

New Contract Signed with NCI; SAIC-Frederick to Reorganize

By Maritta Grau and Nancy Parrish

SAIC-Frederick and the National Cancer Institute have entered into a new contract agreement under which SAIC-Frederick will reorganize itself to more effectively support new priorities of NCI, including a major new initiative to speed up the development of new treatments for cancer patients.

The new contract—with a base period and options covering 10 years—was signed on September 24 and took effect September 26.

David Bufter, Chief Administrative Officer, said the new contract is the culmination of a 12-month effort that began when NCI decided to renew the contract through a

noncompetitive process. The new contract has a three-year base period, with five one-year award options, and one two-year option. “The contract has several unique features,” Mr. Bufter said. “For example, the five one-year terms must be earned by SAIC-Frederick by achieving at least an 80 percent rating on our award fee performances.” Mr. Bufter is confident that we will meet the full, 10-year contract because of the excellent performance and dedication of the employees. “The extension is due to the brilliant work of everyone here at every level. The performance of every job is important,” he said.

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Achievement Awards Program: More to Celebrate

Story on page 4



Dr. Larry Arthur, President, SAIC-Frederick, presenting the Distinguished Career Service Award to Dave Bufter, Director of Contracts and Administration, at the 2007 Annual Awards Ceremony.

First Two ATPI Partnerships Signed

By Frank Blanchard

Two partnership agreements were recently signed that inaugurate the National Cancer Institute’s (NCI’s) new Advanced Technology Partnerships Initiative (ATPI), which seeks to accelerate the delivery of new products to cancer patients.

The first is a two-year agreement between NCI and GE Global Research, in which NCI’s Nanotechnology Characterization Laboratory (NCL)—operated by SAIC-Frederick—will apply its leading-edge suite of nanotechnology characterization

tools to evaluate GE’s proprietary nanoparticle diagnostic imaging agents.

NCL is a collaboration of NCI, the U.S. Food and Drug Administration (FDA), and the National Institute of Standards and Technology (NIST), and is part of the NCI Alliance for Nanotechnology in Cancer.

NCL has developed a series of protocols that produce a detailed characterization profile for many kinds of nanoparticles with potential medical applications. These characterization profiles ensure that biomedical researchers have precise information about the particles—such

as size, morphology, purity, chemical composition, and stability. These protocols also include toxicology tests that were recently adopted as standards by ASTM International (formerly known as the American Society of Testing and Materials, or ASTM).

The second agreement under the initiative is between SAIC-Frederick and Silicon Kinetics of San Diego, CA. Through this partnership, the companies will explore advanced protein interaction applications in cancer and AIDS research using Silicon Kinetics’ biomolecular interaction analysis platform. The studies will provide insights into the protein interactions that occur in disease

Arthur's Corner**SAIC-Frederick Begins New Contract with NCI***Larry Arthur, Ph.D.*

In 1995 SAIC won the Operations and Technical Support Contract and we won it again when the contract was re-competed

in 2001. We have signed a new 10-year contract, and September 26 marked the beginning of our new contract to operate NCI-Frederick. It is clear that SAIC-Frederick won this new 10-year contract because of the outstanding job we have done in operating the contract over the last seven years.

I would like to personally extend my thanks to all the SAIC-Frederick employees who worked so diligently to put us in this position to get this new contract. Charles Koontz, president, Information Technology and Network Solutions Group, SAIC; and Kenneth Dahlberg, CEO, SAIC, would also like to extend their congratulations to SAIC-Frederick employees for this impressive win.

SAIC top management is proud of the work we do in cancer and AIDS research, and they have used our work as a main feature in their new corporate branding campaign. For example, Dr. Giovanni Melillo, DTP-Tumor Hypoxia Laboratory, is featured in one of the ads. The ad ran in the *Wall Street Journal* September 24, the *National Journal* September 27, and is scheduled for *Healthcare Executive* in November/December. More runs may be

scheduled later, and the ad will also appear on SAIC.com.

Many of you may not know that over the past five years NCI has had relatively flat budgets. These flat budgets, coupled with inflation, have resulted in a 21 percent loss in purchasing power. You may not have noticed this lower purchasing power because, even during these difficult economic times, new work sent to NCI-Frederick has actually increased, a direct reflection on how well we execute our work here. NCI-Frederick has increasingly become more central to NCI's strategic plans over the last several years.

I would like to thank all the SAIC-Frederick directors who have been vital to our past successes and will be central to our future work. The SAIC-Frederick directorate system has enhanced communications with our customers and has provided the platform for our past accomplishments.

