

THE NIH RECORD

Still The Second Best Thing About Payday

Spiegel Stresses Shared Purpose In Guiding Institute

By Robert Bock

Some seek to be leaders; others evolve into them. Relatively new NIDDK director Dr. Allen Spiegel—appointed in November 1999—politely declined a number of years ago when asked to become that institute's scientific director. He didn't want what he called the "administrative hassles" to take him away from the science he loved. After thinking the offer through, however, he realized he couldn't pass up the chance to make a difference in a unique, new way.

Being scientific director would allow him to view scientific progress from a much larger vantage point. More importantly, though, he could advance science not just from his own lab, but from several fronts.

"I had to give up the immediate satisfaction
SEE SPIEGEL, PAGE 2

Epilepsy Conference Emphasizes 'No Seizures, No Side Effects'

By Natalie Frazin

NINDS recently coordinated a 2-day international scientific conference focused on advances in epilepsy treatment. Initiated by the White House, the conference, "Curing Epilepsy: Focus on the Future," was hailed by participants as an important occasion in epilepsy research, with many envisioning a future when epilepsy not only can be cured (defined as "no seizures, no treatment side effects") but also prevented.

The conference featured presentations and roundtable discussions by more than 30 clinicians and scientists as well as several lay representatives who related their personal experiences with epilepsy. Scientific topics included prospects for interrupting and monitoring

SEE EPILEPSY, PAGE 4

HIGHLIGHTS

1 Major Player Takes Over Food Service

New Police Executives Here

3 NICHD Panel Backs Reading Methods

5 STEP Seminar on Food Safety

10 Science Teachers Honored

12 Students Become 'Brainiacs'



U.S. Department of Health and Human Services National Institutes of Health

May 16, 2000
Vol. LII, No. 10

Goodbye GSI, Hello Eurest

New Company To Run Cafeterias

By Rich McManus

It's been a long time coming, but this summer, NIH'ers are going to start eating like the justices of the Supreme Court, the nabobs at IBM, Shell Oil and Mobil, and the high-rollers at Chevy Chase Bank. That's because Eurest Dining Services, a component of British multinational corporation Compass PLC, has won a 10-year contract to provide service at six campus cafeterias in Bldgs. 1, 10 (including the B1 facility, the atrium dining room and the lobby-area coffee bar now known as Café Verde), 31, 35 and 45. The cafeterias in Bldgs. 12B and 38A are unaffected by the new contract, and will continue to be operated by the Maryland Business Enterprise Program for the Blind.

The change spells the end of almost 50 years of cafeteria service at NIH by Guest Services, Inc., a not-for-profit entity that was established by Congress in the 1930's to provide food service to government agencies. Back in the early 1990's, complaints about GSI's food service began to reach management at NIH.

"We became concerned about employee opinions about our services," said Mike Sullivan, acting director of the Office of Research Services' Division of Space and Facility Management
SEE CAFETERIAS, PAGE 8

Police Department Gains New Chief, Deputy Chief

By Carla Garnett and Rich McManus

There are two good reasons for the big smile seen lately on the face of Jim Sweat, director of the Division of Public Safety at NIH. That's because he has managed to lure out of retirement two highly regarded law enforcement officers to head the Police Branch. New Chief Al Hinton hails from the U.S. Park Police and his deputy, Robert Fuller, is a longtime veteran of the Prince George's County police department.

"We're fortunate to have been able to recruit two highly experienced and already successful, proven police executives to lead the NIH Police in the years ahead," Sweat said. "Both men enjoyed superb reputations in their former agencies and I look forward to their continued excellent work within the NIH."

SEE POLICE, PAGE 6



New Police Chief Al Hinton

NICHD Panel Recommends Methods To Teach Reading

By Bob Bock

In the largest, most comprehensive review of its kind, a congressionally mandated independent panel supported by NICHD found that the most effective way to teach children to read is through instruction that includes a combination of methods such as:

- Phonemic awareness—the knowledge that spoken words can be broken apart into smaller segments known as phonemes.
- Phonics—the knowledge that phonemes are represented by letters of the alphabet that can then be blended together to form words.
- Guided repeated oral reading—having children practice what they've learned by reading aloud while receiving guidance and feedback from more proficient readers.
- Reading comprehension strategies—techniques for helping children to understand what they read.

The panel reported its findings on Apr. 12, before a hearing sponsored by Sen. Thad Cochran of Mississippi and a briefing held by Rep. Anne Northup of Kentucky's third congressional district.

"For the first time, we now have guidance—based on evidence from sound scientific research—on how best to teach children to read," said NICHD director Dr. Duane Alexander. NICHD supports research in reading and learning. "The panel's rigorous scientific review identifies the most effective strategies for teaching reading."

The National Reading Panel was established in response to a 1997 congressional directive. Specifically, Congress asked the director of NICHD, in consultation with Secretary of Education Richard W. Riley, to convene a national panel to review the scientific literature and determine, based on that evidence, the most effective ways to teach children to read.

"A child's success in school—and in life—is dependent upon his ability to read," said Northup, who wrote the legislation establishing the panel. "That's why it is so discouraging that nearly 69 percent of America's fourth graders can't read at a proficient level."

She added that numerous programs have been unable to succeed in raising children's reading levels. "Thankfully, the National Reading Panel has delivered the knowledge and the tools we have been lacking," she said.

The 14-member panel included scientists in reading research, representatives of colleges of education, reading teachers, educational administrators and parents. For its review, the panel selected research from the approximately 100,000 reading studies that have been published since 1966, and another 15,000 that had been published before that time. Because of



On hand for the press conference announcing release of the National Reading Panel's report are (from l) Cyril Kent McGuire, assistant secretary of educational research and improvement, Department of Education; reading panel Chair Donald Langenberg, chancellor, University System of Maryland; Sally Shaywitz, professor of pediatrics, Yale University; NICHD director Dr. Duane Alexander (at podium) and Rep. Anne Northup of Kentucky.

the large volume of studies, the panel selected only experimental and quasi-experimental studies, and among those considered only studies meeting rigorous scientific standards, in reaching its conclusions.

