



ABOVE • A NIBIB summer internship was key in earning Steven Lee honors from Purdue. See story on p. 12.

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# nih record

*Women, Families Targeted*

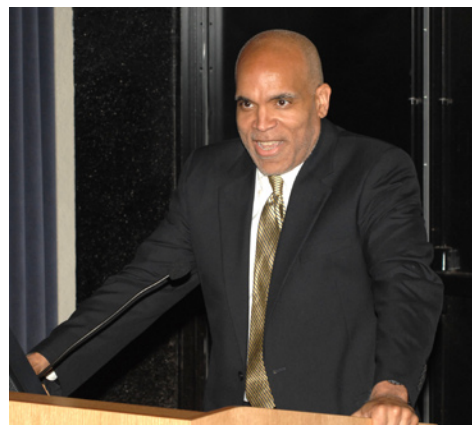
## Improvements to Intramural Worklife Sought

By Rich McManus

NIH is trying, on a variety of fronts, to narrow the gender gap in science careers and to make it easier for families to balance work and family life. Solutions range from funding studies to determine how to enhance women's opportunities for success in science, to building a new child care facility on campus, to bolstering mentoring programs.

Also under way are plans, and proposals, to modify regulations on child care subsidies, broaden donation of leave, re-set the tenure-track clock and lengthen parental leave.

The array of improvements to intramural, and NIH in general, worklife was presented June 2 at a forum in a mostly full Lipsett Amphitheater, sponsored by the women



NIH deputy director Dr. Raynard Kington said evidence is key to forming worklife policies.

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Dr. Barbara Wolfe (l) and Dr. Catherine DeAngelis at June 6 ACD meeting

## Peer Review, Boston Lab Are Discussed At Director's Advisory Committee

By Carla Garnett

Peer review and a new NIH-supported lab being built in Boston topped the latest agenda of the advisory committee to the NIH director, which gathered June 6 for its 96th meeting. NIH deputy director Dr. Raynard Kington presided over the session; NIH director Dr. Elias Zerhouni participated via conference call from Marrakesh, Morocco, where

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*'Cause You've Got Personality*

## Panel Examines Extraversion (or Lack of It) and the Workplace

By Sarah Schmelling

It's a frequently told parable: A scorpion asks a frog if he can get a ride on the frog's back across a river. The frog's dubious. "Are you kidding? You'll sting me," he says. The scorpion reassures him that if he was to sting the frog, they'd both drown, so the frog gives in. Then, sure enough, halfway across the river, the frog feels a twinge. "Now we're both going to drown," he cries. "What'd you do that for?"

"I'm a scorpion," the scorpion replies, as they sink. "It's my nature."

Do we all have traits we can't escape? Or, in specific situations can we alter our personalities, our natures? These were core questions in the recent STEP forum, "Introverts/Extraverts: Some Assembly Required," where Dr. L. Alan Witt, director of the Ph.D. program in industrial and organizational psychology at the University of Houston, used the scorpion story to start a discussion on just how much

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## briefs

### Research Festival Accepts Poster Submissions

The 2008 NIH Research Festival will be held Oct. 14-17 on campus. This year's program committee is co-chaired by Dr. Lee Helman of NCI and Dr. Ira Levin of NIDDK.

The opening plenary session will feature obesity research conducted in the NIH Intramural Research Program (IRP). It will be held in Masur Auditorium, Bldg. 10, on Tuesday, Oct. 14, from 9:30 to 11:30 a.m. Other events during the 4-day showcase of the NIH IRP will include symposia and poster sessions; exhibits on resources for intramural research; the Job Fair for postdoctoral, research and clinical fellows; the Food and Music Fair; and the Technical Sales Association scientific equipment tent show.

The committee is now accepting submissions of poster abstracts online through Aug. 5 by all NIH investigators and Bethesda FDA/CBER investigators. Posters in any area of research conducted within the IRP will be considered for presentation, but the committee is requesting a limit of one poster submission per first author.

For a preliminary schedule of events and online poster registration, visit <http://researchfestival.nih.gov>. The deadline for online poster submission is Aug. 5. Applicants will be notified of acceptance by email in late August.

For more information about poster registration, contact Paula Cohen or Amy Blackburn at [researchfest@mail.nih.gov](mailto:researchfest@mail.nih.gov).

### FAES Announces Fall Courses

The FAES Graduate School at NIH announces the schedule of courses for the fall 2008 semester. The majority of the evening classes sponsored by the Foundation for Advanced Education in the Sciences will be given on the NIH campus.

Courses are offered in biochemistry, biology, biotechnology (daytime courses), chemistry, immunology, languages, medicine, microbiology, pharmacology, statistics, technology transfer, alternative medicine and courses of general interest. A technology transfer certificate program is also being offered.

It is possible to transfer credits earned to other institutions for degree work, with their approval.

Classes will begin Sept. 15; mail registration ends Aug. 22 and an open house will be held Aug. 26 from 4 to 7 p.m. at FAES House at 9101 Old Georgetown Rd. Walk-in registration will be held from Sept. 2-9, and at the open house. Tuition is \$115 per credit hour and courses may

be taken for credit or audit. Courses that qualify for institute support as training should be cleared with supervisors and administrative officers as soon as possible. Both the vendor's copy of the training form and the FAES registration form must be submitted at the time of registration. Note that FAES cannot access training forms entered in the NIHTS system; a signed hard copy (vendor's copy of SF 182 form) is needed in order to process registrations for classes. Asking your institute to pay your tuition is a preliminary step to registration but does not constitute registration with the FAES Graduate School.