We will continue to rely on the directorate structure for execution of the work in the future and will enhance our current system with a new organizational structure (see the article "New contract signed with NCI; SAIC-Frederick to Reorganize," page 1, and the chart on page 3.) This new structure will allow us to continue to execute the added work we have assumed over the last seven years as well as the additional work projected in the new contract. I expect it to also improve our interactions with NCI at a strategic level, which will provide an advanced understanding of projected new work and allow us to be even more responsive.

On a final note, we are combining our annual achievement awards ceremony with a celebration for winning our new contract. The celebratory event will be held at the Lynfield Event Complex on November 6 (see the article on page 4 for further details). We are delighted that Mr. Koontz will be our keynote speaker at the ceremony. Please join me and your fellow SAIC-Frederick employees in this well-deserved celebration. ☺

A handwritten signature in black ink that reads "Larry O. Arthur".

Larry O. Arthur, Ph.D.

Principal Investigator of the Operations and Technical Support Contract and Associate Director of the AIDS and Cancer Vaccine Program,
SAIC-Frederick, Inc.

New Contract Signed *(continued from page 1)*

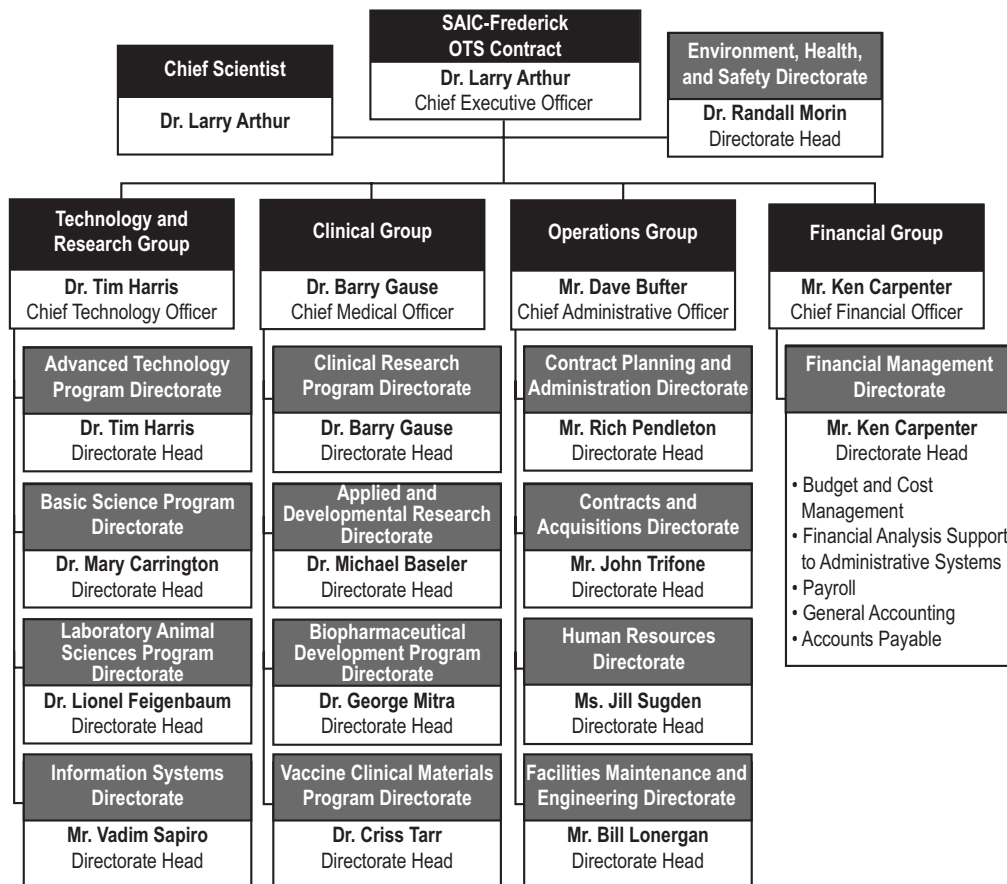
The new contract year also marked the beginning of a new organizational structure for SAIC-Frederick. We had been operating with 10 directorates reporting to Larry Arthur, Ph.D., President, SAIC-Frederick. Under the new contract, Dr. Arthur will continue to serve as the Chief Executive Officer as well as the Chief Scientist. Thirteen directorates have been organized into four functional groups, which will be managed by group chiefs, as shown on the organizational chart at right.

The new organizational structure emerged as a result of the growth and complexity in the contract. For example, projects such as the Advanced Technology Partnerships Initiative and the NCI Community Cancer Centers Program require work to “cut across directorates,” Mr. Butfer said. “We know that most customer interactions need to be at the directorate level, but because more projects will cut across the directorates, we need to have a different management structure to control the workflow.” Directorates have been grouped together based on

the kind of work and interaction that takes place.