The panel's report is available from its web site, <http://www.nationalreadingpanel.org>. A thorough explanation of two key concepts in the report—phonemic awareness and phonics—is available in the NICHD publication, *Why Children Succeed or Fail at Reading*, <http://www.nichd.nih.gov/publications/pubs/readbro.htm>. ■

NIH Asian Cultural Program, May 26

All are invited to continue the celebration of the 28th anniversary of the NIH Asian/Pacific Islander American Heritage Program in Masur Auditorium, Bldg. 10 between 7:30 and 9:30 p.m. on Friday, May 26. The program will include performances of music and dance from: China, by the Hua Sha Chinese Dance Center; India, by the Indian Dance Educators Association; Indonesia, by the Gamelan Mitra Kusuma Orchestra and Dance Troupe; and Korea, by the Washington Korean Dance Company. There will also be a Japanese fashion show featuring kimonos.

A reception in the Visitor Information Center immediately follows the program. All are welcome to meet the artists and to sample Asian pastries and snacks.

There is no admission charge for the performance and reception, and no reservations are necessary. As this is a family affair, children of all ages are welcome.

Sign language interpretation will be provided. For more information contact Victor Fung, 496-1625; email vf6n@nih.gov.

Calling Computer Users in Offices

Individuals working full time and using a computer keyboard a minimum of 3-4 hours a day are needed for a research study on the role of workstyle in occupational health. Volunteers with and without upper extremity symptoms (fingers, hands, wrists, forearms, elbows, shoulders and neck) are needed to participate in 2-hour focus group interviews. Focus groups are being conducted by researchers at Georgetown University Medical Center. Compensation will be provided and groups will be scheduled at convenient times and locations. For more information, call Stacy Chambers at (202) 687-2392.

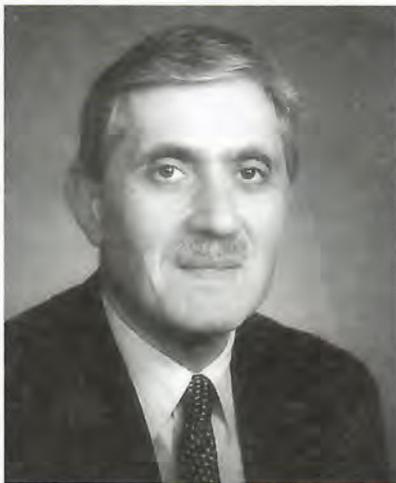
SPIEGEL, CONTINUED FROM PAGE 1

of my own work to foster the work of others," he said.

His new role as scientific director was as a kind of buffer—insulating scientific staff from the administrative hassles he had earlier feared, and making sure the investigators got the resources they needed to get their work done.

After 9 years as scientific director, however, Spiegel decided he could do even more to advance science. This time, rather than being asked to take the job, he sought—and was later awarded—the institute's directorship. The new position, however, came with new demands. Along with easing the way for science, he would need to become one of its ambassadors.

Much of his time is now spent meeting with various groups. On the one hand, he must secure the interests of the basic and clinical scientists who



Dr. Allen Spiegel

drive NIDDK research. On the other, he must address the concerns of those who have the serious diseases under NIDDK's mission—as well as the concerns of their elected representatives.

"The patients are not necessarily knowledgeable—nor should they be—about basic

research," Spiegel said. "Justifiably, their concern is with the prevention, treatment and cure for what's making them ill."

As have other institute directors, Spiegel relied heavily on his staff to provide him with the expertise he needed for his new role. He added that he makes it a point to let his staff members know that each of them is a member of a team. No matter their position, each can make a unique contribution in fulfilling the shared goal of uncovering new knowledge that improves health of Americans and people in the rest of the world.

"Even the people not directly involved in research—the secretaries, support staff, the people in the legislative liaison office, the technology transfer officers, the purchasing agents—need to know that what they do is vital to fulfilling this goal," he said.

It follows, he added, that all staffers must have a mutual respect for their coworkers. Similarly, although large organizations are typically hierarchi-

cal, respect should flow not only up the chain of command, but down as well.

"No one ever should be treated in a subservient capacity," he said.

This team approach, he explained, applies not only to the internal functioning of NIDDK, but also to how the institute functions within NIH as a whole.

Staff members at different institutes have different areas of expertise, he said. When they collaborate, they can advance farther than they would have by working alone.

As an example of this approach in the intramural research program, Spiegel pointed to the discovery of the MEN 1 tumor suppressor gene, which predisposes those who inherit a mutated version of the gene to a multitude of endocrine gland tumors by early adulthood. The discovery was made possible only through the collaboration of scientists at NIDDK, NCI, the National Center for Biotechnology Information and NHGRI.

He recalled that, at a reception held in his honor when he became NIDDK director, a staffer said he would become the best institute director at NIH. Gently and politely, Spiegel corrected him.

"In terms of a goal, it's not to be the best institute director at NIH, it's for the NIDDK to function most effectively within the context of the overall NIH," he said.

(The author is the press officer for the National Institute of Child Health and Human Development and a member of the NIH Management Cadre class of 2000. This article resulted from an assignment to study science and leadership at NIH. Information about the cadre program is available at <http://mcp.nih.gov/>.)

NIH RECORD

Published biweekly at Bethesda, Md., by the Editorial Operations Branch, Division of Public Information, for the information of employees of the National Institutes of Health, Department of Health and Human Services. The content is reprintable without permission. Pictures may be available on request. Use of funds for printing this periodical has been approved by the director of the Office of Management and Budget through Sept. 30, 2000.

NIH Record Office
Bldg. 31, Rm. 2B03

Phone 496-2125
Fax 402-1485

Web address
<http://www.nih.gov/news/NIH-Record/archives.htm>

Editor
Richard McManus
rm26q@nih.gov

Assistant Editor
Carla Garnett
cg9s@nih.gov

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EPILEPSY, CONTINUED FROM PAGE 1

epileptogenesis, the processes by which epilepsy develops; genetic strategies for curing epilepsy; and strategies for developing new therapies. More than 500 people attended the conference, which was cosponsored by the Epilepsy Foundation, the American Epilepsy Society, Citizens United for Research in Epilepsy, and the National Association of Epilepsy Research Centers.

The conference opened with a videotape of several individuals who shared their experiences with epilepsy and some of its consequences—a poignant reminder of the human side of epilepsy. This

disorder affects an estimated 2.5 million people in the United States and 40 million worldwide. Despite recent advances in treatment, many people with epilepsy still suffer from uncontrolled seizures or from the side effects of treatment. A recent study by the Epilepsy Founda-

tion estimated that the annual financial cost of this disorder is \$12.5 billion in the U.S. alone. Despite clear evidence that epilepsy is a brain disorder, people with epilepsy still suffer from widespread misunderstandings about the condition that can make it difficult for them to obtain education and hold jobs.