Schedules are available in the graduate school office in Bldg. 60, Suite 230; the Foundation Bookstore in Bldg. 10, Rm. B1L101; and the business office in Bldg. 10, Rm. B1C18. To have a catalog sent, call (301) 496-7976 or visit [www.faes.org](http://www.faes.org).

### NIH Sailing Association Open House, July 26

The NIH Sailing Association will hold an open house on Saturday, July 26 from 10 a.m. to 3 p.m. at the Selby Bay Sailing Center in Mayo, Md. Explore your interest in learning to sail and discover opportunities for sailing with NIHSA. There will be demonstration sails for adults in the club's 19-ft. Flying Scot sailboats. Fall sailing classes begin Aug. 20; this is a good chance to preview the boats and meet the members. At the open house you can: join NIHSA; sign up for the 6-week Adult Sailing Class; find out about club sailboat racing; and check out the social schedule of NIHSA. Directions can be found at [www.recgov.org/sail](http://www.recgov.org/sail). Food and drinks are \$5 per person. Look for posters and flyers around campus for more information.

### FAES Bookstore Welcomes Customers

Come visit the Foundation Bookstore in Bldg. 10, Rm. B1L101. It is offering 30 percent off on select medical books from now through September. Titles will change each month. The store also stocks fiction titles. For more information call (301) 496-5272.



NIAID director Dr. Anthony Fauci addressed the United Nations General Assembly special session on HIV/AIDS on June 10.

## Fauci Gives U.N. HIV/AIDS Update

By Laura Sivitz

NIAID director Dr. Anthony Fauci addressed the United Nations General Assembly on June 10 during its high-level meeting on AIDS in New York City. The goals were to review member-nations' progress toward achieving universal access to HIV prevention, treatment, care and support by 2010; to discuss remaining challenges; and to identify sustainable ways to overcome them.

In his address before five heads of state, two prime ministers and more than 150 delegations, Fauci emphasized the need to close the so-called "implementation gap"—the delay between biomedical research discoveries and the delivery of the fruits of those advances to all who need them. This gap is most acute for low- and middle-income countries, he noted.

Striving to provide anti-HIV drugs to every person who needs them is a "moral imperative," he said, but the pace of HIV's spread may make it "logistically impossible to achieve this goal." While praising the work of national and international programs and organizations that have dramatically broadened the distribution of anti-HIV medications in recent years, he described the enormity of the challenge in reaching universal treatment access.

In 2007, 1 million people started treatment for HIV, but 2.5 million people were newly infected and only one-third of those individuals in low- and middle-income countries who needed anti-HIV drugs were receiving them. Fauci emphasized that although much progress has been made in recent years to increase access to effective HIV therapies in developing nations, "Treatment alone is not the solution to the problem. The solution is prevention."

Furthermore, he pointed out that "the treatment and care of people with HIV cannot be done in a vacuum, but must be implemented in the context of their overall health needs." He added that the development of public health infrastructure for delivering HIV/AIDS services "should serve as an opportunity for synergism in addressing the multitude of health problems that beset so many poorer nations and communities."

On the subject of prevention, Fauci cited numerous available, scientifically proven approaches: condom distribution, prevention of HIV transmission from mother to baby; the provision of clean needles and syringes to drug users and—most recently—medically supervised adult male circumcision. However, he said only one-fifth of people at risk of HIV infection have access to these services.

Research to develop even more prevention methods continues, he noted. A microbical gel or cream to be applied before sex may one day empower women to protect themselves from HIV infection when the use of condoms or the refusal of sexual intercourse are not feasible. And the search for a vaccine continues despite a recent setback and the extraordinary scientific challenges involved. "A preventive HIV vaccine," he said, "remains the greatest hope for halting the relentless spread of HIV/AIDS." ●

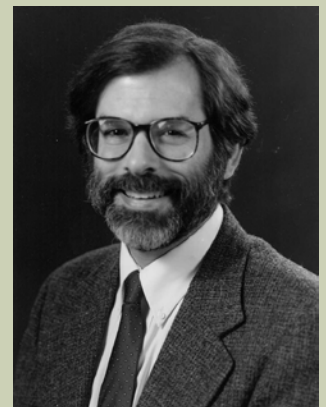
## Mass General's Kronenberg To Lecture in NIDCR Series

Dr. Henry M. Kronenberg will deliver the fourth lecture in NIDCR's seminar series on Friday, July 11 at 2 p.m. in Lipsett Amphitheater, Bldg. 10. His talk is titled "Parathyroid Hormone: Builder and Destroyer of Bone." He will describe his work on the role of parathyroid hormone (PTH) and its receptor in the regulation of bone formation and remodeling.

To begin to define *in vivo* the mechanisms of the varying actions of PTH, Kronenberg and his colleagues have developed genetically altered mice with defects in specific signaling pathways activated by the PTH receptor. These mice represent important tools for learning about the pathways responsible for the bone-forming and bone-resorbing actions of PTH.

Kronenberg is chief of the endocrine unit at Massachusetts General Hospital and professor of medicine at Harvard Medical School. He has won numerous awards including the Fuller Albright Young Investigator Award and the William F. Neuman Award of the American Society for Bone and Mineral Research (ASBMR). He has served as ASBMR president and as a member of the board of directors of the International Bone and Mineral Society. He has also served on the Endocrine Society Council and is currently the society's vice president for basic science as well as its representative on the FASEB board of directors. Kronenberg is also a member of the NIDCR board of scientific counselors.