The new organization will allow group chiefs to spend more time on strategic planning. “The directorates are as

closely aligned to the customer at the operational level as we can be. Groups will facilitate interaction and strategic planning as more and bigger projects come in,” Mr. Butfer explained.



New organizational structure under the new contract, effective September 26, 2008.

ATPI Partnership *(continued from page 1)*

processes and how these interactions are affected by therapeutic drugs.

A number of recent studies have highlighted the need for more collaborative research and development, and for a greater emphasis on translating the results of basic research into therapeutic and diagnostic products for patients. Basic research has made rapid progress in recent

years, leading to a growing number of promising new discoveries. Too few of these discoveries, however, are making their way to patients in the form of new diagnostic tests and therapies. The ATPI addresses this issue.

Meanwhile, SAIC-Frederick is continuing to explore possibilities for leasing space off site for consolidating many of the advanced technologies that will support the partnerships initiative.

By locating in a new research campus in the Frederick area, NCI will create an atmosphere in which partners from the academic, corporate, and nonprofit sectors may want to collocate.

Achievement Awards Program: More to Celebrate

By Nancy Parrish

The 12th Annual Achievement Awards Program, scheduled for November 6 at Lynfield Complex, is going to be, as they say in the ad business, bigger and better than ever this year.

Bigger...

As in previous years, many individuals will be recognized for outstanding achievements attained in 2008. This year will be the first time the Cost Savings Award will be granted to an individual for suggesting an initiative that has generated a significant cost savings to the program. Length-of-service awards will also be presented to employees reaching milestone years with SAIC-Frederick.

In addition to personal achievements, the company will celebrate winning the new contract with the National Cancer Institute (see article on page 1).



The magnitude of this achievement is recognized even at the highest levels of SAIC, and Charles Koontz will be on hand to personally congratulate us at the awards program for this "win." Mr. Koontz is president of the Information Technology and Network Solutions

Group, the corporate operating unit to which SAIC-Frederick belongs.

Better....

Simply Elegant Catering has been selected to cater the event, and their menu promises to live up to their exceptional reputation. A wide variety of food will be offered at the opening reception, including chicken and crabmeat hors d'oeuvres, Bourbon Street

Carved Round of Beef
Carved Roasted Turkey
Pecan Encrusted Chicken
Sweet & Sour Meatballs
Bourbon Street Shrimp
International Cheese Display
Hummus & Tahini
Fresh Fruit
Miniature Pastries and Mousse

Some of the food that will be offered at the 12th Annual Achievement Awards Program.

shrimp, hummus and tahini, fresh fruit, international cheeses, carved rounds of roast beef and turkey, and much more. And you can choose from an array of mouth-watering desserts following the awards program.

Music will be provided by Mutual Fun, a popular band that has played throughout D.C., Maryland, Virginia, and West Virginia for more than 15 years. According to their web site (<http://home.comcast.net/~jimkarl/mutualfun/>), Mutual Fun plays "a wide variety of dance music, from Motown to Classic Rock and Roll, Oldies to current Top 40, even Disco, Country and Big Band music."

A pre-program reception will begin at noon, with food and an open bar until 2:00 p.m. The awards program begins



promptly at 2:00 p.m., and is scheduled to last no later than 4:00 p.m. An open bar follows the ceremony from 4:00 to 5:00, and Mutual Fun will try to bring down the house from 4:00 to 6:00 p.m., when dessert will be available.

Mark your calendars, and plan to join the celebration.

Reminder: The Annual Achievement Awards Program is an official company event that everyone is expected to attend. Employees who do not plan to attend must work their regular hours, take vacation, or request an alternate schedule. 🍷



Photos from the 2007 Annual Awards Ceremony.

New IP Administrator Enjoys Combination of Science and Law

By Ashley Hartman



Marianne Lynch, J.D.

With a science and law background, Marianne Lynch, J.D., enjoys using both in her new position as Intellectual Property (IP) Administrator for SAIC-Frederick. Ms.

Lynch began her position in July. “This was a perfect combination. I get to be an attorney and be involved in the research,” Lynch said.

Intellectual property is defined as “creations of the mind,” including inventions, literary and artistic works, and symbols, names, images, and designs used in commerce, according to the World Intellectual Property Organization’s web site. The tools to protect intellectual property are patents, copyrights, trade secrets, and trademarks.

At SAIC-Frederick, when an employee develops an invention, it must be reported to the federal government in the form of an Employee Invention Report (EIR). Under the OTS contract, the federal government has ownership rights to SAIC-Frederick inventions. Ms. Lynch guides employees towards decisions that will protect their inventions and meet all government requirements. She works closely with the NCI-Technology Transfer Branch when reviewing EIRs.

