

THE NIH RECORD

Still The Second Best Thing About Payday

NIGMS Celebrates 40 Years of Discovery, Progress

By Alisa Zapp Machalek

The year is 1962. John Glenn, Jr., becomes the first American to orbit the Earth, Sam Walton opens the first Wal-Mart, a first-class stamp costs 4 cents, and—most relevant here—NIGMS is created.

Established by Congress to support research and training in the “general or basic medical sciences,” NIGMS has a strong record of supporting scientists at the forefront of their fields. In its 40-year history, more than 50 of its grantees have won Nobel prizes for their groundbreaking research.

Today, NIGMS has one of the largest budgets at NIH, coming in at more than \$1.7 billion. The institute—which is almost entirely extramural—funds more than 4,000 research grants to universities, medical

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Make a Wish Come True

CSR Kicks Off Annual CFC Campaign with Tent Event

By Don Luckett

The 2002 NIH Combined Federal Campaign kicked off on Sept. 26 with a ceremony under a tent packed with coordinators and keyworkers on the Natcher Bldg. lawn. Leading the effort this year is the Center for Scientific Review, whose director, Dr. Ellie Ehrenfeld, promised a successful campaign.

She reminded everyone that NIH'ers are very concerned and generous individuals. “Last year,” Ehrenfeld said, “over 50 percent of us responded to the campaign and pledged \$1.6 million.”

She recalled how glad she was when she discovered the CFC. “When tax time came,

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

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Out of Many, One

Human Resources Undergoes Major Agency-Wide Restructuring

By Carla Garnett

If the staff of your human resources office seem a little distracted lately, try to be understanding. For the past 11 months, human resources at NIH has been in the midst of a major, fast-tracked reorganization that was scheduled to debut on Oct. 6. Although a few issues remain to be settled, it is a testament to the hard work, creativity—and flexibility—of the 300-some employees involved in NIH's HR enterprise that the restructuring appears seamless to most of us.

NIH Acting Director for Human Resources Fred Walker, who served as project co-manager for the restructuring, would like all staff to be open-minded, considering this an



Veteran NIH'ers Chris Steyer (l) and Fred Walker are at HR's helm.

The Future of Life

You'd Know a Lot If You Knew All the Dirt

By Rich McManus

On a day of agonizing remembrances, it was a mercy on 9/11 of 2002 to hear a talk on “The Future of Life,” by renowned Harvard professor emeritus Dr. Edward O. Wilson, a man whose soft, Alabama accent took a packed Masur Auditorium on a world tour of conservation hot spots in desperate need of preservation, but who also was so down to earth that he could marvel at the biotic worlds in just a few inches of topsoil. He spoke almost longingly of the biological riches strewn like jewels amid the eastern hardwoods that he admired along the drive into



NIH deputy director Dr. Ruth Kirschstein presents Dr. Edward O. Wilson with a commemorative plaque.

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CFC KICKOFF, CONTINUED FROM PAGE 1

I used to scramble up the checks I had written to my favorite charities, and then I often realized I hadn't given all I had intended to give." The CFC has since simplified her giving and helped her to support charities the way she always intended. "Now," she added, "when charities call and ask for support, I can say I contributed to the CFC and feel good about it."

Just about anyone can feel this good because the CFC catalog lists more than 3,000 different charities that have been evaluated and found worthy of support. "Whatever causes you believe in, you will find charities you like in the catalog," said Ehrenfeld. Finding them is now easier than before. The new CFC web site (<http://cfc.nih.gov>) has a link to a search engine that will let you search for your charities using keywords.



CSR director Dr. Ellie Ehrenfeld leads kickoff.

Since the cost of raising funds through the CFC is significantly lower than what most charities typically pay, CFC charities can spend more on their programs. Ehrenfeld said that charities are glad for one-time contributions, but they thrive on payroll deductions. "Sustained funding allows our charities to develop solid plans and budgets so they can keep up their good work through the year.

"For most of us," Ehrenfeld continued, "a few dollars a week pledged to a CFC charity is just a few dollars a week, something we hardly miss." But it means much more. "Our contributions allow us to make wishes come true for people in need."

To illustrate her point, she introduced the executive director of the Make-A-Wish Foundation of the mid-Atlantic region, Ralph Nappi. His local chapter grants 400 wishes a year to children who have life-threatening illnesses. Nappi listed the top five wishes children have: a Disney vacation, a computer, a trip to someplace other than the Magic Kingdom, a shopping spree and an opportunity to meet a famous person—Michael Jordan and President Bush top this list.

Sometimes, however, the children have unusual wishes. Nappi spoke of an 11-year-old girl named

Sumaia, who suffered from a severe case of juvenile diabetes. "Her family had few resources," he said. "But it was a wonderful family." Her parents, brothers and sisters were "all rooting for her to get better." The Make-A-Wish volunteer assumed Sumaia would ask for a shopping spree. But Sumaia asked for something more. "You know," she said, "I am so blessed in my life... I would like to give my wish to somebody who doesn't have as much as I do."



Ralph Nappi of the Make-A-Wish Foundation shows photo of Sumaia, a diabetes patient with an extra-big heart.

True to their promise, the Make-A-Wish folks granted Sumaia's wish. They drove her in a limousine to a restaurant where they presented a \$5,000 check to another CFC charity—the Christian Children Foundation. The money will allow Sumaia to take care of a little girl from another country who doesn't have a mother and father until she is 18 years old. All medical and educational expenses also will be covered. "The look on her face!" Nappi exclaimed. "Sumaia was so happy. It was better for her than a trip to Disney."

"That's what it's all about," Nappi said to the crowd. "Make sure people know their donations are important." ■

These spirited attendees at the CFC kickoff seem determined to counter a difficult trend: According to the Association of Fundraising Professionals, 44 percent of the nation's charities suffered a decrease in contributions after 9/11.



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Computational Cell Biology Is Focus of Stetten Symposium

By Alison Davis

To some scientists, biology is just one enormous math problem. Over the years, researchers have amassed mountains of fundamental knowledge about biological molecules that make up complex biological networks. The next step—modeling these complex systems in multiple dimensions, including space and time—is the focus of a burgeoning new area of science called computational biology.

The field requires lots of math and a marriage of expertise between biologists and engineers, mathematicians, computer scientists and physicists.

Three NIGMS-supported researchers working at the cutting edge of this 21st-century science will showcase their latest findings at this year's DeWitt Stetten, Jr. Symposium, entitled "Computational Cell

Biology." The symposium, which is part of the NIH Director's Wednesday Afternoon Lecture Series and which is sponsored by NIGMS, will be held on Wednesday, Oct. 23 from 2 to 4 p.m. in Masur Auditorium, Bldg. 10.

The ultimate goal of computational biologists is the ability to use their models to predict biological behavior. That goal may sound abstract, but it's not. Acquiring such an ability will enable scientists to improve human health in a variety of ways. Exquisite means to design safe and effective medicines, better prevention strategies and even individualized treatments for a wide range of diseases and health conditions are just a few of the outcomes likely to emerge from computational biology research in the coming years.

The symposium will begin with a talk by chemical engineer Dr. Douglas A. Lauffenburger of the Massachusetts Institute of Technology. His presentation, "EGF Receptor Circuit Operation: A Paradigm from Quantitative Cell Biology," will explore how mathematical modeling of basic signaling networks can shed light on cell motion, a critical process underlying development,

wound healing and the spread of cancer.

Theoretical biologist/applied mathematician Dr. Garrett M. Odell of the University of Washington's Friday Harbor Laboratories on San Juan Island will give the next talk, entitled "The Robustness of Evolved Genetic Networks Would be Astonishing Were It Not Essential." Odell will explain how computer models are yielding clues about key developmental processes like the wiring of the brain and the organization of the body plan. Odell uses fruit flies as a model system for these experiments.