“There is no question that epilepsy research is ready for a new infusion and for a dramatic expansion, both in the kinds of research going on and in the quality of that research,” said Dr. Gerald Fischbach, director of NINDS, during his introductory address. He praised the cosponsors for their support of the conference and of biomedical research in general. “One of the really gratifying things about this job is to see private citizens and individuals who...get involved in biomedical research.”

Highlights of the conference included a videotaped presentation by Hillary Rodham Clinton and a surprise address by Rep. Neil Abercrombie (D-Hawaii), who related how he developed epilepsy more than 30 years ago and urged participants to make themselves known to their representatives in Congress. Former NINDS deputy director Dr. Roger Porter also presented an award to Dr. Harvey Kupferberg, who has led the NINDS Antiepileptic Drug Development Program (now the NINDS Epilepsy Therapeutics Research Program) for 18 years and has announced plans to retire in June. Participants in the conference gave Kupferberg a standing ovation in recognition of his longstanding commitment to epilepsy research.

Scientific presentations at the conference were interspersed with roundtable discussions on strate-

gies emerging from new discoveries, bioethical issues of gene discovery, and the process of moving discoveries from the laboratory to the clinic. For the first time at an NINDS conference, people viewing the lecture via webcast were given the opportunity to submit questions to the speakers by sending email to a special address set up for this purpose.

During the plenary talk, “Epilepsy 2000: The Beginning of the End,” Dr. Timothy Pedley of Columbia University encouraged scientists to adopt a “new spirit of inquiry in a new millennium,” and to expand efforts to engage those outside the mainstream of epilepsy research. He pointed out several advances that are leading to new hope for people with epilepsy, including the molecular genetics revolution, targeted drug development, and brain imaging methods that for the first time allow researchers to use human volunteers as experimental subjects for basic research studies. He also summarized an array of potential new therapies, including stem cell transplants, stimulation of controlled neurogenesis in the brain, and gene replacement. “What is science fiction today may be reality tomorrow,” he noted.

Much of the first day was devoted to describing processes of epileptogenesis and how these processes eventually may be interrupted to prevent epilepsy. Dr. Susan Spencer of Yale University School of Medicine opened the first session by describing some of the many factors such as head injury, stroke and encephalitis that can cause epilepsy. She noted that epilepsy can develop up to 5 years after head injury

or other trauma, allowing a significant time window for preventing this disorder. Other presenters described brain monitoring and imaging techniques that can aid in detecting brain changes.



Dr. Francis Collins

Dr. Francis Collins, director of NHGRI, discussed how advances in the tools of gene research can aid research on epilepsy. These tools include microarrays, or “gene chips” that can analyze the expression of many different genes. Information supplied by these microarrays may lead to advances in diagnosis, prevention, gene therapy, drug therapy, and pharmacogenetics—the science of predicting which drugs are most likely to be successful in treating patients based on expression of different genes. This type of prediction may eventually allow doctors to rapidly identify an effective treatment without serious side effects, instead of the prolonged



Former NINDS deputy director Dr. Roger Porter (r) presents an award to Dr. Harvey Kupferberg (c) in recognition of his many years of service leading the NINDS Antiepileptic Drug Development Program (now the NINDS Epilepsy Therapeutics Research Program). Looking on is NINDS director Dr. Gerald Fischbach.

period of trial and error that is now often required to find an optimal treatment for each patient. Other speakers summarized the current status of genetic research on epilepsy and how genes that affect development can lead to epilepsy.

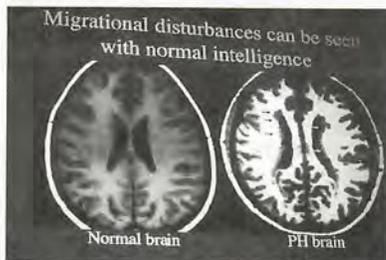
Dr. Raymond Dingledine of Emory University brought home the need for more innovative drug development research, pointing out that all of the currently available anticonvulsant drugs act on just five molecular targets. He also discussed several promising new targets for drug therapy, including potassium channels and NMDA receptors. Other participants summarized possibilities for refining surgical therapies as well as new strategies such as deep brain stimulation and cell therapy to treat epilepsy. Several presenters also discussed the potential for a device that might be able to detect changes in brain

waves that precede a seizure and administer a dose of medication directly to the affected region of the brain. Dr. Daniel Lowenstein of the University of California, San

Francisco, envisioned an even more advanced device—still entirely hypothetical—that could be implanted in the brain and deliver axon guidance factors or other brain chemicals to draw axons through the chip and alter brain circuitry.

While the focus of the conference was on scientific presentations, several unique opportunities surrounded the event. These included a special meeting for junior investigators on the night before the conference that introduced a new RFA targeting translational epilepsy research by junior investigators. The conference also included lunchtime sessions that allowed members of the public to interact with the researchers attending the conference. Finally, a partnership between the Epilepsy Foundation and WebMD provided several online epilepsy discussion panels and an online epilepsy chat room hosted on the WebMD web site during and just after the conference.

Fischbach described the conference as a wonderful experience that left him with “a great sense of hope and optimism” about prospects for advances in epilepsy research. He also announced the creation of a planning panel that will meet during the next 6 months to develop a 5-year research plan to move toward curing epilepsy. He concluded by calling for industry and academia to find ways to work together to solve the enormous challenge of curing this devastating disorder. ■



This slide illustrates malformations in the brain.

Seminar on Food Safety Issues

The staff training in extramural program (STEP) committee will presents a seminar titled “Current Issues in Food Safety: Food for Thought,” as part of its Science in the Public Health series. All are invited to the session, to be held Wednesday, May 24 from 8:30 a.m. to 12:15 p.m. in the Natcher Conference Center, Rms. E1 & E2.

The foods we eat are derived from a variety of sources and may go through numerous steps before they reach our plates. Because of the increasing complexity of these procedures, concerns about food safety may arise from bacterial and environmental contaminants, irradiation, genetic engineering and the use of food additives. How real are these concerns? Who is responsible? What should consumers do?