The lecture is part of the NIDCR Seminar Series "From Basic Research to Therapy—The Latest Frontier." The series focuses on research topics of broad interest to the NIH community. The lecture is open to all employees. Sign language interpretation will be provided. Those who need reasonable accommodation to participate should contact Mary Daum, [Mary.Daum@nih.gov](mailto:Mary.Daum@nih.gov), (301) 594-7559; and/or the Federal Relay (1-800-877-8339).





## ACD MEETING

CONTINUED FROM PAGE 1

**Top, l:**  
NIH deputy director Dr. Raynard Kington presides over the recent ACD meeting. Also shown is NIH deputy director for extramural research Dr. Norka Ruiz Bravo.

**Top, r:**  
ACD member Dr. David Botstein (r) of Princeton University comments during a discussion period.

PHOTOS: BILL BRANSON

he received the Antoine Bécère Medal at the opening session of the 2008 International Congress of Radiology.

### Review of Peer Review Produces Results

Zerhouni wants to make peer review better for both potential grantees and would-be reviewers. Announcing the quest at about this time last year, he appointed two ACD work groups to ensure that NIH funds “the best science by the best scientists, with the least amount of administrative burden.” One group, led by NIDCR director Dr. Lawrence Tabak and NIGMS director Dr. Jeremy Berg, reported an 18-month enrichment plan.

Tabak identified four main priorities: Engage the best reviewers; improve quality of reviews; ensure balanced and fair reviews across fields and career stages and reduce burden on applicants; and develop a permanent way to review peer review.

Zerhouni had urged a no-holds-barred approach to the issue, instructing the groups to consider all aspects of peer review and possible ways to improve it. Tabak said the new initiatives were based on a few givens: “We view first-rate peer review as being a cornerstone of what NIH does, but our reality is that the increasing breadth and complexity of science have created some new challenges. Of course this has been exacerbated by the overlay of funding trends.”

Key improvements include spreading the 12-session reviewer commitment over 4 to 6 years, evaluating new forms of high-bandwidth electronic review and rewarding outstanding and sustained review service. NIH will also redesign grant applications to stress impact, determine a minimum number of

new-to-NIH and early-stage investigators to support, create a new Roadmap-funded Transformative R01 with a minimum commitment of \$250 million over 5 years and reduce the multiple-round resubmission burden for highly graded applications.

“Essential to what we’ve tried to do is listen,” Tabak concluded, referring to the year-long period of feedback from hundreds of interested groups and individuals who vetted the current system as well as the draft enhancements. “We listened to the extramural community and to our staff here at NIH.”

### Eyeing the NEIDL

The National Emerging Infectious Diseases Laboratories (NEIDL, pronounced “needle”), a biocontainment facility NIH is funding through a Boston University Medical Center grant, is currently under construction in South Boston. NEIDL, slated to house much-needed biodefense and public health infectious disease research, has been the target of criticism by Boston residents who do not want the facility built in their neighborhood. Of concern are public health and safety issues regarding the high-containment pathogens that would be studied at the NEIDL, which is designed to work as a biosafety-level-2 to biosafety-level-4 facility.

In March, Zerhouni assigned a 16-member blue-ribbon panel to investigate the facility’s scope and related communication issues. More than 900 written comments on this topic have been reviewed by the panel. “Especially robust” feedback was received at a public meeting the panel held recently in Boston. Dr. Adel Mahmoud, a Princeton University professor and panel chair, said the group recommends further studies be conducted to



*NIGMS director Dr. Jeremy Berg responds to questions and comments about the NIH plan to enhance peer review. Berg and NIDCR director Dr. Lawrence Tabak led internal NIH efforts to make the system more attractive and more efficient both for grant applicants and reviewers.*

address concerns; that a range of agents be studied and that comprehensive analyses be conducted on possible “highly unlikely but still high-consequence event” scenarios.

“We still have much work to do,” he said.

#### Business as Usual

As is customary, ACD members also were briefed on several issues facing NIH since December, when the committee last convened. In particular, money mattered.

NIH’s FY 2008 budget—net \$29.457 billion—was confirmed on Dec. 26 with the signing of the Consolidated Appropriations Act. The law “contained an across-the-board reduction of about 1.7 percent at NIH,” Kington reported, and provided 1-percent inflationary cost policies for both competing research project grants and non-competing RPGs. A supplemental bill for \$400 million more this fiscal year was passed by the Senate on May 22, and has been sent to the House of Representatives for action.

The FY 2009 NIH budget request from the President is identical to the 2008 budget, except there are no provisions for inflation.

Referring to testimony he gave on Capitol Hill Mar. 5, Zerhouni said, “Congress wants to identify what it is specifically that we are losing... The point I made was the impact we see—especially on early stage investigators—and the potential loss of both talent and competitiveness over time.”

#### Keeping it Real

ACD member Dr. John Nelson of Globus Relief, who serves as liaison to the Council of Public Representatives (COPR), suggested that ACD and COPR members offer stories to the NIH

director about the harmful effect reduced funding is having on the future scientific workforce. Zerhouni could then incorporate these real-life illustrations in his next appearance before Congress.

“It’s very, very difficult to know where the next breakthrough will be,” Nelson said, “and we need to make that point strongly so the funding will continue.”