Stanford University School of Medicine's Dr. Lucy Shapiro will conclude the symposium with her talk, "The Cell Cycle: Spatial and Temporal Control of a Multicomponent Genetic Network." She will describe how her research with the bacterium *Caulobacter crescentus* has enhanced understanding of basic processes such as how genetic programming helps cells move seamlessly through the cell cycle. Shapiro's pioneering research has revealed that the basic elements of these processes are common to organisms spanning life's evolutionary tree.

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



Dr. Doug Lauffenburger



Dr. Lucy Shapiro



Dr. Garrett Odell

NBS Holds Town Hall Meeting

There will be an NIH Business System (NBS) Town Hall Meeting on Wednesday, Nov. 6 from 8:30 a.m. until noon in the Natcher Auditorium. The multimedia communication event will include presentations and demonstrations for administrative and scientific staff to increase awareness and understanding of the NBS. Come hear and see what's new in how the NBS supports scientific research through business solutions.

The agenda begins with a plenary session and a discussion of scientific and administrative management perspectives with the following speakers: Colleen Barros, executive officer, NIA and the NBS project manager; Dr. Lawrence Tabak, director, NIDCR and cochair, administrative management systems steering committee; Charles E. Leasure, NIH deputy director for management and chief financial officer, and cochair, administrative management systems steering committee; and Mark Rhines, nVision project manager, of CIT. The agenda concludes with a series of concurrent sessions of system demonstrations in the following areas: budget/finance; acquisition (requisition to receipt); and Gelco travel manager (planning to approving).

There is no cost for this event, but you are requested to register at http://nbs.nih.gov/town_hall.html. Anyone requiring reasonable accommodation should contact the NBRSS Project Office through the global email directory or call 451-0070 no later than Oct. 30. ■

WILSON, CONTINUED FROM PAGE 1

Bethesda from National Airport, and declared at one point that a scientist “could spend a lifetime in a Magellanic voyage around a single rotting beech tree stump and never classify” all the lifeforms to be found therein.

He was here to sound a warning, too. The great biological diversity that has arisen in the past 3 billion years is eroding at an accelerating rate, he said, exacting a great cost on our natural endowment, and exacerbating political instability. But there is still time to save our legacy, he declared. About \$28 billion, rightly spent worldwide, could preserve countless species and free us from a “bottleneck phenomenon”—man-made environmental depredations that are consuming prime habitats at an alarming rate.

“The biosphere is far richer than anyone ever imagined,” he said. “It’s time to think about the rest of life (besides mankind) more seriously...the 21st century will be called the century of biology and of the environment.” He faulted man’s “paleolithic obstinacy,” including overpopulation, inequitably distributed



Wilson admires the poster created to publicize his lecture. Looking on are Dr. Joseph Fraumeni of NCI and Kirschstein.

per capita consumption, recklessness with fire (according to NASA space imagery, 5 percent of Earth’s land surface is burned annually, mostly by human beings, he said), and disregard for the riches of the world’s rain forests (home to more than half of Earth’s species, these forests constitute only 6 percent of the terrestrial surface, half of which has already been ruined by man). “We have need for an enlightened ethics.”

Like a Biblical prophet, Wilson underscored the axiom that the rich grow richer and the poor grow poorer. The gap between the richest fifth of the world’s population and its poorest fifth was 30 to 1 in 1960, 60 to 1 in 1990, and 74 to 1 today. “Eight hundred million people are living in absolute poverty,” he said, citing United Nations figures. “This is a security issue,” he warned, “and a dangerous setting for resentment and fanaticism.”

The damage already done to the natural world cannot be repaired “in any era of time that has meaning to the modern mind,” he said. “We must stop needlessly extinguishing other species.” Biodiversity, which he defined as the totality of all heritable variation in the world, needs rescue. He estimated that there are perhaps 1.5 million to 1.8 million total species on Earth known to science, and many times that number remaining to be discovered. “But we know less about the surface of the Earth

than about the surface of all the other planets combined, except maybe Pluto. There’s more complexity in a handful of dirt than there is on all of Mars.”

Insects dominate the diversity of the terrestrial environment. There are probably 20,000 species of ants alone, he said, 341 of which he has discovered only recently. Science has identified some 60,000 kinds of fungi, but he guesses the total is probably around 1.5 million. And bacteria? “An unimaginable number.” Wilson envisioned a “great new burst of exploration” if science simply focused on the life to be found in simple drops of rain forest rainwater. Water holds an astonishing quantity of the planet’s biodiversity, he said.

Two miles below Earth’s surface reside entirely new bacteria and microscopic fungi and slimes that would inevitably inherit the planet if we were unwise enough to incinerate its surface, Wilson observed.

He called the rain forest Earth’s “biological treasure house,” because it boasts so many species. “The garden lofts that you find in the treetops are very dense and difficult to get through,” he said. “They are filled with stinging bees and wasps—Tarzan wouldn’t last 15 minutes there. But our athletic young men and women graduate students have climbed up on ropes that were shot into the treetops by bow and arrow,” he related. Cargo nets lowered from hovering blimps, and construction cranes with swinging booms have also offered access to a heretofore forbidden world.

“It sounds dangerous,” Wilson chortled, “but that’s what graduate students are for.” Quickly adding that he knows of not a single fatality in such field work, he said the diversity his students find in the canopy is legendary. “We’re living on an unexplored planet,” he said.

A simple cross-section of some backyard soil would reveal, if studied at each millimeter of its depth, “great changes as you go down,” Wilson said. With variations in the amount of sunlight, humidity, pH, nutrients and space at different depths, even humble dirt would reveal “an enormous array of riches for the creatures who live and feed there. The soil is alive and the diversity is enormous. One square foot of soil has an array of small invertebrates, mites, arachnids...hundreds, or even thousands of species, many of which are still unknown to science. The creatures themselves are very strange to nonentomologists—those not familiar with what teems in the soil. But their names will become familiar once their importance is known,” he predicted.

Wilson is especially concerned about loss of rain forest, which is disappearing at the rate of .5 percent to 1 percent a year, or an area from about half the size of Florida to the full state per year. The Philip-

PHOTOS: BILL BRANSON

Disability Awareness Observance

The NIH Employees Council on disAbilities invites all NIH'ers to observe Disability Employment Awareness Month by attending a "Think Ability" program to be held on Thursday, Oct. 24, from noon until 2 p.m. in the gym on the 14th floor of the Clinical Center. The program is designed to raise awareness in the NIH community to the challenges faced by employees with disabilities. Participants will experience some of the challenges employees with disabilities face, often with great creativity, each day. Information about disability and employment issues will also be available. Sign language interpretation will be provided. For other reasonable accommodation, call Carlton Coleman at least 5 days in advance at 496-2906 or through the Maryland Relay Service at 711. For more program information, contact Derrick Tabor, 594-1554 or tabord@nigms.nih.gov.



NIH director Dr. Elias Zerhouni meets with Henriette Fredrickson, widow of former NIH director Dr. Donald S. Fredrickson, and her son Rurik. Zerhouni will open a memorial program in honor of Dr. Fredrickson on Friday, Oct. 18 from 10 to 11:30 a.m. in the auditorium of the Natcher Conference Center. The program will be led by Dr. Thomas Malone, former deputy director and acting director of NIH, and will include a video tribute and remarks by speakers who knew Fredrickson at different phases of his career. The former director (1975-1981) died June 7 at his home in Bethesda at the age of 77.

Thrift Savings Plan Open Season

The Thrift Savings Plan (TSP) is having another open season from Oct. 15 through Dec. 31, 2002. FERS employees hired before Dec. 1, 2002, as well as CSRS employees have an opportunity to change their election or make an initial election.

Eligible FERS employees may elect to contribute up to 13 percent of their salary this open season and will receive matching agency contributions on the first 5 percent (once they become eligible for the agency contributions, i.e., the second open season after being hired). CSRS employees may contribute up to 8 percent of salary this open season, but do not receive agency contributions. FERS employees who do not contribute receive an automatic 1 percent agency contribution each pay period (once they become eligible to receive agency contributions).