Ms. Lynch is also responsible for reviewing transactional agreements, including material transfer agreements,

confidential disclosure agreements, and Cooperative Research and Development Agreements. As the chair of the IP and Technology Transfer Working Group, Ms. Lynch provides a forum to discuss intellectual property issues.

“A big part of my time is reviewing documents and being an advisor or reviewer when it comes to legal issues,” Ms. Lynch said.

Ms. Lynch has a B.S. in Biology from Wichita State University, a Juris Doctor degree from the University of Maryland, and is a registered patent attorney. She previously worked for the Technology Transfer Office at the National Heart, Lung, and Blood Institute, NIH.

“The way I look at my job is I want to help people do the right thing with contractual compliance without bogging down their jobs,” Ms. Lynch said. 🌟

Smith Brings Broad Experience to New Position

By Ashley Hartman



Michael Smith, Ph.D.

Michael Smith, Ph.D., says his skills are a great match for his new position as Director of the Genetics and Genomics Supergroup, Advanced Technology Program.

“I have done both genetics and genomics over my career,” Dr. Smith said. Most recently, he worked for 14 years as a principal investigator in the Basic Research Program, Laboratory of Genomic Diversity. There he worked on HIV-1/AIDS host genetics and

developed a novel gene identification technique called admixture mapping that recently discovered the role of the *MYH9* gene in kidney failure in African Americans.

Prior to coming to NCI-Frederick, Dr. Smith worked in the genome center at the Salk Institute for Biological Studies in San Diego, California, where he became the assistant director of the Human Genome Center. Dr. Smith earned his Ph.D. in biology, with a concentration in genetics, from Johns Hopkins University.

In his new position, Dr. Smith oversees the Laboratory of Molecular Technology (LMT), the Core Genotyping Facility (CGF), and a new Next-Generation Sequencing Facility. “It’s very nice to know that the experiences that I’ve had over the years are very applicable to these labs and I can lend that expertise as I grow into this new position,” Dr. Smith said.

LMT is a high-throughput gene sequencing and genomic analysis laboratory. CGF is a state-of-the-art genome-wide association study and genotyping laboratory. It does a lot of work on genetic variation in people. The Sequencing Facility will allow detailed examination of the transcriptome, metagenomics, and chromatin immunoprecipitation sequencing, and many other applications.

“In my new position, I hope to have a broader impact on probing and understanding the role of genetics and genomics in cancer and other diseases,” Dr. Smith said. 🌟

SAIC-Frederick Launches New Web Site

By Frank Blanchard

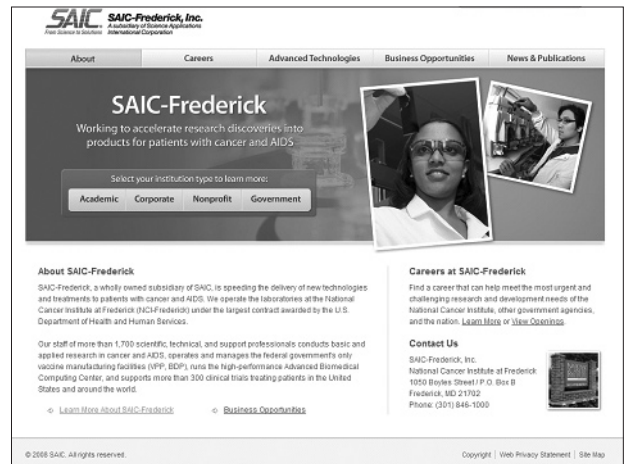
SAIC-Frederick launched a new web site on August 22 to support business development for the Advanced Technology Partnerships Initiative, provide a more robust employee recruitment mechanism, and clearly define our role as the prime contractor for NCI-Frederick.

The site (www.saic-frederick.com) was launched as the initial phase of a web development project that will grow to provide a broader and more comprehensive view of the organization.

In its initial release, the site gives users a picture of the company from three main

viewpoints: by internal structure or directorate, by areas of technology, and by the way we engage other government agencies, corporate partners, and the nonprofit sector on behalf of NCI.

The site introduces each area of interest and then—with the exception of the employee recruitment section—passes users on to existing resources on the NCI-Frederick web site. These include the directorate-maintained web sites.



SAIC-Frederick launched its new web site in August.