The featured speakers are: Dane Bernard, vice president, food safety programs, National Food Processors Association; Caroline DeWaal, director of food safety, Center for Science in the Public Interest; Carol Tucker Foreman, distinguished fellow and director of the Food Policy Institute, Consumer Federation of America; Dr. Carol Tacket, professor of medicine, University of Maryland; and Dr. Catherine Woteki, undersecretary for food safety, Department of Agriculture.

Seating is on a first-come, first-served basis. No advance registration is required. Inform the STEP office at 435-2769 regarding any need for sign language interpretation or reasonable accommodation by Friday, May 19. ■

Attention Women Who Use Computers

Do you experience work-related pain, numbness, or tingling in your fingers, hands or wrists? Have you been diagnosed with carpal tunnel syndrome? Are you a female between the ages of 21 and 50 who is currently working full time? If so, you are invited to participate in a research study of job stress and carpal tunnel syndrome that can help you learn more about your problem. This study includes a \$100 payment and receipt of ergonomic and job stress self-help workbooks. For more information call (301) 295-9660. ■

New TTY-TDD Safety Line

Deaf, hard of hearing and speech-impaired persons are now able to contact the Division of Public Safety to obtain general information regarding police issues, NIH identification cards, parking permits, crime prevention services and fire prevention services. They can do this through a dedicated TTY-TDD telephone line. The number for this general information line is 496-0063, which became operational on May 1. This telephone line is available 24 hours a day, 7 days a week. ■

Diabetic Volunteers Needed

Seeking diabetic volunteers ages 18-65 on oral diabetic medications or diet controlled, for screening of vitamin C blood level. Must be off vitamin C supplements at least 1 month prior to screening blood level. Payment of \$25 for blood level determination. Possible eligibility for further studies dependent on vitamin C level. Contact Gail Sullivan at 496-3244.

POLICE, CONTINUED FROM PAGE 1

For the past 31 years, it has been fairly easy to find NIH's new police chief, Hinton: If he wasn't in Washington, D.C., where he was born, reared and graduated from Dunbar High School, then he'd be in New York City, his home away from his hometown and the place the Park Police sent him whenever they wanted to promote him, roughly every 3 or 4 years since he joined.

Following high school graduation and stints with the Air Force and the Post Office, he was 6 years into his career as a motorcycle officer—serving on escort detail for presidents and other heads of state, and helping solve outlaw motorcycle gang crime in Rocky Mountain National Park in Colorado—when his first promotion to sergeant took him to the New York field office in Brooklyn in 1975.

"We worked all the boroughs, but I was stationed in Brooklyn," he recalled.

In 1977, Hinton was promoted to lieutenant and

"In order to keep the NIH as safe as possible, we need everyone to be alert. NIH is not an island any more."

headed back to D.C. as a shift commander for the major criminal investigations branch. By 1980, now a newly promoted captain, he was reassigned to the New York field office as assistant commander. Not too long after that appointment, he was detailed to Fort Chafee, Ark., to a law enforcement contingent involved in the Cuban Refugee Relocation Program. He returned to Washington in 1983 as a regional law enforcement specialist, rising in the ranks to West district commander in 1985. In that role, he oversaw law enforcement programs in northern D.C., Montgomery, Fairfax and Arlington counties, as well as Alexandria City.

"I provided advice on all law enforcement concerns and I also coordinated training for the rangers," he said, smiling. "When I tell people I was with the Park Police, they always want to know if I rode a horse. I didn't. I kept saying I was going to take horseback riding lessons one day, because a lot of the officers I supervised rode the horses, but I never got around to it."

A graduate of American University with a B.S. degree in administration of justice, Hinton was promoted to major in 1988 and headed back to New York for what would be his last stint in the Big Apple until he officially retired in January. Did all the moving ever get to him and his family?

"Well there were trade-offs," he explained. "My wife had a good job in Washington, so I couldn't uproot her. We both liked New York and we kept a home in both cities. I never minded the commute too much."

In 1990, he came home for good and was pro-

NIH Deputy Police Chief Robert Fuller is a longtime veteran of the Prince George's County police department.



moted to deputy chief in 1994. In 1997, he was appointed to command all operations in D.C.—just in time for such police planning challenges as the Million Man March, the Promisekeepers convention, the 50th anniversary of NATO and a few Independence Day celebrations.

"We got the planning down to a science," he said, "but those events bring in an awful lot of people. Months of work and planning go into a 1-day demonstration."

A saltwater fisherman, casual gardener and self-described "weekend sportster—I tend to get out and play whatever sport is in season at the time," Hinton said he was just too active to retire permanently. He heard about the NIH job "through law enforcement circles," applied and had it lined up, before he officially retired last Jan. 29. He began at NIH on the following day.

Thirty-one years with the Park Police, an A.U. degree and graduate studies at the University of Virginia and George Washington University, additional study at the FBI National Academy, and firsthand experience policing some of the largest public displays in the nation seemingly account for more than one man's career in law enforcement. What's left for Hinton at NIH?

"I hope my years of experience will help to raise NIH's police department to a higher level," he said. "Besides, I figured retirement would be fine, as long as I was still doing something I enjoy, and I enjoy police work."

Robert Fuller, the new deputy chief, arrived in mid-January following more than 24 years with the Prince George's County police department, where he rose from private in 1974 to major in 1990, a rank he held until retiring in 1998. Interestingly, both he and Hinton began their law enforcement careers in the same year—1969—and in the same area—motorcycle patrol.

"Welcome to my executive suite," he said with a laugh one recent morning, gesturing at almost a dozen neat piles of paperwork in a windowless office in the basement of Bldg. 31. Fuller found out about the opening here on the Internet, and from a colleague from his P.G. County days. "I knew when I retired that I would be looking for a second career,"

Female Paid Volunteers Needed

Are you female, 18 to 35 years old? In good health? You may qualify to participate in a study of commonly prescribed medications. The study involves multiple visits over a 3-month period. Earn up to \$880 and get free medical tests. Call the Uniformed Services University at (301) 319-8204.

said the Calvert County resident.

This is not his introduction to NIH, however, he notes: "I had a Coca Cola truck route here when I was 19. I stocked all of the Coke machines on campus." Despite much construction over the years, he says, "I still recognize portions of the place."

Fuller was born in Baltimore City, and later moved to the Washington area. He attended Springbrook High School, and graduated in 1968 from Oscar Smith High in Chesapeake, Va.