The features of the TSP and directions on how to make an election or to change your current withholding are described in the Thrift Savings Plan Open Season leaflet, which will be distributed to eligible employees by their IC personnel office. More detailed information is provided in the *Summary of the Thrift Savings Plan for Federal Employees* booklet and is available in your IC personnel office. Both the leaflet and the booklet explain how to allocate your contributions and any agency contributions among the five TSP funds. ■

pinus, he pointed out, was mostly forested in 1900, but was only 22 percent forest in 1998. Interestingly, about half the species in a given habitat can survive, even if you reduce the habitat by 90 percent, Wilson has found; so the remaining 10 percent is both very easy—and very dear—to lose.

The acronym HIPPO describes how we're losing our biodiversity: Habitat destruction, invasion of alien species into nonnative habitats (witness the depredations of snakehead fish in a Crofton, Md., pond this past summer), pollution, population expansion, and overharvesting. The imported fire ant is overrunning the American south, the brown tree snake has claimed all of the native songbirds of Guam, and the Filipinos almost never see a cerulean paradise flycatcher. The velocity of extinction is 100 to 1,000 times faster in habitats where humanity has arrived, Wilson reported.

But there's a way out of the bottleneck, he said. "You can preserve even large blocks of wilderness at surprisingly low cost." Conservation groups can buy logging rights in some countries, such as Bolivia, for as little as \$1 per acre. "If we focus on 25 hot spots around the globe, a great deal can be done at relatively little expense," Wilson said, calling on governments to ally with private efforts to conserve. "Twenty-eight billion dollars, wisely invested, could save the 25 most endangered hot spots plus the rain forests of the Amazon, Congo and New Guinea—that's one-tenth of 1 percent of the world's gross national product." Wilson labeled the \$6 billion currently spent on conservation worldwide, "a heck of a paltry investment."

A central goal of global conservation is to raise the poor to an endurable standard of living as well as to preserve habitat, but also to complete the exploration of global biodiversity. "We need to inaugurate the exploration of planet Earth...It's taken us 250 years to learn 10 percent of what there is to know about our planet. Some people estimate that we could learn the other 90 percent within the next 20 years." Such an effort would "transform much of the nature of biology," he forecast.

"It's an ethical decision, finally," Wilson concluded. He quoted the late John Sawhill, who was president of the Nature Conservancy: "Society is defined not only by what it creates, but also by what it refuses to destroy." ■

Cognitive Performance Study

The Uniformed Services University of the Health Sciences needs healthy male and female volunteers, ages 18-45, to participate in a 2-hour study of cognitive performance. Volunteers will be compensated. Call (301) 295-9679 or email study@usuhs.mil to determine eligibility for participation. ■



Dr. David Jollie has joined the Center for Scientific Review as scientific review administrator for fellowship applications in the biophysical and chemical sciences integrated review group. He earned his Ph.D. in biochemistry at the University of Minnesota, studying the mechanism of catalysis by a metalloenzyme from a methanotrophic bacterium. Jollie focused his postdoctoral research on iron-sulfur cluster proteins from nitrogen-fixing bacteria at the University of Southern California. He then moved to the University of Maryland, where he was an assistant professor in its department of chemistry and biochemistry. There, he studied the chemical reaction mechanism of a metalloenzyme critical for the biodegradation of aromatic compounds by a denitrifying bacterium.

The Body in a Cinematic Vein

Dream Anatomy Film Series Kicks Off, Oct. 17

In conjunction with NLM's Dream Anatomy exhibition, the library is hosting a free public film series, Cinematic Dream Anatomy. The series offers a mix of imaginative popular movies with anatomical themes.

All movies will be shown with open captions in the Lister Hill Center Auditorium (first floor, Bldg. 38A). A sign language interpreter will be available for the introduction of each film. Call 496-5963 to verify show dates, times and titles, as well as possible last-minute changes in NIH security measures.

The films will be shown at 6:30 p.m. on Thursdays, Oct. 17 through Nov. 14, except Oct. 31 when the movie will show at 12:30 p.m. Schedule may change without notice. Seating is on a first-come, first-served basis.

Oct. 17, *Fantastic Voyage* (director Richard Fleischer, 1966, 100 minutes, PG)

The original psychedelic inner-space adventure. When a brilliant scientist falls into a coma with an inoperable blood clot in the brain, a surgical team embarks on a top-secret journey to the center of the mind in a high-tech military submarine shrunk to microbial dimensions. Starring Stephen Boyd and Raquel Welch.

Oct. 24, *Osmosis Jones* (directors Bobby Farrelly and Peter Farrelly, 2001, 96 minutes, PG)

About two-thirds animation and one-third live action, *Osmosis Jones* is a cop movie spoof set inside the human body. The title character is a street-smart white blood cell, working as an agent for the immune system. Starring Bill Murray, Chris Rock, David Hyde Pierce, Laurence Fishburne and William Shatner.

Oct. 31, *Abbott and Costello Meet Frankenstein* (director Charles Barton, 1948, 83 minutes, NR)

A sharply written parody of 1930s horror films, this is a tale of two baggage handlers who undertake to transport corpses. Starring Bud Abbott, Lou Costello and Béla Lugosi.

Nov. 7, *Gross Anatomy* (director Thom Eberhardt, 1989, 109 minutes, PG-13)

Comedy drama about an independent, freewheeling med student enrolled in the toughest course in the curriculum—Gross Anatomy. Starring Matthew Modine, Christine Lahti and Daphne Zuniga.

Nov. 14, *Innerspace* (director Joe Dante, 1987, 120 minutes, PG)

This clever comedy about a miniaturization experiment stars Martin Short as a hypochondriac, Dennis Quaid as a miniaturized test pilot who is accidentally injected into him, and Meg Ryan as an investigative reporter who is the test pilot's girlfriend. ■

Lecture on 'Poor Whites and Health'

Dr. J. Wayne Flynt, distinguished university professor at Auburn University, will present a talk titled, "Poor Whites and Health," on Tuesday, Nov. 5 at 2 p.m. in Masur Auditorium, Bldg. 10. His talk is the second in a series of lectures examining health disparities sponsored by the NCI Center to Reduce Cancer Health Disparities.

Flynt is the author of 10 books, including *Dixie's Forgotten People: The South's Poor Whites* and *Poor But Proud: Alabama's Poor Whites*. His talk will offer insight into the impoverishment of whites in America and the resulting implications for their medical care.

If you are interested in attending, contact Tara Grove at Tgrove@novaresearch.com. Sign language interpretation will be provided. For reasonable accommodation, contact Grove at least 5 days before the event at (301) 986-1891 ext. 129 or for TTY users, 1-800-877-8339.

Emerging Leaders Program Launched

In an effort to recruit high potential entry-level employees, the Department of Health and Human Services has developed a new career intern program called the Emerging Leaders Program. The program was launched early this year and a national recruitment effort ensued. Out of 8,000 applicants, 62 selections were made and 14 are now at NIH.

The program is currently seeking 60 to 90-day rotational assignments for interns in the areas of science, public health, social science, administration and information technology. The program is centrally funded, so having an intern work in your office involves no cost to you. Assignments are being accepted for rotations in the period January – June 2003.

For more information on the program contact Melanie Keller at 496-6211 or kellerem@od.nih.gov. ■

Session on 'Culinary Chemistry'

The Staff Training in Extramural Programs (STEP) committee will hold a Science for All presentation on "Culinary Chemistry: Good Eats, Good Health," on Thursday, Oct. 24 from 8 a.m. to noon in Lister Hill Auditorium, Bldg. 38A.

Why do breads rise and soufflés fall? Why do so many recipes call for a pinch of salt? Why are sweets, especially chocolate, so enticing? Will eating roasted vegetables or blackened fish adversely affect your health? Should you cook your food at all?