A formal process for maintaining and updating the new site is being developed by a subcommittee of the Operations and Technical Support Management Committee. 🔄

Scientist Featured in Corporate Ad Campaign

By Frank Blanchard and Ashley Hartman

One of SAIC-Frederick's very own is featured in SAIC's new advertising campaign. Giovanni Melillo, M.D., Head of the DTP-Tumor Hypoxia Laboratory, appeared in a print advertisement celebrating SAIC's unsung heroes.

SAIC launched the current phase of its company branding campaign in July with a new advertising campaign featuring national and regional advertisements and, for the first time ever, regional exposure in *The Wall Street Journal*.

The new advertising campaign is based on the great work employees do for SAIC customers. The theme is "smart people solving hard problems." As in any great science, engineering, and technology application company, SAIC's success is driven by the people who work here. They are the company's brand.



He tells cancer cells to starve themselves to death.

Finding new approaches in the fight against cancer is just one of our many jobs. We're Science Applications International Corporation – 44,000 smart, dedicated people who have the deepest understanding of their fields and a passion to find the right solution. People like Giovanni Melillo, M.D. Smart people solving hard problems. For detailed information, visit www.saic.com/cancer

Energy | Environment | National Security | Health | Critical Infrastructure



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Dr. Giovanni Melillo's research focuses on blocking the molecule HIF-1, which feeds cancer cells by signaling the growth of new blood vessels. His findings appear to confirm that giving lower doses of cancer drugs less often might slowly starve cancer cells to death, without making patients sick from the side effects.

This campaign celebrates some of SAIC's employees who are truly unsung heroes based on the impact their work is having on the world, through the programs SAIC supports for its customers.

Dr. Melillo's advertisement ran in the *Wall Street Journal* on September 24 and in the *National Journal* on September 27. It will also run in *Healthcare Executive* in November and December, and will appear on SAIC.com. 🔄

Get Ready for the New NCI-Frederick Café!

By Nancy Parrish

NCI-Frederick management recently announced plans to completely renovate the NCI-Frederick cafeteria, known as the Café. A project team consisting of NCI-Frederick and SAIC-Frederick staff reached this decision after a thorough review of existing operations and the changing needs of the community.

Plans include redesigning the layout of the serving area for better traffic flow, as well as an express line for “grab and go” items. In addition, the dining area will be completely redecorated with all new flooring, lighting, and furniture. Banquettes and soft seating will provide a pleasant eating experience as well as a comfortable place to hold impromptu or scheduled meetings.

New Food Services Company to Take Over

The physical appearance of the café is not all that is changing. Eurest Dining Services, part of Compass Group North America, is taking over the food service operation and will offer all new menus for breakfast and lunch.

Breakfast will include standard items like eggs, bacon, sausage, pancakes, and French toast, plus specials every day. For lunch, the grill station will offer hot sandwiches like burgers, Reubens,

Monte Cristos, and grilled pork; or you can choose panini, deli “stackers,” wraps, or subs “by the inch.” Daily entrees will reflect a variety of cooking styles, including Southern, Tex-Mex, Italian, and American, as well as featured international selections. The soup and salad bar will be prepared



Pictured here is the former serving area of the Café. Renovation plans call for a reconfigured serving area that includes an “express” line as well as soup/salad, and deli and grill bars.



The old dining area, shown here, will give way to a completely redecorated eating and meeting area.

fresh every day, and “grab and go” items will be offered for quick pick-up meals or snacks. A brand new coffee bar will be available both during and after meal hours.

In addition, Eurest will offer complete catering services.

Where to Eat during the Renovation

Construction is scheduled to begin in mid-October, and the grand re-opening will take place early in 2009. While construction is underway, Eurest will offer “grab and go” items in the lobby of Building 549. You can choose from a delicious assortment of freshly made breakfast and lunch items, as well as coffee, tea, soft drinks, and snacks. In addition, the Rally Point in Building 1529 is available for lunch until our café re-opens.

Look for more information on the new café in the next issue of *News & Views* and the NCI-Frederick *Poster* newsletter.

Regular updates on the construction will also be posted in Building 549 as well as on bulletin boards throughout campus. ↻

While construction is underway, Eurest will offer “grab and go” items in the lobby of Building 549.

Accounts Payable/Travel Department Receives Platinum Certification

By Kathy Hoffman

During the past year, 11 Accounts Payable/Travel employees and managers voluntarily participated in a certification program sponsored by the Accounts Payable Network and the Institute of Management and Administration. After many hours of individual and group preparation, seven were certified as Accredited Payables Specialists and four as Accredited Payables Managers.