His first 5 years of police work were with the Takoma Park police department. Officers there took training at the Montgomery County police academy, where he first met Jim Sweat—a legendary instructor—in 1970. "I definitely remembered him, and followed his career to his arrival at NIH," Fuller recalls.

Fuller then joined the P.G. County force, one of the 50 largest in the nation, with over 1,700 employees and a budget (which he helped prepare in FY 1995 and 1996) of more than \$90 million. Early in his career he served in the motorcycle section for 8 years as one of the unit's supervisors. At the executive level, Fuller has served as the district commander for the county's Hyattsville, Clinton and Beltsville stations, and also commanded the narcotic enforcement division, investigative services, inspectional services (internal affairs) and was acting chief of the bureau of support services.

He completed college while a police officer, earning a bachelor of science in business administration, *summa cum laude*, from Columbia Union College in 1996, where he was on the dean's list. He was also a dean's list student at Prince George's Community College, where he got his associate's degree in 1995. He has also trained at the FBI's National Academy and at the University of Maryland's Center for Management Excellence.

Fuller's goal is to implement the "community policing" philosophy at NIH, a campus that, he observes, is broken up into discrete parts, each with special needs.

"Building 10 is a community in and of itself," he notes. "Their needs are substantially different from other areas." Other sensitive areas include buildings where animals are held for research, and day care facilities. "We want to tailor our policing to the specific needs of these various special groups."

Fuller has already set to work examining ways to improve conditions in a slew of major areas; he is assigning work groups to consider such issues as shift times, building security, recruiting, awards, equipment/uniforms, review of the police manual, and training for the 50-person force. "The chief and I are also working to form partnerships with the union (Fraternal Order of Police) that represents our officers here," he said.

"The federal government is different from county

government," he allows, "but managing people is the same no matter where you go."

Despite their managerial posts, the two new chiefs won't be tied to their desks. Recently, both were seen giving directions at a dramatic scene outside the Natcher Bldg. involving drawn weapons and four arrests; a robbery suspect had come to campus where his girlfriend is employed. A rapidly developing investigation led the Montgomery County police department to join forces with the NIH Police in staking out the woman's car.

"Anything can happen here," warned DPS director Sweat. "Defendants don't know or care about jurisdictions, and sometimes they come here to hide, or to steal. Everybody thinks this place is 20 years ago, but that's simply not true. Although the reservation still enjoys a relatively low crime rate as compared to Montgomery County or D.C., the possibility of serious crime is ever present. In order to keep the NIH as safe as possible, we need everyone to be alert. NIH is not an island any more." ■

Review of Research Integrity Literature

Prof. Nicholas Steneck of the University of Michigan, a special consultant to the Office of Research Integrity, will present an in-depth analysis of the research on research integrity literature on Thursday, May 25 from 9 to 11 a.m. in the Natcher Center. His talk will be given as part of a meeting of the Greater Washington Area Consortium on Research Integrity. The consortium was organized to exchange information, ideas and resources on research integrity and scientific misconduct, and to maintain a liaison between Washington-Baltimore area institutions and the Office of Research Integrity. For more information call Barbara Bullman, 443-5301.

Healthy Married Men, Women Needed

The Pediatrics and Developmental Neuropsychiatry Branch, NIMH, seeks men ages 56-73 and women ages 51-59, to participate in an fMRI study on the visual processing of faces. Participants must be right-handed and currently married. Volunteers should have no history of psychiatric disorders, and should not be taking prescription medications, with the exception of hormone replacement therapy (estrogen and/or progesterone), thyroid medication, and/or medications for high blood pressure (diuretics or ACE inhibitors). Volunteers must have normal vision or wear contacts. Participation requires a 2-hour screening interview, a followup visit, and a 3-hour visit for fMRI scan. Participants will be paid. For more information, call Lisa Kalik or Neil Santiago at 496-8381. ■



Dr. Michael Chaitin recently left the University of North Texas Health Sciences Center at Fort Worth to join the Center for Scientific Review; he is the scientific review administrator of the visual sciences A study section in the molecular, cellular, and developmental neuroscience integrated review group. This section reviews applications related to the anterior portion of the eye (cornea, lens, etc.), including cataracts and glaucoma. From 1992 until coming to CSR, Chaitin was an associate professor (tenured in 1994) in the department of anatomy and cell biology at UNT. He has received grant support from several sources, including the National Eye Institute. He has also received research awards from the National Retinitis Pigmentosa Foundation and from Fight for Sight, Inc.



Dr. Susan K. Pierce has been appointed chief of the Laboratory of Immunogenetics, NIAID. She comes to NIH from Northwestern University, where she was the William A. and Gayle Cook chair in the biological sciences and, since 1987, a biochemistry professor in the department of biochemistry, molecular biology and cell biology. She was chair of the department from 1990 to 1993. She has also served NIAID's intramural program as a member of the board of scientific counselors. The Laboratory of Immunogenetics is composed of five sections, each headed by an investigator studying topics related to the immune system in health and disease. Pierce's research in the area of antigen processing and presentation has been supported by NIH grants. She was the recipient of a Merit Award from NIAID.

CAFETERIAS, CONTINUED FROM PAGE 1

(DSFM), "so we commissioned a survey by HSG/Gould Associates." The October 1996 survey of some 1,700 NIH'ers revealed many shortcomings in GSI's operation. Additionally, analysts found that GSI's yearly earnings—in the range of \$5 million—were far below potential, compared with five roughly comparable campus-type settings.

Four months after polling employees, HSG/Gould issued recommendations, and a month later, DSFM recruited a broad spectrum of NIH'ers to serve on an employee advisory committee and a source selection board. The EAC, comprised of some 33 members from 14 institutes and centers, "helped us develop a request for proposals and interview potential contractors," said Sullivan. The SSB was much smaller—only nine members—and they helped evaluate proposals and made recommendations.

"In order to effect the changes in cafeteria service here, we hired Leigh Fisher Associates (a San Francisco group expert in food services contracting and operation) and continued our relationship with HSG/Gould to develop a statement of work that would address the concerns of employees and result in a modern, up-to-date food service operation," Sullivan said.

He noted that in 1992, ORS recognized that "something was amiss" in food service on campus and wanted to make improvements. DSFM renegotiated its license agreement with GSI at that time, directing the company to make \$1.2 million in improvements to its six cafeterias here. As an incentive, DSFM allowed GSI to retain up to 9 percent of its gross sales as profit.