Prepare to be both educated and entertained as a panel explores the chemistry of cooking and eating, and its relevance to human health. ■

40TH ANNIVERSARY, CONTINUED FROM PAGE 1

schools, hospitals and other research institutions. Its broad interests lie in areas such as cell, molecular, developmental and computational biology; genetics; chemistry; and pharmacology. Basic studies in these and other areas covered by NIGMS increase our understanding of life processes and lay the foundation for advances in disease diagnosis, treatment and prevention.

The institute has a longstanding commitment to increasing the number and competitiveness of

grew into the National Human Genome Research Institute. The GenBank database, which NIGMS established in 1982 to meet the critical need for a central storehouse of genetic sequence information, is now managed by the National Center for Biotechnology Information. The database contains more than 20 billion nucleotide bases from over 100,000 organisms, including the nearly completed human genome.

An exciting new area of exploration is RNA interference, which was first described in 1998 by an NIGMS grantee. This natural process, in which small pieces of double-stranded RNA “turn off” individual genes, has tremendous potential as a research tool and as a possible therapeutic approach. For example,

RNA interference has recently been harnessed *in vitro* to block infections by HIV and poliovirus.

True to its commitment to basic studies that are not targeted to specific diseases, NIGMS supports the bulk of NIH-funded chemistry research. Chemists supported by the institute have made seminal

“NIGMS is a very special organization, dedicated to the expansion of knowledge that will lead to the prevention, diagnosis, treatment and, hopefully, cure of diseases that still plague humankind. The institute is not only supporting research at the forefront of the biological sciences, it is also drawing in valuable perspectives of the chemical, physical and mathematical sciences.”

— Dr. Ruth Kirschstein, NIH deputy director, who directed NIGMS for 19 years (1974-1993)

minority biomedical and behavioral scientists. Through its Minority Opportunities in Research (MORE) Division, NIGMS has helped thousands of minority students pursue degrees in science and has enhanced research and training at minority-serving institutions throughout the country. Adding to the air of celebration at NIGMS, both of MORE’s branches—Minority Access to Research Careers and Minority Biomedical Research Support—are commemorating their 30th anniversary this year.

Championing Basic Research

Many NIGMS-supported scientists dedicate their careers to detailed studies of the individual molecules—proteins, nucleic acids, carbohydrates and lipids—that form living systems. This research steadily improves our understanding of how these molecules function in healthy cells and how faulty molecules can cause disease.

NIGMS grantees working in the field of genetics identified key regulators of the cell cycle. Others discovered restriction enzymes, which launched the field of recombinant DNA technology. Two NIGMS efforts in genetics have spun off to other NIH components. NIGMS’ early investment in genome sequencing spawned an initiative that

At the Coriell Repository tank room, cells are stored in liquid nitrogen and are preserved virtually indefinitely.



Commemorating Through Symposia

To mark its 20th anniversary, NIGMS established an annual DeWitt Stetten, Jr. Lecture, which is named for the institute’s director from 1970 to 1974. This year’s lecture—in Masur Auditorium, Bldg. 10 from 2 to 4 p.m. on Wednesday, Oct. 23 (see story on p. 3)—will feature a trio of speakers who will discuss a blossoming area of research that NIGMS is actively promoting: computational cell biology. For details, click on the “40 years of discovery” icon in the purple color bar at <http://www.nigms.nih.gov>.

Throughout 2002, NIGMS is taking its anniversary commemoration to the scientific community by sponsoring symposia at the annual meetings of eight professional societies whose missions align with its own. The events were designed to introduce meeting participants to investigations at the vanguard of their fields. For example, the symposium at the Society for Developmental Biology meeting was titled “Dealing with Complexity” and highlighted genome-wide studies, rather than investigations of individual genes. The symposium at the American Society for Biochemistry and Molecular Biology meeting focused on “Proteomics and Drug Discovery.” For the agendas of all the symposia, see <http://www.nigms.nih.gov/anniversary/symposia>.

Second Annual Barmes Lecture

Scrimshaw To Give FIC Anniversary Lecture

Dr. Nevin Scrimshaw, institute professor emeritus at the Massachusetts Institute of Technology and senior advisor for the food and nutrition programme at the United Nations University, will deliver the second annual David Barmes Global Health lecture on Monday, Oct. 28 at 3:30 p.m. in Masur Auditorium, Bldg. 10. The lecture, entitled "Determinants of Global Health: Nutrition, Immunity and Infection," honors Barmes, who was a special expert for international health in the NIDCR Office of International Health prior to his death in 2001. It is also the first in a year-long series of global health lectures to commemorate the 35th anniversary of the Fogarty International Center.

A major force in the field of international nutrition, Scrimshaw's career has spanned more than five decades and his contributions have ranged from nutritional anthropology to food science and technology. His name is synonymous with the fight against malnutrition. Scrimshaw was the founding director of the Institute of Nutrition of Central America and Panama, the first international research institute devoted to the study of malnutrition and to finding effective and feasible interventions. It was during this period that he clearly conceptualized the critical role of infection in the pathogenesis of severe protein-energy malnutrition, and the need to address both the infectious diseases and the dietary adequacy to break the cycle of malnutrition and infection. In 1961, he became head of the department of nutrition and food science at MIT and director of its clinical research center, quickly making MIT the leading center in international expertise in nutrition and nutrition policy.

A graduate of Ohio Wesleyan University, Scrimshaw received his M.D. from the University of Rochester and an M.A. (biology), M.P.H. and Ph.D (physiology) from Harvard University. He has been a key leader of the UN University, including director of its world hunger programme, its food, nutrition and poverty programme and its development studies division. He is the recipient of innumerable honors and honorary degrees including the Joseph Goldberger Award in Clinical Nutrition from the AMA, the McCollum Award from the American Society for Clinical Nutrition, the Bristol Myers Prize in Nutrition and the Kellogg Prize for International Nutrition from the Society for International



Dr. Nevin Scrimshaw

Nutrition Research. Scrimshaw is a member of the National Academy of Sciences and the Institute of Medicine.

His career in international nutrition is one of scholarship, leadership and advocacy. Above all, he is an inspiration and a role model for young scientists around the world, consistently promoting career development and always advocating the importance of "science for global health."

All who are interested are welcome to attend the lecture and to meet with Scrimshaw at an informal reception that will follow the talk.—Irene Edwards **R**

Salzman Virology Symposium, Nov. 7

The third annual Norman P. Salzman Symposium Award in Virology will be made on Thursday, Nov. 7 at the Cloisters. A series of presentations begins at 8 a.m. and the event concludes at 12:30 p.m.

Keynote speaker is Dr. Patricia G. Spear, Guy and Anne Youmans professor of microbiology and immunology and chair, department of microbiology and immunology, Northwestern University Medical School, whose topic is "Cell and Viral Determinants for Entry of Herpes Simplex Virus." Registration is free. For more information contact Carla Robinson, 402-5311. **R**

Dr. Melody Mills is the new scientific review administrator of the bacteriology and mycology-2 study section at the Center for Scientific Review.



After a career in nursing, she received a Ph.D. in microbiology from the University of Texas, Austin. There, she identified and cloned the heme receptor of Shigella dysenteriae, the agent that causes bacterial dysentery. Mills moved to the Uniformed Services University of the Health Sciences, where she studied bacterial pathogens that infect the urinary tract

(uropathogenic E. coli) and food-borne bacteria (enterohaemorrhagic E. coli). Before coming to CSR, she developed a bladder tissue model at USUHS for studying uropathogenic E. coli.

Adults Needed for Study

College-educated, middle-aged adults are needed for a 2-day outpatient study at NIMH. Involves blood draw and routine clinical, neurological and cognitive procedures. A stipend is available. Inquire at 435-8970. **R**

Identical Twins Needed

NIH is conducting an immunological diversity study for healthy identical twins, ages 18-35, involving two brief outpatient visits. History and physical, blood draws, apheresis and possible further questionnaires are involved. You and your identical twin must both participate and both must be in good health. Compensation is provided. Call 1-800-892-3276.

discoveries in many areas, including catalytic RNA, organic synthesis and chiral reactions.