“It’s not so hard to demonstrate,” Zerhouni replied. “If you look at the total dollars in clinical research, it’s dropped from a steady state of about \$9 billion to \$8.4 or \$8.5 [billion]. Actually most of the reduction in the budget has been borne by clinical trials, large projects.

“We’ve been really focused on maintaining the ability of investigator-initiated research to get funded,” he explained. “So last year in 2007—because there was a drop in the number of new investigators in 2006—we established a policy that there would be no less than 1,523 [new investigators]. That’s about 25 percent of new grants. We were successful. In ’07, we achieved 1,596.”

The policy is still in place for 2008, he noted, but it comes at a price. “The cost is that you have to shift dollars from immediate clinical trials that are very expensive to the support of these very vulnerable classes of scientists. We’ve been very good at showing the trade-offs that we have to make. There have been about a hundred trials that we’ve just had to stop or delay...I agree that we have to personalize [the sacrifices] more to show what they mean in terms of real labs and individuals. The big areas [of lost opportunity] are vulnerable investigators, high-risk high-impact research and clinical trials.”

#### FIC’s Glass Wins Award in Infectious Diseases

Fogarty International Center director Dr. Roger Glass was recently honored by the National Foundation for Infectious Diseases with its Dr. Charles Mérieux Award for his work on rotavirus vaccines in the developing world.

He is the first award winner to have known personally the late Mérieux, a French virologist whose father worked under Louis Pasteur and who built a small lab into one of the world’s leading vaccine manufacturers, Sanofi Pasteur.

The award was presented at the foundation’s annual conference, the world’s largest scientific meeting on vaccine research and technology for disease prevention and treatment. The prize goes each year to “an individual who demonstrates a commitment to science-based medicine and research in infectious diseases, shows excellence in clinical and research activities and has an unsurpassed dedication to improving public health.”

Glass was cited for his efforts to prevent rotavirus disease among infants and toddlers, more than half a million of whom will die each year in the developing world from the effects of the diarrhea and dehydration it causes. More than 55,000 American children are hospitalized with it each year.

“To receive an award named for one of the international giants of medicine is humbling, and I accept it on behalf of all those selfless researchers working around the world to put the knowledge they have derived into practice,” said Glass. “As Dr. Mérieux believed, it is not enough to discover treatments—they have to be delivered and administered to the right people in the right place at the right time. It’s what we support at Fogarty, and I hope honors like this inspire a new generation of scientists.”—Ira Allen



*FIC director Dr. Roger Glass accepts the award presented by Dr. Susan J. Rehm, medical director of NFID.*



## IMPROVEMENTS

CONTINUED FROM PAGE 1

*Speaking at the June 2 meeting on improvements to NIH worklife were Dr. Vivian Pinn (l), director of the Office of Research on Women's Health, and Dr. Joan Schwartz, assistant director of the Office of Intramural Research.*

PHOTOS: JANET STEPHENS

scientist advisors committee and the Office of Research on Women's Health.

NIH deputy director Dr. Raynard Kington said that assuring opportunities for success for all scientists at NIH, particularly women, is "vitally important for the success of this agency."

He, along with NIH director Dr. Elias Zerhouni, ORWH director Dr. Vivian Pinn and many other top NIH and institute/center officials, is a member of the NIH working group on women in biomedical careers. The group has been charged with addressing issues raised in a National Academies report, *Beyond Bias and Barriers: Fulfilling the Potential of Women in Academic Science and Engineering*.

The report's principal author, former HHS Secretary Donna Shalala, "challenged Dr. Zerhouni that NIH must respond to the report in a substantial way, not just put it on the shelf," said Pinn.

Not much is known about the effectiveness of interventions to promote women scientists' careers, Kington said. Many institutions have experimented with some combination of mentoring and networking, plus improved child care, but the programs have tended to be small, new and narrowly tailored to specific institutions. "There's a perception of efficacy, but it's mostly anecdotal," he reported. "There's very little rigorous data on how effective the interventions are, and why."

Kington said there is much to be learned from career choice patterns, and offered two dramatic examples. "There has been a truly extraordinary increase in the percentage of women in veterinary medicine, with enrollments above 90 percent at some schools," he said. "And this

has occurred without any organized intervention program."

In 1980, he reported, the field was mostly men—about 61.2 percent. In 2007, the field was 77.7 percent female. "We can only speculate about why," he noted.

Similarly, the gender distribution in the field of psychiatry shifted dramatically in the United Kingdom between 1974 (37 percent female representation) to 1999 (67 percent).

The opposite is true in orthopedic surgery, which remains male-dominated.

Kington touched briefly on factors influencing career success, including quality of mentoring and the role of committee service, but concluded that a series of forthcoming NIH studies of the topic will offer the only reliable basis for policy. "We believe that evidence matters in the development of policy," he stated.

Pinn emphasized that science and data take the emotion out of gender gap debates, and reminded the audience that there are multiple ways to stay abreast of improvements in NIH worklife, including the site <http://womenin-science.nih.gov>, which reports regularly on the working group's progress and has an associated listserv that sends email to subscribers. She added that, in April, parental leave under the Kirschstein Award mechanism was extended from 30 to 60 days.

Offering most of the meeting's headlines was Dr. Joan Schwartz, assistant director of the Office of Intramural Research, who helped found a task force on women in research in 2003 and has been deeply involved in policy details. Acknowledging that many scientists are so consumed by their work that they are unaware of the spate of workplace flexibilities implemented recently, she said brochures have been prepared by the Office of Human Resour-

es (OHR) to make explicit options such as telework, leave and work schedule flexibilities and the availability of disability insurance.