Almost half of the \$1.2 million went into upgrades at Bldg. 10's B1-level cafeteria, and a quarter went to a major redo of the Bldg. 31 cafeteria; the atrium cafeteria in Bldg. 10 got 20 percent of the total and Bldg. 1's share of the upgrade was 9 percent. In the end, however, it was too little, too late. "It turned out to be a short-term fix," Sullivan notes.

"The new contractor anticipates significant increases in sales due to the introduction of the 'food court' style of service, versus cafeteria style," Sullivan explained. "In June, employees will see some dramatic changes. Plans now are to close the B1 cafeteria in Bldg. 10 and totally renovate that facility." The ACRF cafeteria and coffee bar are expected to handle crowds that used to eat on B1.

Less drastic modifications will occur in Bldgs. 1, 35 and 45, where initial signs of change will include new menus, logos, promotional items and free samples. Like the B1 cafeteria in 10, the Bldg. 31 cafeteria will get a major renovation and will have to close for awhile. "These folks (Eurest) are going to spend a few million dollars on these facilities," assured Sullivan.

For the moment, the cafeterias will remain in their current locations and hours will remain the same as

they have been, he said, but "for the long term, the needs of NIH will dictate if they move, reduce or expand.

"Now, the momentum is really picking up steam," said Sullivan, who acknowledges that "it took us a couple of years to get to this point." Foreseen, according to a glossy planning binder complete with color photos, are such amenities as a Sandwich Central station, "Wrap-a-bles" to take advantage of the current taste for wrap-style sandwiches, "Panini Fresca," a fresh grille, bakery, salad station, gourmet coffee bar and carvery with chef on duty. "Eurest just entered into a partnership with Krispy Kreme donuts," Sullivan noted, and company officials confirmed that NIH'ers should expect to see that

"We want the food to speak for itself. You will be surprised by the variety and quality..."

brand name on campus, as well as such well-known brands as Sbarros pizza and Subway deli sandwiches.

Eurest also will post its menus on a web site, noting prices and special offers so that employees will know ahead of time what to expect, Sullivan said. "In the early days of their operation here, they will learn the habits and desires of our employees and respond accordingly."

In addition to the Supreme Court and Big Oil, Eurest provides food service at NASA's Goddard Space Flight Center in Greenbelt, just recently took over food operations at the National Institute of Environmental Health Sciences in North Carolina, and is ensconced at the Federal Aviation Administration, Montgomery College in Rockville, Fannie Mae, Freddie Mac, Lockheed Martin in Ft. Belvoir, as well as at corporate headquarters for Caterpillar, Prudential and State Farm.

"We have 145 facilities within an hour and a half of Washington, D.C.," said Joan Wedekind, regional vice president for Eurest Dining Services. Her parent company, Compass PLC, has sales of some \$3 billion annually in North America, and around \$12 billion worldwide. She has already assigned an onsite manager for NIH—Soterios Louvis, who used to manage the Fannie Mae operation—and two other officials who will oversee a staff of about 100 employees. Current GSI cafeteria workers will be offered the chance to interview with Eurest, Sullivan said.

He predicts NIH'ers "will be ecstatic with the change—it will be a complete cultural change. (Eurest) is a top-flight organization." Echoes his assistant Dave Shea, a space management specialist, "They'll be more than happy."

What Eurest stands to gain from the deal—which costs the government nothing and was contracted through the General Services Administration, which

is expert in food service contracting (and who will assign contract administration to NIH immediately upon signing of the agreement)—is daily access to 20,000 employees and 5,000 contractors, and a potential earning capacity of at least \$10 million a year.

“All we give them are the facilities and the customers,” Sullivan said. “They pay for everything else. Inside that cafeteria is theirs.”

Sullivan and his staff—experts in leases and contracts—built into the Eurest agreement a number of carrots and sticks, and are grateful for the freedom that the new contract (known as a performance-based service contract) offers compared with the old licensing agreement with GSI, which gave NIH little control over quality.

“We will hold 3 percent of Eurest’s sales in escrow, tied to their performance,” he explained. “Their obligation is to provide food at prices 10 percent, in aggregate, below the local market value. We established a ‘market basket’ price, based on the cost of food within a 5-mile radius of NIH. They also have to spend several million dollars in improvements to the facilities, and operate at no cost to NIH. There’s a very comprehensive list of performance standards.”

Eurest can earn back the money kept in escrow if it meets certain levels of performance. “The customer has to be satisfied,” Sullivan stressed. “Eurest is required to do customer surveys through a professional organization, and NIH gets the results. If the performance is below standard, they lose not only the 3 percent, but also another 1 percent.”

Sullivan laments that the old agreement with GSI lacked adequate controls. “This, on the other hand, is a contract that includes all those provisions allowing us to control performance.”

So much for the stick. The carrot, by contrast, is quite appealing.

“The incentive for them is that there’s no cap on what they can make, provided the customers are satisfied. The customer will dictate whether they make money or not.”

The 10-year contract includes one 5-year option, and requires that, in the fifth year, Eurest spend a minimum of half a million dollars on upgrades.

Meanwhile, Eurest’s coffee bar designer has already flown in from Toronto to offer tips on redoing Café Verde, and the company’s architectural consultant has been quizzing Clinical Center maintenance workers about the adequacy of Bldg. 10’s grease exhaust. Big changes are coming at last to a workforce that had grown accustomed (43 percent of us, according to a survey) to brownbagging it for lunch.

“We want the food to speak for itself,” said Eurest’s Louvis. “You will be surprised by the variety and quality of our foods.” **R**

NIH and NICHD recently hosted Eva-Riita Siitonen (c), Lord Mayor of Helsinki, Finland, and a number of her colleagues to discuss possible collaborations between NIH and various Helsinki resources that might further the city’s economic and research development. The Lord Mayor’s group, which included several Helsinki city officials, learned of NIH international affairs and NIH technology development and transfer activities.

The day’s agenda included Dr. Heinrich Westphal, chief of NICHD’s Laboratory of Mammalian Genes and Development, speaking on biomedical advances using transgenic animals; Dr. Ronald McKay, chief of the NINDS Laboratory of Molecular Biology, explaining developments in stem cell research; and Dr. David Klein, with the latest advances in neuroendocrinology. Shown with Siitonen are Dr. Philip Chen (l), senior advisor to the NIH deputy director for intramural research, and Dr. Amar Bhat, acting director, Division of International Relations, Fogarty International Center.