Another area within NIGMS' broad mission is research on burns and other forms of trauma. Every year, more than 1 million Americans suffer serious burn injuries. One of the most significant NIGMS-sponsored advances in this area is the development of an "artificial skin" that promotes the healing of burns. This product, along with other NIGMS-supported discoveries on the body's response to burn and trauma injury, has dramatically increased survival and recovery.

Training Tomorrow's Scientists

Since its inception, NIGMS has been dedicated to teaching students how to become independent researchers. Nearly half of all NIH predoctoral trainees, and a large portion of postdoctoral trainees, receive their support from NIGMS.

Recognizing that the most significant biomedical investigations often involve and affect several different fields, the institute designed its training programs to cut across disciplinary and departmental lines. In addition, NIGMS has several programs that address areas of critical scientific need. One of these, the Medical Scientist Training Program, leads to a combined M.D.-Ph.D. degree and prepares scientists to bridge the gap between basic and clinical research. Other programs



Renee Hosang, a graduate student at Florida International University, benefitted from a MORE program.

train scientists to conduct research in the rapidly growing field of biotechnology and at the interface between chemistry and biology. The institute also sponsors a Pharmacology Research Associate Program—its only intramural activity—that trains postdoctoral scientists in pharmacology in NIH and FDA laboratories and clinics.

Forging Paths into New Areas

In the late 1990s, NIGMS held meetings with leaders of the scientific community to get their advice and vision on new directions in science and the needs of researchers. A common theme emerged: Solving many of the most complex—and interesting—questions in biology requires interdisciplinary cooperation and multi-faceted approaches. In response, NIGMS established collaborative and integrative grants (better known as "glue" grants) to bring together large groups of scientists from diverse fields to help tackle these complicated research problems. The institute currently supports glue grants to investigate cell communication (including the roles of G proteins and carbohydrates), cell movement and inflammation. (NIAID and NCI also co-fund the G protein grant.) For the first 4 years of the initiative, which began in 2000, NIGMS plans to invest more than \$100 million.

Another area that benefits from NIGMS' emphasis on collaboration is pharmacogenetics, the study of how genes affect the way people respond to medicines. Already, more than a dozen NIGMS-sponsored research teams have begun unraveling why the same dose of a drug can help some people, have no effect on others and harm a few. This knowledge can allow physicians to tailor the doses of certain medications and save lives.

In 2000, NIGMS spearheaded a trans-NIH initiative in pharmacogenetics. It now commits more than \$10 million each year to the effort. At the heart of the program is a shared online resource called PharmGKB, where participating researchers deposit their data. This knowledge base, which does not identify study participants, is accessible to scientists worldwide.

The institute recognizes that vast scientific treasures are hidden within the burgeoning masses of genome sequence and other

CONTINUED ON PAGE 10



To further advance the field of molecular structure determination, NIGMS funds such cutting-edge equipment as the powerful NMR magnet shown above.

Banking on Cells

This year, NIGMS also celebrates the 30th anniversary of the Human Genetic Cell Repository, which plays a vital role in genetics research. Maintained by the Coriell Institute for Medical Research in Camden, N.J., the repository houses the world's largest collection of human cell cultures. It contains nearly 8,000 high-quality cell lines and DNA samples from people with various genetic disorders, their family members and unaffected people whose cells can be used as controls. (Strict policies ensure informed consent and confidentiality.) Every week, the repository ships about 100 cell lines and 1,000 DNA samples to scientists from any of 60 countries.

Cell cultures from the repository have already aided discovery of the genes associated with hundreds of diseases, including cystic fibrosis, Huntington's disease and retinitis pigmentosa. Repository materials are used extensively in studies of gene expression and mutagenesis, as well as in studies such as the HapMap project, which seeks to identify patterns of human gene variation. Information on the repository is available at <http://locus.umdj.edu/nigms>.





As part of its 40th anniversary celebration, NIGMS selected 40 topics that reflect its interests and accomplishments. Brief descriptions and illustrations of these topics are at <http://www.nigms.nih.gov/anniversary/discovery/>.

CONTINUED FROM PAGE 9

biological data. To mine these will require quantitative tools and approaches. Beginning in 1998, NIGMS created a set of initiatives to encourage mathematicians, physicists, computer scientists and engineers to apply their expertise to biomedical research. In 2001, to serve as the focal point for such activities, NIGMS created its newest component, the Center for Bioinformatics and Computational Biology.

NIGMS has also capitalized on advances in genome sequencing through its Protein Structure Initiative. Launched in 2000, this project builds on the institute's significant investment in structural biology. The goal is to solve the structures of 10,000 genetically unique proteins in 10 years, enabling scientists to produce an inventory of all the shapes that proteins can take in nature. This, in turn, will help make it possible to predict the structure of any protein based on its sequence. The institute expects to commit at least \$220 million to the project for its initial, 5-year pilot phase.

To further advance the field of molecular structure determination, NIGMS funds the cutting-edge equipment and facilities necessary for these studies. In recent years, the institute has supported construction of the most powerful NMR magnets available (900 MHz) and, together with NCL, it is funding the design and construction of three beamlines at Argonne National Laboratory's Advanced Photon Source, the newest and most advanced synchrotron in the country.

A Bright Future

"The most important biomedical questions today—how genes are regulated, how cells and organisms develop and function and what causes cellular processes to go awry—have not changed much in the last four decades," says Dr. Judith H. Greenberg, acting director of NIGMS. "But the level of detail at which we can answer these questions has changed dramatically. This progress not only helps us understand the biological basis of life, it has also been translated into new approaches to treating and preventing diseases."

For 40 years, NIGMS has been at the leading edge of supporting this progress. As it continues to champion basic research, to train future scientists and to forge paths into new areas, its future promises to hold even more exciting and significant advances. ■

Type 2 Diabetics Needed

Seeking diabetic volunteers ages 18-65 on oral diabetic medications for screening of vitamin C blood level. Must be off vitamin C supplements for at least 4 weeks prior to screening. Payment is provided. Eligibility for further studies depends on vitamin C level. Contact Gail Sullivan, 496-3244. ■

New Group Fosters Research on Women

A new intramural program on research on women's health was announced recently by Dr. Vivian Pinn, NIH associate director for research on women's health. The IPRWH is being developed by the Office of Research on Women's Health in conjunction with the Office of Intramural Research.

ORWH has been fostering an expansion of research on women's health outside the NIH for more than a decade, said Pinn. "Now we will offer to researchers in the NIH's own intramural scientific program the kind of encouragement for scientific research related to women's health and career development that we have provided to investigators in the research community nationwide. I am truly

Members of the new intramural program on research on women's health include (from l) Dr. Joan



Schwartz, Dr. Vivian Pinn, Joyce Rudick, Dr. Janine Smith, Dr. Barbara Vonderhaar and Vicki Malick.

excited by the possibilities for interdisciplinary and cross-disciplinary collaboration that the IPRWH will foster, as well as the increased opportunities for networking and sharing of ideas and concerns."

The IPRWH will serve as the focal point for intramural women's health research, including sex and gender comparison research. The group will also develop and communicate training opportunities and recruit new clinical and basic research trainees into the IPRWH.

The program's steering committee will be co-chaired by Drs. Barbara Vonderhaar and Esther Sternberg, and be composed of 17 representatives of institutes and the intramural community.

The first program sponsored by the IPRWH is the women's health scientific interest group, which welcomes all intramural scientists interested in research areas related to women's health. The WHSIG will hold a monthly seminar series, the first of which will be held on Monday, Oct. 21 from 11:30 a.m. to 1 p.m. in Wilson Hall, Bldg. 1; featured speaker will be Dr. Marianne Legato, director of the Partnership for Gender-Specific Medicine at Columbia University College of Physicians and Surgeons. Her topic will be "The Impact of Sex and Gender on Human Physiology and the Experience of Disease."