Because at least 85 percent of the staff is now certified, the Accounts Payable/Travel Department has achieved Platinum Certification status. This certification signifies that stringent requirements for mastering the Accounts Payable body of knowledge have been met. Areas of knowledge include internal controls, processing functions, vendor master file and vendor relations, technology, tax and regulatory issues, travel and entertainment, and the management of Accounts Payable. ↻



Back row: Dr. Larry Arthur, Erica Emeigh, Leasa Mercer, Karen Toms, Sherri Cregger, Donna VanSant, Allison Eyler, David Bufter. Front row: Blossom Munday, Debbie Boyer, Shiann Talley, Kathy Hoffman.

Thanks for Your Help and Generosity

Editor's Note: The following is a letter from Calvin Brewster thanking the NCI-Frederick community for their help and support as the Brewsters care for their daughter.

For my wife Michelle and me, every day is a blessing and a challenge. We have three wonderful children with the youngest being Karson, age 3.

Karson was born with a rare chromosomal disorder, *Chromosome 18q- syndrome*, in which a part of the long arm (q) of chromosome 18 is deleted. This condition has meant numerous trips to doctors, specialists and hospital stays. Earlier this year

Karson required a stay of 14 weeks at Johns Hopkins and Mt. Washington Hospitals. We were at her side throughout thanks to the generosity of family, friends, co-workers and the Ronald McDonald House.

We thank everyone for the cards of support and for providing gift cards and money to help with the expenses. I had three weeks sick leave, but thanks to co-workers donations I was able to be by my daughter's side throughout.

The generosity was not limited to just donated time. We thank Paul and Nikki Fer for holding several fundraisers and to Shawn Brown for putting up posters around campus requesting soda can tabs on Karson's

behalf. In August, Mike McMahon and Tim Brown organized a golf tournament with 96 golfers and an evening at the Hard Times Café. A percentage of the sales were donated and a silent auction was held. The amount raised by these two events for Karson's expenses was phenomenal. You can't imagine what this means to Michelle and I. All I can say is thank you, thank you.

—Calvin Brewster, Warehouse Specialist,
Contracts and Administration

NCCCP Completes First Year of Pilot

By Frank Blanchard



NCI Director John Niederhuber, M.D., addressed the annual meeting of the NCI Community Cancer Centers Program in June. He said the pilot was making progress more rapidly than he had anticipated.

The pilot phase of NCI's Community Cancer Centers Program (NCCCP) has concluded the first of its three years with all 16 pilot hospitals making considerable progress toward achieving the major goal of bringing the latest evidence-based care to rural, inner-city, and underserved communities.

SAIC-Frederick is managing the pilot under a series of 10 research subcontracts that cover 16 community hospitals in 14 states. All of the hospitals are working to accrue more patients to clinical trials, with a focus on three trials for cancers of the breast, colon, and lung.

Fifteen of the 16 hospitals had paper-based record-keeping at the start of the pilot. All are moving toward electronic record-keeping that will help improve both cancer research and patient care. This will enable minorities and underserved patients to more effectively benefit from the most recent

research findings on cancer care. Eleven of the sites are adopting or adapting data tools from caBIG™, NCI's bioinformatics grid.

NCCCP hospitals are on the leading edge of implementing the first national standards for handling biospecimens destined for research laboratories. These NCI-developed standards will improve cancer research and provide a strong foundation for the next generation of individualized treatments.

Among other accomplishments, the pilot hospitals have:

- Defined a multidisciplinary care model for cancer care in a community setting.
- Been instrumental in NCI developing a memorandum of understanding with the American Society of Clinical Oncologists' (ASCO) Electronic Health Records Initiative. ASCO promotes electronic health records to improve the quality of oncology practice.
- Begun implementing NCI recommendations for snap-frozen and formalin-fixed tissues and other samples for research.
- Established new collaborations and other linkages with NCI-designated cancer centers, extending the reach of NCI programs into rural, inner-city, and underserved communities.
- Developed a breast cancer screening tracking tool to improve care and expand clinical trials.
- Increased from one to nine the number of NCCCP patient navigators actively recruiting for the three featured clinical trials for breast, colon, and lung cancers.
- Contributed at least \$3 for every \$1 of NCI funding for a total co-investment of more than \$47 million from the pilot sites.

The pilot will be assessed by an independent outside contractor, RTI

International. Its recommendations will help shape a possible national network of community cancer centers that are fully engaged with the research community while providing the latest evidence-based, multidisciplinary care to a greater number and diversity of patients in their home communities. ↻



Parish Nurse Julia Means, RN, is pictured with Milwaukee resident Dora Chambers (left) at Columbia St. Mary's River Woods Outpatient Clinic, which is a pilot site for the NCCCP. Ms. Chambers was able to get her mammogram through a voucher program sponsored by the clinic and the Susan G. Komen for the Cure Foundation.