She reported that the scientific directors recently approved re-setting the tenure-track clock, adding an extra year for those who may have family obligations. The SDs also have approved the appointment of temporary laboratory managers when a principal investigator must take time off for family leave. This is a win-win situation, Schwartz explained, because it also benefits staff scientists who may have been displaced from their positions and can fill these positions while looking for a new job.

She said that OHR would pilot a “leave bank” in an NIH institute. Unlike the Voluntary Leave Transfer Program, which requires that a donor select a specific beneficiary, the leave bank would be more flexible.

“The real crunch,” she continued, “is that the amount of child care is woefully inadequate.” Though NIH has three Bethesda-area child care centers that serve a total of some 450 children, as well as a fourth site at NIEHS in North Carolina, there are 1,100 kids on the waiting list at any given time. “Clearly there is a huge need.”

The Office of Research Facilities has long planned a fourth on-campus center, to be sited near the Children’s Inn with room for 150-250 children, she said, “but there is no money for its construction. And even if it were built, demand would exceed supply.”

Her working group subcommittee has approached the Foundation for the NIH and FAES about raising funds to build the center, or to pay for use of outside facilities.

The Office of Research Services has a child care referral service, for families who can’t enroll their child in an NIH center, Schwartz said. Her group is also working with NIH’s legislative office to extend a federal child care subsidy to postdocs and trainees, but it will require congressional action.

Schwartz briefly mentioned three other efforts to make NIH more family-friendly: a pilot with FAES to reserve some space at local child care facilities for children of tenure-track recruits; NIH’s founding membership in the Mid-Atlantic Higher Education Recruitment Consortium, which helps find jobs for spouses of dual career couples; and a new trans-NIH mentoring committee, which Schwartz has put together with Dr. Sharon Milgram, director of the Office of Intramural Training and Education, with a goal of improving the quality of mentors. ●



*Dr. Joan A. Steitz (l) of Yale University and Dr. Elizabeth H. Blackburn of the University of California, San Francisco*

### **NIGMS Grantees Are First Women to Win Albany Prize**

Dr. Joan A. Steitz of Yale University and Dr. Elizabeth H. Blackburn of the University of California, San Francisco, recently won the 2008 Albany Medical Center Prize in Medicine and Biomedical Research. They are the first women to receive the \$500,000 award, which is the largest monetary prize in medicine in America.

Blackburn is renowned for her seminal work on telomeres, the structures that cap the ends of chromosomes and keep them intact, and for her discovery of telomerase, the enzyme that fortifies telomeres. Her studies have advanced our understanding of the role of telomeres in cellular aging and could lead to treatments for a variety of diseases, including cancer, Alzheimer’s and Parkinson’s. NIGMS has supported Blackburn’s research since 1978.

Steitz is widely recognized for her pioneering work on RNA. She discovered small ribonucleoproteins and revealed their role in splicing, a critical step in the formation of messenger RNAs. Messenger RNAs carry the instructions for making proteins, which play key roles in all of the body’s biological processes. Her findings could lead to breakthroughs in treating a variety of autoimmune diseases, including lupus. Steitz has been supported by NIGMS since 1979.



## PERSONALITY

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*Forum participants include (from l) Dr. John Capitanio of the University of California, Davis, Dr. Wendy Heller, of the University of Illinois at Urbana-Champaign, Dr. Robert P. Tett of the University of Tulsa and Dr. L. Alan Witt of the University of Houston. Capitanio shared his research on extraversion in monkeys. Heller explained extraversion from a neurological perspective: she's studied people's brains as they take part in personality-related tasks. Witt talked about applying extraversion research concepts to the workplace.*

PHOTOS: ERNIE BRANSON

personality plays a role in the workplace, and what, if anything, we can do about it.

“How do you define personality?” he asked. “My definition is it's the predisposition to behave a certain way in a certain situation...and part of my point is, we have to change our behavior to fit the situation in which we are working, and to be aware of that as supervisors and managers, as well as employees.”

According to the forum's speakers, extraversion plays a big part in how people assess personality. If we want to know more about those we work with, and how those we work with view us, it helps to understand just what being extraverted or introverted really means.

In an overview of types, Dr. Robert Tett, associate professor of industrial/organizational psychology at the University of Tulsa, explained that researchers approach personality studies by looking at traits, or propensities to behave in “identifiable ways in light of situational demands.” We can say, for example, that in some workplace situations, extraverts are likely to show sociability, dominance and exhibition.

When looking at introverts, however, it's important to understand that introversion isn't the opposite of extraversion, it's just the lack of it. “Introverts are non-social, but they're not antisocial,” he said. “They're soft-spoken, but they're not inactive...And they're emotionally less expressive, but that doesn't mean they don't have emotions.”

Tett explained that research shows both extraversion and introversion can help in some situations and cause problems in others.

Witt, a former corporate human resources director, applied what's been learned about extraversion through research to its effect in the workplace. “I suppose working here is an honor and a privilege,” he said to the NIH audience. “But how many of you get paid to work here?”

When everyone raised their hands, he said he would assume “that the reason you come to work is to get paid and that you want to get paid more.”

He said the way to do this is to influence other people and “the key to influencing other people is understanding them.”