Those interested in learning about the WHSIG or IPRWH should attend the seminar or contact Dr. Janine Smith (smithj@nei.nih.gov) or Vicki Malick (malickv@od.nih.gov) for more information. ■

NLM Retiree Howard Mourned

Frances Humphrey Howard, 88, a special assistant to the associate director for extramural programs at NLM from 1970 until her retirement in 1999, died of congestive heart failure Sept. 23 at Sibley Memorial Hospital, Washington, D.C.

The sister of the late Vice President Hubert Humphrey was a force in her own right. At NLM, she worked to improve communication programs for medical research. She organized groundbreaking meetings of voluntary health agency executives, to expose them to the information programs and services of the library and to encourage greater use of these resources.

Howard was also a gifted liaison to members of Congress, informing them of the coming importance of biotechnology and encouraging the creation of the National Center for Biotechnology Information at NLM. That arm of the library, charged with collecting, organizing and disseminating knowledge about molecular biology, biochemistry and genetics, has seen tremendous growth in staff size and usage of its online resources since its creation in 1988—especially since the mapping of the human genome.

“Fran Howard was a dynamo,” noted NLM director Dr. Donald Lindberg. “The nation, including the NLM, is much indebted to her for her tireless support of scientific research to provide hope for all who need it.”



Frances Humphrey Howard

Raised in Huron, South Dakota, Howard had the Humphrey family gift for public speaking and a seemingly endless capacity to care for people. In more than six decades in Washington, her government service was intertwined with community service on behalf of many organizations. She is credited with helping the Museum of African Art become a Smithsonian museum and she served as a trustee of the U.S. Capitol Historical Society, the National Capital Children’s Museum and the Washington Opera, among many others.

In the early 1940s, she was First Lady Eleanor Roosevelt’s assistant for employee activities in the National Civil Defense Office. In the 1950s, Roosevelt tapped her to become a director with the then newly organized United Nations Association. In that capacity, Howard traveled the world, promoting cultural understanding, health care and other causes. She later became a foreign service officer for the State Department, working on projects ranging from sustainable development in Bolivia to birth control in the Philippines.

Especially in the last years of her life, she created strong bonds with people she met and mentored through the Hubert Humphrey Fellows, an international exchange program begun by President Jimmy Carter in 1979, in which professionals from developing countries study in the United States.

Survivors include two children, Minnesota District Court Judge William Howard of Minneapolis, and Anne Howard Tristani of San Juan, Puerto Rico, and five grandchildren. Her marriage to Dr. Ray Howard ended in divorce.—Melanie Modlin

Healthy Children Needed

NINDS is seeking healthy children, ages 6-17, to participate in a sweat measuring study. The sweat measuring test is non-invasive. Participation involves one hour-long outpatient visit. Compensation is provided. Call 1-800-892-3276 (TTY 1-866-411-1010) email prpl@cc.nih.gov. ■

Herpes Study Recruits

If you have genital herpes, doctors at NIH invite you to take part in a study to learn more about the Epstein-Barr virus, part of the herpes virus family. For more information call 1-800-411-1222 (TTY 1-866-411-1010) or email prpl@cc.nih.gov. ■

Study of Heart Disease

An NIH study seeks postmenopausal women who either smoke or have high blood pressure, or high cholesterol or diabetes. Call 1-800-411-1222 (TTY 1-866-411-1010) or email prpl@cc.nih.gov. Compensation is provided. ■



Dr. Peter Guthrie has joined the Center for Scientific Review as scientific review administrator of its molecular, cellular and developmental neuroscience-4 study section. He received his Ph.D. in neuroscience from the University of California at San Diego, studying plasticity of neuronal communication in the marine mollusk Aplysia. Guthrie then studied the functional structure of mammalian neurons in the Laboratory of Developmental Neurobiology at the National Institute of Child Health and Human Development. At Colorado State University

in Fort Collins, he studied the regulation of intracellular calcium transients in neurons as well as their effect on growth cone function. Before coming to CSR, he was an associate professor at the University of Utah School of Medicine, Salt Lake City, where he investigated intracellular and extracellular mechanisms underlying interactions of astrocytes with neurons and microglia.

sources Operations.

"Change is always a challenge," adds Bagley. "For those individuals who will not be placed in their first preference, it may be more of a challenge for them to adjust to their new team. Some will be physically moved, others will be performing new or different duties, and many will be working with unfamiliar people and programs. It's going to be important for the HR management team to work closely with staff during the transition period to help them through mentoring, retraining and also encouraging them to share their ideas and suggestions."

Chris Steyer, a 23-year federal employee who was serving as HR officer at NIAMS and is acting deputy director of the new OHR, sees several benefits in the unified structure.

"Currently each IC handles things differently and we have different procedures everywhere," she says. "There have been problems with that and with the new consolidation there should be more oversight while hopefully still maintaining close relationships with our customers. We hope to be able to draw on our combined strengths and knowledges more. We also will begin to think more corporately as an NIH rather than just as institutes. For example, recruiting for the 'NIH' rather than 'NCI,' which I think will market NIH and ultimately the ICs better."

Bagley agrees, "I believe this reorganization will bring NIH closer to achieving its mission by further developing our corporate image, which will help us in recruiting and retaining the best talent through our outreach efforts. We will be able to gather various IC ideas, share past successes and invent new approaches to recruiting and retaining the elite NIH scientific and administrative staff."

HR Staffers Step Up to the Challenge

As would be expected, reactions to the department's mandate have varied among HR staffers. Describing the brown bag sessions, web site and newsletter devoted to the reorganization, communications chief Thompson says that is why a great deal of effort was put into keeping everyone informed along the way: It's the workers ultimately who will determine how well the new OHR fares.

"This is going to require a lot of teamwork in order for it to be successful," she predicts. "A lot will depend on how employees work with new colleagues and new assignments. There will definitely be an adjustment period."

Cyrus Salazar, a former NIH summer intern who was seeking permanent placement just before the HR reorganization was announced, says he often heard the buzz about upcoming changes while interviewing. "Some warned me of entering a field that was destined to be consolidated," he recalls, "but I was interested in pursuing a career in human resources and once I met and interacted with those

who I currently work with, my mind was made up. My initial reaction included feelings of disbelief and hopelessness, but as I began to learn more about the human resources processes and as I interacted with more personnel daily, I quickly learned that the consolidation would be beneficial overall. If we are to provide effective and efficient processes, the consolidation of specific functions cannot be overlooked."

Best Practices Revealed

As HR staffers brace for the next phase—interdepartmental consolidation—advice from employees offers comfort and encouragement for what fiscal year 2003 may hold.

"Be as flexible as possible," suggests Becky German, an HR assistant at NIAMS with 19 years of federal service. "Keeping a positive outlook will help to accept change. No one likes to leave his or her 'comfort zone,' but sometimes change must take place for us to find our true direction."

As Bagley points out, "The consolidation is a huge task and will require everyone—HR staff and program staff—to work together to make it successful. There will be some bumps in the road, so patience and cooperation will be needed by everyone to overcome these obstacles. The best thing NIH can do is start planning now and not forget the human side in all of this."

Horwitz emphasizes that involving the HR community—the human element—in reorganization efforts is key and hopes the same strategy serves well for further restructuring down the road.

"Communicate all the time," she advises. "It is the most important action you can take. Be honest about what you know and don't know. Get input from all your stakeholders. It might take time upfront but it quickly helps in the design. Get assistance from those most affected by the reorganization."

In fact, Walker says one of his top goals is to improve communication and collaboration between the Division of Human Resources Operations and the other OHR divisions.

In trying to build an effective HR organization, Walker says he is reminded of something a former supervisor once told him: "This is not the National Institutes of Personnel Management. We derive tremendous benefit from our participation in a great humanitarian mission. We must not lose sight of why we are here and the contributions that we all make to further the NIH mission." ■



Rookie NIH'ers like Cyrus Salazar as well as longtime NIH'ers Becky German (c) and Lori Thompson were called upon to make a quick transition in human resources go smoothly.