Cancer Prevention Fellowship Program

The NCI’s Cancer Prevention Fellowship Program offers an opportunity for M.D.s, other clinicians and Ph.D.s to train in the field of cancer prevention and control. Fellows may obtain master of public health training at an accredited university during the first year of the fellowship, followed by independent research assignments at NCI facilities in Bethesda, Rockville and Frederick. The minimum length of the program is 3 years and does not extend beyond 5 years.

Part of the program is the NCI Summer Curriculum in Cancer Prevention; a new course on molecular prevention will be offered this summer. Applications are due Sept. 1 for entry into the program the following July. For more information, contact Barbara Redding, 496-8640.

Malinow To Give Solowey Lecture

Prof. Roberto Malinow of Cold Spring Harbor Laboratory will present the 2000 Mathilde Solowey Lecture Award in the Neurosciences, “Molecular Mechanisms Underlying Synaptic Plasticity,” on Friday, June 2 at 4 p.m. in Lipsett Amphitheater, Bldg. 10. A reception follows the talk. For more information, contact Michel Vloemans, 496-7975, or Dr. Anthony Basile, 496-4071. The event is sponsored by the Foundation for Advanced Education in the Sciences. **R**

Teachers Bridge Gap Between Education, Science

By Jennifer Kostiuik

Three lucky teachers traveled from across the country to tour NIH in April, meeting with Dr. Ruth Kirschstein, NIH acting director, and learning about cutting edge research. The three won the trip at a recent national seminar sponsored by the Office of Science Education to train teachers in using a new series of NIH curriculum supplements. The series is designed to improve science literacy and foster students' interest in science in grades kindergarten through 12.

The 3-day trip was sponsored by NCI, NHGRI, and NIAID—the institutes that cooperated with OSE to produce the first three supplements, entitled Cell Biology and Cancer, Human Genetic Variation, and Emerging and Re-Emerging Infectious Diseases. The

Paul King, a science teacher at Randolph High School, Mass., examines specimens at NIAID's insectary laboratory.



NHGRI's Aaron Mayer points out equipment in the DNA chip technology laboratory to Marjorie King (l).



trip winners were Kathleen Gabric, biology teacher at Hinsdale Central High School, Ill.; Marjorie King, K-12 science consultant at Jefferson Parish Public School System, La.; and Paul C. King, science teacher at Randolph High School, Mass.

Escorted by Dr. Bruce Fuchs, OSE director, the teachers witnessed science and technology working hand-in-hand. They learned about laser capture microdissection at NCI, patterns of gene activity in cells at NHGRI, and malaria transmission research at NIAID. They also talked with staff at the White House and in the office of Rep. Constance Morella (R-Md.) to express their



NIH acting director Dr. Ruth Kirschstein (second from r) welcomes teachers (from l) Paul King, Marjorie King and Kathleen Gabric to NIH in mid-April; the teachers' trip was sponsored by OSE.

concerns about such topics as pending legislation that could redirect Eisenhower Funds for professional development now earmarked for science and math teachers.

Paul King said, "The trip gave us a rare opportunity to meet with scientists working in the field and observe research in action. We came away with a dynamite series of teaching materials—the new curriculum supplements—and the excitement of a connection and a collaboration between teachers and scientists, between education and science in action."

Marjorie King added, "We bridged the gap between what goes on in the classroom and what goes on in the scientific world. The supplements facilitate that process. They are very, very good."

Gabric concluded, "Trips like this keep us excited about teaching and give us ideas for bringing new elements into the classroom. Next year my students may be doing DNA fingerprinting."

The first three supplements and accompanying CD-ROMs in the series were developed by Biological Sciences Curriculum Study of Colorado Springs, and Videodiscovery, Inc. of Seattle. For more information on forthcoming supplements, visit the OSE web site at <http://science-education.nih.gov/supplements>.



Gabric (r) asks a question of Lu Charboneau in NCI's Laser Capture Microdissection Laboratory.



HRDD Training Tips

The Human Resource Development Division, OHRM, will offer the courses below. Hands-on, self-study, personal computer training courses are available through the HRDD's User Resource Center at no cost to NIH employees. For details, visit HRDD online at <http://trainingcenter.od.nih.gov/> or call 496-6211.

Administrative Systems

Domestic Travel	5/22
Travel for NIH Travelers (a.m. or p.m.)	5/25
Domestic Travel	6/7
Basic Time and Attendance Using ITAS	6/12

Administrative Skills

Introduction to NIH for New Support Staff	6/6
Time Management: Organizing Yourself	6/13

Computer Applications and Concepts

Introduction to Macintosh	5/22
Windows Intermediate: Customizing Your System	5/24
Introduction to MS PowerPoint 97	5/24
Advanced MS Word 97	5/25
Advanced Web Page Design	6/1
Introduction to FileMaker Pro 4.0	6/6
Introduction to MS Excel 97	6/6
Introduction to MS PowerPoint 97	6/6
Introduction to Adobe Illustrator	6/7
Intermediate FileMaker Pro 4.0	6/8

Career Transition

NIH Retirement - FERS	5/22
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Communication Skills

Speaking on the Job Part II-Presenting Yourself (Frederick)	5/31
Plain Language in Government Writing	6/6
Speaking on the Job Part I-Improving Voice Quality	6/6
Scientific and Technical Briefing	6/8

Financial & Procurement Management

Professional Service Orders (a.m. or p.m.)	5/25
Price Reasonableness in Simplified Acquisitions (a.m. or p.m.)	6/1

Management, Supervision & Professional Development

Introduction to Strategic Planning	5/23
Successful Management at NIH	5/24
The Professional Office Manager Part I	5/25
Supervision: New Skills and New Challenges	6/6
Tools for Effective Leadership	6/7
Project Management	6/13
Understanding and Managing Stress	6/13

Chamber Music Concert, May 28

The Rock Creek Chamber Players will perform at 3 p.m. on Sunday, May 28 in the 14th floor assembly hall at the Clinical Center, sponsored by the recreation therapy section. The free public concert will include keyboard inventions by J.S. Bach, Vaughn Williams' song cycle *Along the Field*, and Max Reger's second string trio. For reservations and information call (202) 337-8710. **R**

CIT Computer Classes

All courses are on the NIH campus and are given without charge. For more information call 594-6248 or consult the training program's home page at <http://training.cit.nih.gov>.