Nurse navigator Kim Moses, RN, BSN, OCN, at St. Joseph Hospital in Orange, CA, guides cancer patients through the health system. The NCCCP has helped increase the number of patient navigators at pilot hospitals.

Project Management

Being Self-Critical Is Key to a Great Project Manager

By Bill Lonergan



Technically speaking, project management is a methodology, using the proper tools at the right point of a project's life cycle. That's why our project managers must

be educated and certified: Know your craft, and you'll be a good project manager.

However, at times we find ourselves managing complexity that challenges us to reach beyond that tool kit. When I need someone to run the mission-critical, top-priority, zero-margin-of-error projects, a good project manager isn't enough. I'm looking for a great project manager.

After almost three decades of managing my own projects, as well as large portfolios containing billions of dollars of budget and hundreds of staff, I know that what I'm looking for is an intuitive project manager: someone who knows what needs to be done next, who "smells" the crisis brewing and heads it off. No software can point out when a crucial conversation has to be held or what needs to be said when and to whom, so that stakeholders are informed and can respond with appropriate expectations, so that problems are confronted, so that open issues are brought to decisive closure.

How can we identify the necessary qualities in ourselves, and in the project managers we mentor, to develop those

intuitive skills? The practice of being self-critical, of developing a capacity for humility is the key. A manager who knows that every accomplishment depends on the behavior of team members, on relationship dynamics, on communication skills, and on applied learning is more likely to sense when anything is amiss, than is someone who thinks project management is just about running the budget and tracking status and metrics. We have to act with awareness of the team dynamic, to create a climate of clarity, and confront when indicated. After all, the stakes are high, and the project manager must assume accountability.

For my part, in creating a culture where project managers develop their instincts as well as their toolboxes, I start with a clear definition of a great project manager: someone with the ability, authority and the responsibility to step back, understand the bigger picture, see how project conditions are evolving, and identify both project problems and opportunities. Throughout the life cycle of a project, I remind the managers that their role is to:

- Make a difference in project outcomes;
- Solve problems early on;
- Resolve critical project decisions to resolution;
- Understand what questions to ask;
- Understand that managers need to rely on their instincts;
- Recognize that many people make up a project team. Project managers must value the team's ideas and motivation to ensure project success;
- Motivate team members and stakeholders to be productive and add value; and
- Know that managers will gain the team's respect through their decision-making abilities.

So, even as I send my project managers for their coursework and certifications, I do all I can to create an environment in which project management is intuitive as well as mechanical, with focus on leadership as well as about supervision. ↻

Quality Management

How Can We Achieve Internal Control for High-Quality Performance?

By Steve Harshman

In a previous article, quality was defined as the ability of a product or service to fulfill the customer's requirements. Certainly, providing a high-quality



product or service is important; however, the ultimate goal is to consistently satisfy customer requirements, something that is achieved through high-quality

performance. Organizations known for their quality performance focus their efforts on preventing errors and minimizing variability within their operations. In this series of articles, we will take a closer look at quality performance and identify what each of us can do to assure that we, too, are known for our quality performance.

Preventing errors and minimizing variability in products produced or services provided is something doesn't happen by chance; it needs to be managed. Whether the management approach is referred to as "Quality

(continued on page 11)

Quality Management *(continued from page 10)*
 Management” (SAIC-Frederick) or “Risk Management” (NCI Office of Management Analysis and Assessment) and is applied to a project or to a program, the goal is the same: establish a state of internal control to assure operations are effective and efficient and that resultant deliverables fulfill customer requirements. But what exactly is internal control and how is that accomplished?

To understand internal control, we first need to study the process of the work we perform. Once we understand our customer’s requirements, we assemble the necessary process “inputs” and then perform some activity that generates a process “output.” So, if we design a process to produce a deliverable that will satisfy customer requirements, define and control both our inputs and our activities (internal control), then the outputs (deliverables) should be

consistent, predictable, and what the customer requires.

Look at the work you perform; what are your process inputs? I’ll give you a hint: they include humanpower, materials, machines, and methods.

In the next issue, we will take a closer look at your process inputs and how you can define and control them. ↻

SAIC-Frederick Donations

Press Foundation Mentoring Program Aims to Improve AIDS Coverage

By Frank Blanchard

Sixty health and science journalists from 43 countries—including reporters from National Public Radio, Reuters, The Nation, and Voice of America—participated in the National Press Foundation’s mentoring program that prepares reporters and editors for covering the annual International AIDS Conference.

SAIC-Frederick is one of eight major sponsors of the AIDS mentoring program, part of the Press Foundation’s Journalist-to-Journalist series, which helps reporters and editors from around the world work together to increase global coverage of pressing issues.