19th Institute Relay Draws Hundreds

Despite an invasion of tropical weather deposited by the remains of an exhausted Hurricane Isidore, the 19th NIH Institute Relay race was resurrected on Sept. 27 after a 7-year hiatus, sending scores of NIH runners on half-mile orbits of Bldg. 1. A huge turnout of some 83 teams crammed the lawn of Bldg. 1 for an event won in 14:27 by Parasites on



And They're Off—Runners burst from the starting line of the NIH Institute Relay in front of Bldg. 1. The 19th running took place after a 7-year hiatus.

the Run, a team composed of runners from NIAID's Laboratory of Parasitic Diseases.

The field was divided into two heats, each of which took about half an hour to run. Race coordinator Randy Schools, president of the sponsoring R&W Association, patrolled Center Drive in front of Bldg. 1 with a bullhorn, getting assistance from a cadre of Health's Angels Running Club members, and even former race director Dr. Peter Pentchev, an NIDDK intramural researcher who was a stalwart of the race's earlier years. Another veteran of the race, Dr. Alison Wichman, also helped coordinate the event and was a principal factor in the race's renewal, said Schools.

Spirits were high as the teams assembled under gauzy, humid skies. "We've got to be able to come up with a better name for next year," hollered one runner as teams stretched on the lawn, wearing everything from professionally silk-screened T-shirts emblazoned with team logos and slogans, to hand-scrawled designs written in magic marker. Some of this year's better names included the ominous "BSL-5," "3 Fast Chicks and 2 Slow Guys" (who lived up to their name by finishing 32nd), "Tooth-Lo," (which also proved apt; they finished 34th), "Akt Up" (that wouldn't have been funny in 1990), "OPEC Tankers" (they eased into port 47th), and the awkward, but presumably democratic "Ja Jo Je Milti."

There was much whooping and hollering at the

start of the race as inexperienced runners burst out like jackrabbits, only to wilt on the back side of Bldg. 1. Veterans of the Tour de Bldg. 1 started out at a more sustainable pace, picking up speed as they finished. The race was punctuated by bursts of partisan cheering as teams finished their heats, followed by high-fives, then trips to the concession stand where free bananas and bottled water (courtesy of the NIH Federal Credit Union and DrinkMore Water, respectively) were available.

Not every runner was a model of fitness; spirit was far more essential than a buff physique or a killer lap time. Brent Elliott of NIDDK ran the race in a lab coat and slacks. Some teams wore headbands to distinguish them from the rest. Virtually all who finished the race did so with smiles rather than grimaces. And as finishers mingled with supporters on the Bldg. 1 lawn, everyone's shirts were darkened with sweat.



The winning team includes (from l) Collins Karikari, Marcelo Ramalho-Ortigao, Deirdre Joy, Karl Seydel, Nanda Gudderra and Kathleen Collins.



Members of second-place team Hughes Your Daddy are (front, from l) Amy Jost, Danielle Hari. At rear are (from l) Mark Perlmutter, Brian Worden and Jason Elinoff.



Brent Elliott of NIDDK competes in lab coat and slacks.

Many teams had designated photographers and videotapers documenting the event. Fortunately, the rain laid off of them until there was but a lone runner out on the course. As he approached the finish line, he was greeted with lusty applause, which he milked for all it was worth, walking the final yards with arms raised high in triumph.

The event ended with presentation of the Allen Lewis Memorial Trophy plaque to Parasites on the Run, whose members' names will be inscribed on it. Random prizes were also distributed, including T-shirts from a failed Internet company, 5 misspelled Geico hats, 5 cookbooks with desserts only and 5 movie tickets

PHOTOS: LEW BASS

Film Festival Prospers at New Site

NIH's sixth Outdoor Film Festival, sponsored by R&W and a number of companies including Comcast and Clear Channel Communications, moved up the pike this summer (owing to security concerns on campus), but prospered in its new



Even Elvis took time to attend this year's Outdoor Film Festival.

location—a grassy hillside shared by the Strathmore Hall Arts Center and the American Speech-Language-Hearing Association.

According to Randy Schools, president of R&W, the event earned \$10,000 in donations, and \$20,000 from food concessions. The total will be shared by the Children's Inn at NIH, Friends of the Clinical Center, Special Love-Camp Fantastic and the R&W Foundation.



These youngsters clearly enjoy movies under the stars.

location—a grassy hillside shared by the Strathmore Hall Arts Center and the American Speech-Language-Hearing Association.

According to Randy Schools, president of R&W, the event earned

The 10-night festival of free films drew more than 60,000 people, Schools estimated. The top draws were *Shrek*, with 10,000 attendees, and *Harry Potter*, which attracted 8,500 guests. The festival featured an Elvis Presley look-alike one evening,

and included visits by Rep. Connie Morella (R-Md.), who celebrated a wedding anniversary with her husband Tony (who is a Children's Inn board member) at the movies one night, and a concert by the U.S. Air Force "Airmen of Note" band. ■

Wednesday Afternoon Lectures

The Wednesday Afternoon Lecture series—normally held on its namesake day at 3 p.m. in Masur Auditorium, Bldg. 10—shifts to 2 p.m. on Oct. 23 when it features a 2-hour tripleheader for the annual DeWitt Stetten, Jr. Lectures. Speakers include Drs. Douglas A. Lauffenburger, Garrett M. Odell and Lucille Shapiro (see story on p. 3).

On Oct. 30, the lecture goes back to its normal 3 p.m. start time for a presentation by Dr. Neil J. Risch, professor of genetics, School of Medicine, and professor of statistics, Stanford University. He will speak on "The SNP Endgame."

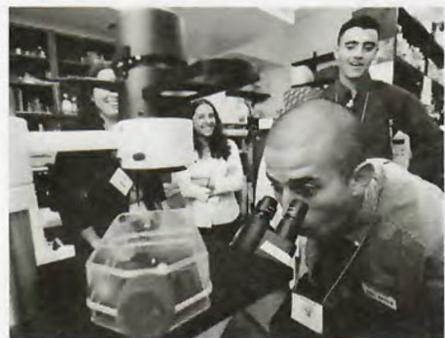
For more information or for reasonable accommodation, call Hilda Madine, 594-5595. ■



Above, crowds assemble at dusk on a grassy hillside between Strathmore Hall and the American Speech-Language-Hearing Association. Below, a Batman fan and his friend get comfy on a blanket.



Joy of Scientific Discovery: The look on the face of Diego Duque, an Old Brook, Conn., high school student visiting an NIH laboratory, indicates the potential of the National Hispanic Youth Initiative (NHUI) in Health, Biomedical Research, and Policy Development, the program that made this image possible. The National



Center on Minority Health and Health Disparities—along with NINDS and NHLBI—coordinates NIH participation in the annual efforts of

NHUI to encourage Hispanic high school students to enter careers in health care and biomedical research. Most ICs contribute to NHUI and two similar programs, the National Native American Youth Initiative and the National African American Youth Initiative. This past summer, the programs exposed nearly 250 youth to the excitement and promise of biomedical careers. For more information, contact Dr. Lorrta Watson, NCMHD, 594-7784.



At left, Dr. Jamey Lee West of third-place team Radcon 5 goes airborne to start the race, while at right, Tanjanika Fishburne of CSR finishes with a smile.

redeemable, according to R&W's Schools, "only at films that were poorly reviewed."

