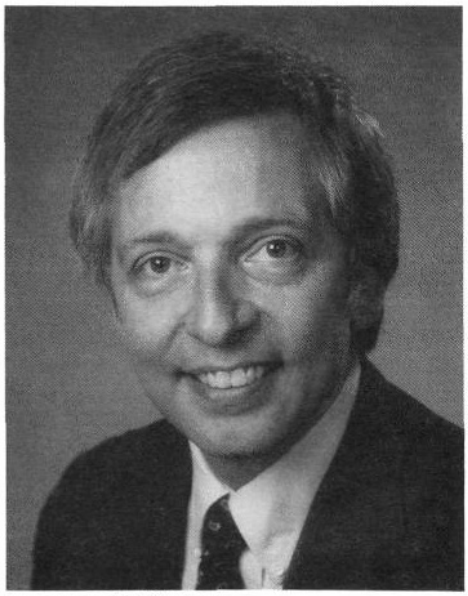
NINDS' Jonas Ellenberg Elected Fellow of AAAS

Dr. Jonas H. Ellenberg, chief of the Biometry and Field Studies Branch, NINDS, has been elected a fellow of the American Association for the Advancement of Science.

The presentation will be made at the February 1995 meeting of the AAAS where Ellenberg will be commended for "highly influential contributions in establishing the role of statistics in public health and medicine, particularly for statistical contributions to the understanding of the etiology, prognosis, and prevention of neurological disorders."

Ellenberg, past president of the International Biometric Society, is also an elected fellow of the American Statistical Association, an elected member of the International Statistical Institute, and recipient of several HHS and PHS awards including the Meritorious Presidential Rank Award.

He has been at NIH his entire career, joining the Biometry Branch, NINCDS, in 1969 after receiving his doctoral degree in mathematical statistics from Harvard University.



Dr. Jonas H. Ellenberg

Health Benefits Open Season, Nov. 14-Dec. 12; Fair on Nov. 22

The Office of Personnel Management has announced an open season for Nov. 14 through Dec. 12 under the Federal Employees Health Benefits Program (FEHBP). During that period, eligible employees may change their plan, option, type of enrollment, or any combination of these. Also, eligible employees who are not currently enrolled may choose to enroll during the open season. In considering their options, employees should be aware that they may not be covered as an employee under their own enrollment and as a family member under someone else's enrollment in FEHBP. Likewise, a member of one's family cannot be covered under more than one enrollment in the program.

Commissioned officers, employees serving under appointments limited to 1 year or less and intermittent employees are not eligible for enrollment in FEHBP. However, temporary employees who have completed 1 year of current continuous employment, excluding any break in service of 5 days or less, are eligible to enroll.

Employees eligible to participate in the open season may obtain a booklet entitled *1995 FEHB Guide* from their personnel office. This booklet contains open season enrollment instructions, general information about FEHBP, the major features of all plans, and general categories of coverage such as dental and vision care, outpatient and inpatient service, calendar year deductible, hospice care, etc.

Enrollees will be mailed a 1995 brochure by their current health benefits carrier. Employees who are eligible for enrollment and are not currently enrolled or covered by a federal plan should contact their personnel office for information on the program or plan brochures.

In conjunction with the open season, the Office of Human Resource Management is sponsoring a Health Benefits Fair, to be held in Bldg. 1, Wilson Hall on Tuesday, Nov. 22, from 10 a.m. to 2 p.m. Representatives from most of the plans available to NIH employees will be on hand to answer employee questions on their 1995 benefits. The advisory committee for employees with disabilities will be there to assist employees who need help getting information. ❑

Join R&W in 1995

The Recreation and Welfare Association will be hosting its annual membership drive beginning Nov. 16. R&W is proud that 1995 will mark 50 years of service to the employees of NIH. To commemorate the anniversary, 1995 memberships will be $5 ($3 off the 1994 price) and an extensive discount book to local and national merchants will be included. R&W membership is required to rent videos, receive a 10 percent store discount on paper products, participate in day and long-term trips, purchase tickets to sports and cultural events, and much more. So sign up now.

A portrait of Dr. Bernadine Healy, 13th NIH director, was hung in Bldg. 1 at a ceremony Oct. 12. On hand for the unveiling were Dr. Harold Varmus, Healy's successor, and the artist who rendered the portrait, Ruth Bryant of Amarillo, Tex. Many wellwishers gathered in Wilson Hall for a brief ceremony and remarks. The portrait was then placed immediately outside the director's office door on the first floor of Bldg. 1, where this photograph was taken.

Donor Center Adds Hours

The Blood Donor Center in the Clinical Center's department of transfusion medicine will be open more hours beginning Nov. 17. That's when extended hours on the third Thursday of each month begin. On those days, doors will remain open 7:30 a.m.-6 p.m.

"We want to give donors the option of coming in later in the afternoon on those days," explains Keith Redmond, donor resources supervisor. "Some donors will find that schedule more convenient. The volunteers who donate blood are essential to carrying out the Clinical Center's research and patient-care missions. Their generosity supports much of the work here."

Hours for the Blood Donor Center are 7:30 a.m.-3:30 p.m. on Monday, Wednesday, Thursday (7:30 a.m.-6 p.m. on the third Thursday of each month) and Friday. Hours on Tuesday are 7:30 a.m.-12:30 p.m. For more information or to schedule an appointment, call 6-1048 or stop by in Bldg. 10, Rm. 1N416. ❑

Dealing with Job Stress Is Video Series Topic

The NIH Employee Assistance Program's video workshop series, "Work, Career, and Personal Growth" is one way employees can learn to deal with job stress. The next series in EAP's annual program, also known as "Tuesdays at the Little Theater," has already begun. The focus topics for remaining sessions are: Nov. 15, "Controlling the Workload"; Nov. 22, "Managing People Pressures"; Nov. 29, "Surviving the Changing Workplace"; Dec. 13, "Balancing Work & Home."

The 1994 video series topics, dealing with stress, conflict and difficult people, are typical workplace issues faced by NIH employees. Each workshop session has two parts. First, a segment of videotape featuring an expert speaker is shown. After the video presentation, staff from EAP lead a group discussion. While NIH'ers can get the most out of attending all of a topic's sessions, each session focuses on different aspects of the topic.

The lunch-time, drop-in format, makes attending simple. The series is free and open to all employees without registration. The sessions are held on Tuesdays from noon to 1 p.m. in the Bldg. 10 Visitor Information Center's Little Theater. Future series include: "Dealing with Conflict and Confrontation" (Feb. 7, 14, 21, 28 & Mar. 7), "How to Listen Powerfully" (Apr. 4, 11, 18, & 25), and "How to Deal with Difficult People" (June 6, 13, 20 & 27).

For more information contact EAP, 6-3164. ❑

PC Topic Session, Nov. 23

DCRT's Distributed Systems Branch holds regular PC Topic Sessions designed to keep NIH'ers up to date on rapidly advancing PC technology. Open to all employees, the meetings follow a similar format: After DSB staff briefly relate industry and NIH PC news items of interest and entertain a few minutes of PC-related questions, there is a 1-hour feature presentation on a topic of general interest.

The November topic session, to be held on Wednesday, Nov. 23, 3:30-5 p.m. in Lipsett Amphitheater, Bldg. 10, will differ from past meetings in that there will be no feature presentation. Instead, the whole session will be devoted to general PC Q&A. Have a PC-related question that's been bothering you? Bring it to the meeting. If DSB staff or other attendees can't answer it on the spot, someone will get back to you. ❑