But understanding a personality goes beyond determining how extraverted a person is, he explained. You need to think about extraversion in relation to other personality characteristics. One approach he discussed—the Abridged Big Five Dimensional Circumplex—combines extraversion with conscientiousness. An example of a low-conscientious extravert would be Oscar Madison, he said: gregarious, impulse-ridden and reckless. He suggested a low-conscientious introvert would be Edith Bunker: indecisive, passive and wishy-washy. A high-conscientious introvert? The Professor from *Gilligan's Island*—someone task-oriented, reserved and serious. And to exemplify a high-conscientious extravert, Witt showed a photo of NIH director Dr. Elias Zerhouni: purposeful, self-confident and enterprising. He then went on to explain how each of these personality combinations tends to do in different job situations.

Another method of looking at extraversion is the Fundamental Interpersonal Relations Orientation test, which focuses on three things: inclusion, or how much you try to interact with others and how much you want people to come to you; control, or how much you want to be in charge and how much you want other people to tell you what to do; and affection, or how much information you're willing to tell about yourself and how much you want to know about others.

These different combinations can greatly affect how coworkers get along. For example, some people might have high levels of inclusion, but be low on affection—so they'll go out and talk to people but keep personal information to themselves. Trying to understand this in different coworkers takes “maturity and effort,” Witt said. “One of the reasons why people who used to look like Tom Selleck look like me after they've been managers for 10 years is because they just spend so much energy to understand and interpret the personalities with whom they work.”





*Says Tett, "Introverts are non-social, but they're not antisocial. They're soft-spoken, but they're not inactive...And they're emotionally less expressive, but that doesn't mean they don't have emotions."*

But those who do take the time to understand, not just their coworkers but their employees and their bosses, tend to be more effective in their jobs, Witt explained. And you should tailor your treatment of others to their specific personalities. "HR often says treat everyone the same," he explained. "That's bad advice...You have to treat people according to the way they need to be treated."

At the same time, you should think about how your personality is perceived. "The French have an expression: you're not a good lover unless your lover thinks you are," Witt said. "Well, you're not a good employee unless your boss thinks you are. You're not a good manager unless your subordinates think you are. It's not what you think about yourself, it's what other people think."

This, he noted, means you should adapt your personality to fit better into your workplace. "I'm a hardcore introvert; I like to be left alone," he said. "But I don't want people to know that because it will affect my salary."

So when he goes to meetings, he "fakes" being an extravert and forces himself to participate. He asks questions and writes things down, even if they have nothing to do with the meeting at hand.

"So what I'm asking you to do is, for purposes of your salary and promotion, fake it and fake it well," he said. "It's a matter of playing the game. It's a matter of romancing people. Understand your personality and where your personality could cause you problems at work and then adapt your behavior to succeed."

If only the scorpion were such a team player. 🐍

## Kotin, First Director of NIEHS, Dies

By Eddy Ball

Dr. Paul Kotin, the first director of NIEHS, died May 12 in Laguna Beach, Calif. He was 91.

A pathologist by training, Kotin was director of the Division of Cancer Etiology at the National Cancer Institute when he was named head of what was then called the NIH Division of Environmental Health Sciences, which was officially established in November 1966. With NCI colleague William Payne, Kotin had started planning for the National Environmental Health Sciences Center a year earlier to help address what he argued was an urgent need for toxicity studies "following long-term exposure to low levels of noxious environmental agents...to establish a scientific basis for protection of the public."

It was under Kotin's direction that NIEHS achieved institute status in 1969 as the ninth institute at NIH with Kotin as the first director and a budget of \$17.8 million. His vision of the new organization was a foundation for the use of innovative, multidisciplinary methodologies and vigorous extramural research programs relying on close relationships with NIH and major universities, especially those in central North Carolina.

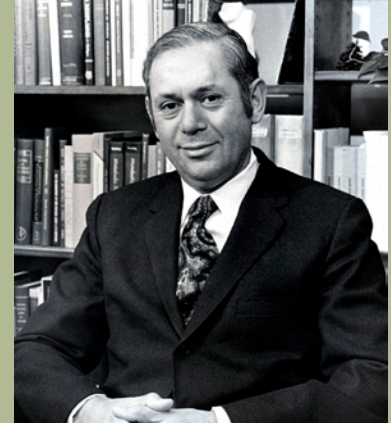
Kotin's early appointments, such as scientific director Dr. Hans Falk, helped set the tone for scientific excellence that would come to characterize the institute and continued to provide leadership during the 1970s under his successor. His original vision for the institute was the most comprehensive strategic plan until then-director Dr. Ken Olden oversaw the *Vision for the Future* published in 1994. Kotin's hope that NIEHS could preserve the rural aspect of the area where the new campus would be built proved to be influential in its design and present character.

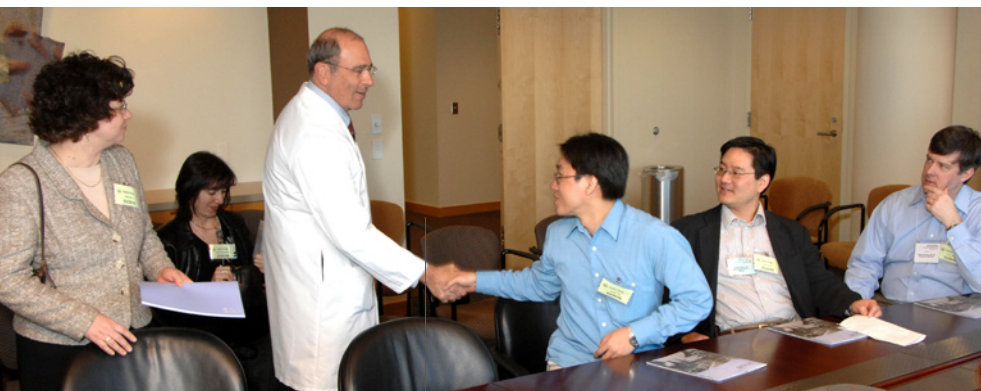
Kotin considered himself an academic at heart, and in 1971 he accepted an appointment as dean of the School of Medicine, vice president for health sciences and provost at Temple University. In 1974, he joined the Johns-Manville Corp. in Denver as senior vice president for health, safety and environment.