Later that afternoon, Schools received a flood of congratulatory emails: "We had an absolutely terrific time. Thank you for organizing it," wrote Dr. Janet Newburgh of CSR. Added Janet Kelly, a nutrition education specialist at NHLBI, "This is something that the NIH really needs. It is great for camaraderie, fitness and fun...There definitely should be more events like this that encourage fitness and health for NIH employees." Said Jeannine Mjoseth of NIA's information office, who works on a campaign that promotes exercise for people age 50 and over, "This has been a total inspiration to me."—Rich McManus

Top Ten NIH Institute Relay Finishers

1. Parasites on the Run	14:27
2. Hughes Your Daddy	14:58
3. Radcon 5	14:59
4. Rats of NIMH	15:02
5. BSL-5	15:14
6. Gene SNP'ers	15:25
7. Mobile Side-Chains	15:38
8. Fast and Furious	15:59
9. Marjan's MGB Marauders	16:11
10. Infra Red	16:12

HRDD Class Offerings

The Human Resource Development Division provides the following classes. For more information call 496-6211 or visit <http://LearningSource.od.nih.gov>.

Giving Dynamic Presentations for Women in Science	10/22-23
Fellowship Payment System	10/28
NIH Retirement Seminar—CSRS	10/29-31
Purchase Card Training	11/4
Delegated Acquisition Training Program	11/5-8
IMPAC II Grants Management	11/6
Basic Time and Attendance Using ITAS	11/12-13
Federal Budget Process	11/12-13
IMPAC II Peer Review Module	11/13
Introduction to NIH Property Management	11/13-14

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>.

Blackberry Tips and Tricks	10/17
Accomplishing Tasks in SAS Using Enterprise Guide Software	10/17-18
PowerPoint Topics: Graphs, Links and More	10/18
Blast Quick Start	10/21
Creating Presentations with PowerPoint for the PC	10/21
NIH Data Warehouse Query: Budget & Finance	10/21
LISTSERV Electronic Mailing Lists: Hands-On Workshop for General Users	10/22
Getting Started with Medical Image Processing Analysis and Visualization (MIPAV)	10/22
Outlook 2000 Tips and Tricks	10/22
Introduction to Programming	10/22-25
KMIG-Knowledge Management Interest Group	10/23
Microarray Data Analysis using S-PLUS 6	10/23
Microarray Data Analysis using S-PLUS 6: Hands-On Lab	10/23
Introduction to the Helix Systems	10/23
AFNI: Data Analysis with 3dDeconvolve	10/24
Introduction to HTML	10/24
NIH Data Warehouse Query: Travel	10/24
mAdb Basic Informatics	10/24
Structural Analysis Quick Start	10/25
Map Viewer Quick Start	10/28
Using the Council Administration Module v4 with Early Concurrence	10/28
Web Security – Avoid Being Zapped on the Internet	10/28
Remedy – Customer Service Tool	10/28
Easy Large-Scale Bioinformatics on the NIH Biowulf Supercluster	10/29
Enterprise Project Management Using Microsoft Project 2002	10/29
LISTSERV Electronic Mailing Lists: Hands-On Workshop for List Owners	10/29
Locus Link Quick Start	10/30
Creating Presentations with PowerPoint for the Mac	10/30
.NET for Developers	10/30-31
Writing for the Web	10/31
Intermediate FileMaker Pro 5	10/31

Trauma Survivors Sought

Volunteers are needed for research studies looking at how people respond to and cope with a traumatic experience. Studies for people over 18 years old may include brain imaging, measurement of stress hormones and a free trial of commonly used medications for eligible participants. Compensation available for select studies. Call 1-866-MAP-NIMH (1-866-627-6464) or TTY 1-866-411-1010. ■



Dr. Vonda Smith has joined the Center for Scientific Review as scientific review administrator of the SSS-6 study section, which reviews small business innovative research grant applications for the biophysical and chemical sciences integrated review group. She received her Ph.D. in analytical chemistry from Emory University, where she studied the molecular structure and complexation of cyclodextrins, which are cone-shaped sugar molecules with cyclic hydrocarbons. Smith then accepted a research position with Hewlett Packard in Palo Alto, Calif., where, she performed spectral analysis and liquid phase analysis of various biomolecules. She continued this research when her division was split from HP to become Agilent Technologies.

Anthrax Vaccine Study Recruits

Walter Reed Army Institute of Research is currently seeking volunteers for an anthrax vaccine study. You may be able to participate if you are healthy between ages 18 and 61. Participants will be provided a free medical evaluation including blood tests and financial compensation for time and effort. For more information, call (301) 319-9335 or (301) 319-9320.

HR REORGANIZATION, CONTINUED FROM PAGE 1

“opportunity to enhance your career growth, pursue new knowledge and gain new experiences. I also hope that people will share their ideas by telling us what’s working well and give us input on what helps them to be successful.”

Concept to Completion in 11 Months

Last November, HHS and the Office of Management and Budget mandated that HR activities be centralized, citing a need for department-wide consistency in such procedures as handling job applications, according to Lori Thompson of NIAMS, who led the reorganization’s communication effort. Officials felt that many people hoping to work for HHS found it difficult to navigate around the dozens of departmental personnel offices. NIH, for instance, was home to more than 25 different HR offices—nearly one for each institute and center. The longterm HHS goal is to reduce the number of personnel offices in the department from 40 to 4 by October 2003. The implication for NIH was particularly keen. Because its IC HR offices were not even considered part of the 40, NIH’s first hurdle was to restructure the individual IC units into a central Office of Human Resources (OHR).

“When I heard what we had to do, i.e., consolidate down to one personnel office, the thought of taking on this task was at first overwhelming,” says Marvene Horwitz, NINDS deputy executive officer and the project’s other co-manager.

The first step was to develop short- and long-term plans. All personnel processing had to be consolidated by early 2002; all operations must be reduced to one HHS office (covering Bethesda, Rockville, Baltimore and Atlanta) by Oct. 1, 2003.

“We also knew we needed help in getting information to assist the transition committee in its deliberations,” Horwitz recalls. “We contracted with the National Academy for Public Administration (NAPA) to hold focus groups and do benchmarking. Another important first step was establishing the communications subcommittee to ensure that staff knew what was happening along the way.”

Kim Bauhs, an HR specialist at NIH since 2000 who served on the design team for the new structure, says NAPA helped.

“The task of the team was to lay out principles that would guide the development of—rather than produce—the actual organizational design,” she explains. Considering several options, the team moved toward adopting a “three-legged stool

model” that combines administrative support centers (to handle functions in which efficiency and process are critical), centers of expertise (where specialized knowledge serves the whole community in developing policies, resources and best practices), and business partnerships (consultative services to address any unique needs of individual ICs).

“When the organizational structure was presented to the HR community,” Bauhs says, “these elements were represented in the new division structure. It seemed that the proposal struck a balance between the need to consolidate and the need to maintain a connection with our customers.”

E Pluribus Unum

As early U.S. leaders no doubt discovered, the simple Latin phrase—*e pluribus unum* (English translation: out of many, one)—is complicated to implement. Reorganizers, working under a tight deadline, sought to make NIH’s new HR as effective, efficient—and painless—as possible.

The reconstituted central OHR contains six divisions: information systems, program effectiveness, employee services and benefits, workforce

management, employee relations and training, and human resources operations. Following feedback from dozens of HR focus groups, planners hope most employees experience a nearly invisible transition to the new structure. For example, even though personnel officers are no longer under the ICs, employees will still have a



Nancy Bagley

designated HR staff to handle their personnel issues. In other words, the paper trail for your step increase will still be ushered through official channels.

For staff who work in HR, however, the changes are substantial. An operations branch chief will be responsible for the HR issues of many more employees. Workloads may shift or expand; some workers will move to new locations. Some top-level professionals—many who have labored in the HR field for a number of years and had established themselves in key leadership posts—suddenly find themselves contemplating competition for the reduced number of lead roles in the slimmed-down OHR.

“I think the biggest benefits of the reorganization will be the consistency in interpretation and application of HR policies and the opportunities for collaborations and information sharing among all of the HR specialists,” says Nancy Bagley, formerly in NCI personnel for 15 years and now serving as a branch chief in the new Division of Human Re-



Kim Bauhs