Looking Ahead to the Standard System	5/19
Network Sniffer Workshop	5/22-24
MATLAB 5 - Matrix Laboratory	5/22-24
Disaster Recovery	5/23
BRMUG - Macintosh Users Group	5/23
Producing Reports with SAS	5/24-25
Data Warehouse <i>Query</i> : Budget & Finance	5/25
Advanced Macintosh Techniques	5/31
Hubs, Switches, and Routers	5/31
The NIH Contractor Performance System for New Users	5/31
ALW Common Desktop Environment	6/1
Keeping PC Data Secure	6/1
NIH Data Warehouse Budget Tracking	6/1
Advanced Presentations with PowerPoint 2000	6/1

Faces & Phases of Life Seminar Series

The NIH Work and Family Life Center and the NIH Employee Assistance Program present the following free seminars. Teleconferencing of all seminars is available to most locations upon request. Contact the WFLC as early as possible to arrange this service for your IC. Videotapes of seminars can be checked out from the WFLC Work/Life resource library. Call WFLC to preregister. Seminars will be videocast at <http://videocast.nih.gov/>. Sign language interpretation is available. For reasonable accommodation, call WFLC at least 48 hours prior to the seminar at 435-1619, TTY/TDD 480-0690. Visit WFLC online at <http://wflc.od.nih.gov>.

Coping Strategies for Stressful Times
May 16, noon-1:30 p.m., 31/6C10

Mentoring and Being Mentored in a Dynamic Workplace

May 23, 11 a.m.-1 p.m., 1/Wilson Hall

Family Violence: What Every Manager & Supervisor Should Know

June 13, noon-2 p.m., 31/6C6 **R**

Long, Short Sleepers Needed

To complete a sleep study, NIMH is looking for male and female volunteers ages 20-35 who routinely sleep 9 hours or more nightly, or who sleep 6 or fewer hours nightly. Volunteers must have no sleep disturbances or insomnia, plus no history of mental illness. Volunteers must be in good general health and not taking any medications or birth control pills. The study requires living on the research unit for 4 consecutive days. Compensation is available. NIMH employees are not eligible. For more information call 496-5831. **R**

Hypertensives Needed for Study

Seeking hypertensive volunteers ages 18-55 to participate in insulin studies. Must be able to be off blood pressure medication for a 2-week period. Payment of \$300 with completion of 2 separate outpatient study days. Contact Gail Sullivan at 496-3244.

Local Students Become 'Brainiacs' During Brain Awareness Week

Some local students recently found out what's really on their minds, and even what their minds are made of, when they participated in NIH's Brain Awareness Week program, cosponsored by NINDS, NIDA, NIA, NIMH, the National Museum of Health and Medicine in Washington, D.C., and the Dana Alliance for Brain Initiatives.

The students—5th, 6th, 7th and 8th graders from area schools—became certified “brainiacs” during the 2-day hands-on educational program held at the museum on Mar. 15-16.

NINDS director Dr. Gerald Fischbach opened the program with an overview session on “Your Brain and You.” The students then divided into small groups, played games, solved puzzles, and visited different exhibits such as “Know Your Brain” led by Dr. Cheryl Kitt, an NINDS extramural program director. She showed the students brain slices through a microscope,

MRIs on a light box, brain samples with magnifying glasses, and various “brain” toys.

Drs. Lucinda L. Miner and Catherine Sasek of NIDA presented “Mind Over Matter,” the institute’s drug education program, with special guest “Sara Bellum,” the program’s mascot who explained the effects of drugs on the brain.

Other featured exhibits included a video by NIA scientists Drs. Molly Wagster and Steve Snyder, who explained how the brain develops and changes from birth to old age; a presentation by NIMH scientists Dr. Jay Giedd and Elizabeth Molloy on “The Wonders of the Brain,” which showed how scientists learn about the brain and

how it grows; and a segment of a film on sports and the brain called “Exploring Your Brain,” presented by representatives from the Dana Alliance.

Throughout the program students were allowed to view numerous displays of normal and diseased human and mammal brains preserved in fluids, and were encouraged to touch and hold real human brains preserved through a unique process called “plastination,” courtesy of the museum.

Participating schools included the Takoma Educational Center, Shepherd Elementary, and the Owl School—all in Washington, D.C., and the Hebrew Day Institute in Silver Spring, Md.

Brain Awareness Week—an international event involving 41 countries and more than 1,000 organizations—was launched in 1995 by the Dana Alliance as a way of educating the public about the importance of brain research.—Shannon Garnett ■



Dr. Molly Wagster, NIA, shows how the myelin sheath, the fatty covering on nerve fibers of the brain, acts as an insulator.



Students touch and hold real human brains at the National Museum of Health and Medicine.



NINDS's Dr. Cheryl Kitt and director Dr. Gerald Fischbach show area school children samples of brain tissue during the “Know Your Brain” presentation.

Hispanic Scientists Day, June 5

All are invited to the first-ever NIH Hispanic Scientists Day in recognition of NIH intramural Hispanic scientists on Monday, June 5 from 10:30 a.m. to 1 p.m. in Lipsett Amphitheater, Bldg. 10. There will be a seminar from 10:30 to 11:30 a.m. titled, “A Framework for Fc Receptor Signaling: A Complex Story,” given by Dr. Juan Rivera, senior investigator and head, signal transduction group, NIAMS. A welcome will be given by Dr. Arlyn Garcia-Perez, assistant director, Office of Intramural Research, and Raymond Mejia, president NIH-Hispanic Employee Organization. There will be poster presentations outside Lipsett Amphitheater from 11:30 a.m. to 1 p.m., during which light refreshments will be served. The event is sponsored by NIH-HEO and the NIH fellows committee.

Wednesday Afternoon Lectures

The Wednesday Afternoon Lecture series—held on its namesake day at 3 p.m. in Masur Auditorium, Bldg. 10—features Dr. Doreen A. Cantrell on May 24. She is principal scientist and head of the lymphocyte activation laboratory, Imperial Cancer Research Fund, London. Her topic is “Spatial and Temporal Aspects of Antigen Receptor Signal Transduction.”

On May 31, Dr. Paul M. Nurse will discuss “Controlling the Fission Yeast Cell Cycle.” He is director-general and head, cell cycle laboratory, Imperial Cancer Research Fund, London.

For more information or for reasonable accommodation, call Hilda Madine, 594-5595. ■