Kotin was widely regarded as an international expert on environmentally caused lung diseases, especially those caused by toxic substances such as asbestos and beryllium, and served on many committees and advisory boards as member or chair. He received a number of awards for his contributions to public health including the Department of Health, Education and Welfare Superior Service Award and Distinguished Service Award and the Knudsen Award from the American Occupational Medicine Association.

After his retirement in 1981, Kotin continued to be active in business consulting and public service capacities. From 1988 to 1990, he served on a National Academy of Sciences committee that provided oversight of the Department of Energy's management of the U.S. nuclear stockpile.

Kotin is survived by his wife Pauline, two sons, four grandchildren and two great-grandchildren.





**Top:**  
*Clinical Center director Dr. John Gallin welcomes CTSA scholars (from l) Dr. Natalia Morone from the University of Pittsburgh; Tsvetelina Parvanova from the Mayo Clinic; Dr. George Tseng from the University of Pittsburgh; Dr. Andrew Chang from Montefiore Medical Center; and Dr. Thomas Clark Gamblin from the University of Pittsburgh.*

**Below:**  
*Alex Razzook (r), a project engineer in the CC rehabilitation medicine department's physical disabilities branch, gives the CTSA scholars an overview of the clinical movement analysis lab.*

PHOTOS: MICHAEL SPENCER

## CTSA Scholars Visit Clinical Center

By Jenny Haliski

The Clinical Center is anxious to embrace new Clinical and Translational Science Award (CTSA) partnerships. That's the message 18 CTSA scholars and program administrators heard from CC director Dr. John Gallin during a recent visit.

They represented Emory University, Johns Hopkins University, the Mayo Clinic College of Medicine, Rockefeller University, University of Pittsburgh and Washington University, six of the 24 academic health centers that are part of a national consortium aimed at transforming how clinical and translational research is conducted at academic health centers across the country. When CTSA is fully implemented in 2012, 60 institutions will be linked together to energize the discipline of clinical and translational science.

Gallin told the visitors that new CC-CTSA partnerships would complement and enrich research that is done intramurally and extramurally. Nearly 1,500 clinical studies are currently being conducted at the CC, with about half involving rare diseases. These special cohorts of patients provide unique opportunities for partnerships with the extramural community. "Our hope is that partnerships among intramural and extramural investigators will enrich both investigators' research programs," he said.

A major opportunity for collaborations is the Bench-to-Bedside program created by the CC

in 1999 to speed translation of promising laboratory discoveries into new medical treatments by encouraging collaborations among basic scientists and clinical investigators. The program has been open to research teams made up of intramural and extramural partners since 2006.

Informatics tools developed at the CC also offer specialized resources in support of clinical research. One is ProtoType, a web-based clinical protocol writing tool that provides investigators with a standard protocol structure, online help and templates of suggested language. Investigators use it to put ideas for new protocols into the proper format to satisfy regulations and facilitate review.

Gallin also shared with the group the vision for BTRIS—the Biomedical Translational Research Information System now in development. Investigators can use it to help identify promising new avenues for research and foster data-sharing across NIH institutes and with extramural collaborators. "We're building this data repository so that it will be compatible with the CTSA sites' repositories. We envision that one day we will have a national clinical research data repository," Gallin said.

Gallin encouraged the visitors to consider participating in clinical research training opportunities at the CC, many with options for participation both at NIH and at other locations via teleconference or using lectures on DVD.

"The opportunity to tour the CC and meet outstanding leaders in the research community provided considerable excitement for each of the clinical research scholars," said Joan Lakoski, associate vice chancellor for academic career development at the University of Pittsburgh and CTSA program committee chair. "They identified important new resources at the NIH for support of their respective innovative multidisciplinary clinical research programs."





The phone numbers for more information about the studies below are 1-866-444-2214 (TTY 1-866-411-1010) unless otherwise noted.

### Dry Mouth

Do you have dry mouth after treatment for head and neck cancer? Participate in an NIH clinical research study.

### Asthma Study

NIH is seeking adults 18-75 years old with asthma to participate in a research study. Compensation is provided.

### Are You a Working Breast Cancer Survivor?

Women breast cancer survivors, 1 to 10 years after primary cancer treatment, whose breast cancer has not spread and women without cancer history are needed for online study on cognitive function and work. Must be currently working full-time, ages 18 through 65, and without a history of adult ADHD (prior to cancer), dementia, brain injury, epilepsy, drug or alcohol abuse. You will need Internet access with connection speed faster than dial-up. Study includes completing questionnaires and a short online test of memory. The study will take about 60-75 minutes to complete. To see if you are eligible for the study, go to <http://cim.usuhs.mil/cancerstudy>. For more information, call Lisseth Calvio at (301) 295-9660 or email [cogworkstudy@gmail.com](mailto:cogworkstudy@gmail.com).

### Peanut Allergy?

Adults with allergy to peanuts are needed for a research study conducted at NIH. Volunteers ages 18 and above will have allergy skin test and blood draw. Financial compensation is provided. For information call (301) 594-1233.

### Volunteers Needed for USUHS Study at Navy

Are you between 18 and 30 years of age? In good health? You may be eligible to participate in a study of attention. It requires one 5-hour visit and you will be paid for your time. Visit takes place on the campus of the National Naval Medical Center. Parking is available. Call (301) 295-2288.

### Healthy Women Needed

NIMH is seeking female volunteers ages 18-55 to participate in studies of the effects of menstrual cycle hormones on brain and behavior. Volunteers must have regular menstrual cycles with no changes in mood in relationship to menses, be free of medical illnesses and not taking any hormones or medication on a regular basis. Payment will be in accordance with the duration of each visit and the type of protocol. For more information, call Linda Simpson-St. Clair, (301) 496-9576 (TTY 1-866-411-1010).



*On hand at the dedication of the new NIH-sponsored biosecurity institute at Kansas State University were (from l) Murray Cohen, president of Frontline Healthcare Workers Safety Foundation, which serves as the government contractor for the facility; Ron Trewyn and Scott Rusk of K-State; and Dr. Deborah Wilson, director of ORS's Division of Occupational Health and Safety.*

### NIH-Sponsored Training Program Debuts at Kansas State University

Kansas State University's Biosecurity Research Institute (BRI) is the NIH-sponsored National Biosafety and Biocontainment Training Program's first designated training facility in the nation. A plaque illustrating BRI's new designation was unveiled at a ceremony recently in Manhattan, Kan.

The National Biosafety and Biocontainment Training Program was established in 2004 through a partnership including ORS's Division of Occupational Health and Safety. Administered by the Frontline Healthcare Workers Safety Foundation, the program aims to provide the latest in professional education to those who operate, maintain and work in biocontainment laboratories.

The BRI at K-State is the only biosafety level-3 biocontainment research and training facility in the U.S. that can accommodate high-consequence pathogen research on food animals, food crops and food processing under one roof, which allows for a more comprehensive research approach.

Dr. Deborah Wilson, director of the Division of Occupational Health and Safety, said recent advances in animal and public health research have led to a growing number of labs and a pressing need for high-quality occupational safety and health training.

## 2007 NIBIB Summer Intern Honored by Purdue University

Steven Lee, a 2007 Biomedical Engineering Summer Internship Program (BESIP) participant, has received the G.A. Ross Award, a top academic honor from Purdue University. The award is given each year to a graduating senior in recognition of “an exemplary pattern of student life” as measured by high academic achievement, outstanding leadership, strength of character and overall contributions to Purdue.

Lee’s confident, yet friendly banter gives the initial impression that he is a typical college student. But further inquiry on academics, his future and his humanist outlook exposes a character that is nothing short of extraordinary. He is mature beyond his years, with a clear vision for the future. Lee believes his participation in the National Institute of Biomedical Imaging and Bioengineering’s 10-week BESIP program elevated his academic credentials and was an important factor in the decision for the Ross award. It also helped him make important decisions about his academic and professional future.

Lee recalls, “I was introduced to the M.D./Ph.D. program during my sophomore summer internship at the Indiana University School of Medicine. I was actually leaning away from doing the program, but it just so happened that the [BESIP] mentor I was working with—Dr. Mark Knepper—was an M.D./Ph.D., and we talked about the program benefits, but also about all the time required to get the degree.”

Lee believes that as knowledge expands, the perceived lines between the disciplines fade, and understanding the dynamics and the interdisciplinary nature of biomedical science will be critical to solving medical challenges. He explains, “The problem comes when you have so much information that you don’t know how to handle it all. Tackling that kind of problem is going to take people who have the insight to look at the big picture and handle things from a global perspective.”

The compassionate “natural leader” highlighted in his Ross Award nomination comes to light as he talks of his life goals. “A person hopes to practice medicine for 20 to 30 years, and you want to make a strong impact in the field. It’s possible to improve people’s lives, not just currently, but in the future, and I think the research aspect of the M.D./Ph.D. program will really help me do that,” says Lee.



*Steven Lee learned intubation techniques at the National Naval Medical Center during his 2007 BESIP internship.*

Already committed to that goal, after spending his spring “break” helping deliver health services to people in Quito, Ecuador, Lee has a full summer planned. This time it’s a trip to Guatemala, where he will immerse himself in Spanish language for 4 hours each day. Outside the classroom, he will help locals through service in a social health care program.

Dr. Robert Lutz, BESIP director, comments, “Steven was an outstanding BESIP intern. He represents the quality of all former and future BESIP interns and is a shining example of the wonderful students that bioengineering programs across the country are producing. It makes me feel confident and secure that the future of biomedical research is in great hands.”



## Czech Academy Recognizes NCI’s Wlodawer

*Dr. Alexander Wlodawer, chief of the Macromolecular Crystallography Laboratory, CCR, NCI, received the Jaroslav Heyrovsky Honorary Medal for Merit in Chemical Sciences, awarded by the Academy of Sciences of the Czech Republic. The ceremony took place in Prague in the presence of the president of the academy, Prof. Václav Pačes. The award, first established in 1965, is given in recognition of outstanding results in the field of chemistry. Wlodawer was recognized for his important contribution to studies of protein structure and for his advisory role in the revitalization of the Institute of Organic Chemistry and Biochemistry in Prague.*