The mentoring program aims for a better-informed public through knowledgeable press coverage in print, broadcast, and online. Experienced journalists mentor reporters and editors who wrestle with many of

the same issues that their mentors encountered previously.

The four-day training program on HIV/AIDS was held in August in Mexico City, just before the 17th International AIDS Conference. The conference brings together scientists, policy-makers, and global stakeholders in HIV/AIDS. ↻

AIGA BlueRidge Event Helps Local Nonprofits

By Nancy Parrish

Creative professionals will give back to the local community during ClockWork, a 24-hour “creative marathon” organized by AIGA BlueRidge, a professional association for design in Maryland, Pennsylvania, Virginia, and West Virginia. SAIC-Frederick is a platinum-level sponsor of the event, which brings together writers, designers, web developers, and photographers to volunteer their time and talents to local nonprofit organizations that need assistance with communicating their cause.



Creative teams will be assigned their projects at 6:00 p.m. on November 20, and they will have 24 hours to complete their assignment—it could be anything from a logo, web site, brochure, or fact sheet, to a newsletter, direct mail piece, video, or other promotional piece. All work will be displayed at the ClockWork show on November 21. Support from sponsors like SAIC-Frederick will go toward ClockWork and AIGA BlueRidge’s community efforts. ↻

The ERC Offers Affordable Events

By Tammy Eyler

What is the ERC? The Employee Recreation Council's (ERC) goal is to organize and sponsor enjoyable, affordable recreational events for its members. The ERC is designed to boost employee morale and camaraderie by sponsoring fun events for employee interactions and socializing with friends and families. Membership is open to all NCI-Frederick employees, regardless of employer.

The ERC is funded by annual membership dues, vending machine profits, and committee fund-raisers. The all-volunteer working group provides members the opportunity to participate in a number of different events at substantial savings.

Typically, the committee juggles several events that are either ongoing, such as discount movie tickets, or are in the planning stages. For example, in September the ERC sponsored a Golf Tourney at the Mountain View Golf course in Fairfield, PA. The entry fee included a BBQ lunch, a round of golf, a cart, and beverages throughout the day. In February, the ERC is taking a group on a five-day trip to the Dominican Republic where they will stay in a four- to five-star, all-inclusive resort.



A little boy gives Mrs. Claus a kiss during Breakfast with Santa 2006.



From left, Brad Leggett, FME, Tim Lenhart, FME, Tammy Eyler, Basic Research Program, Laura Knott, BRP, and Doug Leggett, FME, tried to stay warm during the golf tournament.



Roxanne Angell (right), Advanced Biomedical Computing Center, plays Christmas Bingo with her daughter Rachel.



Tanya Obreiter, Laboratory of Cancer Prevention, dressed up as the witch of the annual Halloween Contest in 2006.



Tim Lenhart, Facilities Maintenance and Engineering, takes a swing during a golf tournament in September.

\$12 for adults and \$6 for children 7–15 years old; children 6 and under have FREE admission.

Way Off Broadway's Dinner Theater production of *Thoroughly Modern Millie* on Friday, October 24, 2008: Ticket price of \$25/person includes a buffet dinner and gratuity.

Night Club Card Ski Passes are on sale until November 5 in the EHS Program Office (Building 426) during regular business hours. The passes entitle you to ski as many times as you want from 4 p.m.–closing beginning January 4, 2009, through the end of the ski season. The cards are valid at Ski Liberty, Whitetail, and Ski Roundtop.

On-going events:

Discount movie tickets for Regal Cinemas are available to ERC members for \$7/ticket, with a limit of four tickets per week. The tickets are good at all Regal Cinemas, including Westview 16 on Buckeystown Pike in Frederick.

For more information about these events, visit the ERC web site (erc.ncifcrf.gov/) or contact the ERC at erc@ncifcrf.gov. ☺

One-time events:

Get your tickets before they're sold out!

Discount tickets for the 32nd Annual Maryland Renaissance Festival in Crownsville, MD; every weekend through October 19, 2008: Tickets are

Each Day Is Different for New Employee Relations Manager

By Ashley Hartman



For Mary Neville, SAIC-Frederick's new Employee Relations Manager, each day on the job is different. And that's what she likes about it.

Mary Neville, SPHR

"I have a passion for the field of human resources, as it offers a good balance in the aspects of people relationships and technical knowledge. There are different dimensions to all workplace employee relations, which contribute to a challenging and fulfilling opportunity for me to build an understanding of needs, issues, interconnections, and interdependencies across parts of the organization," Ms. Neville said.

Ms. Neville brings 19 years of human resources experience from industries such as project management and engineering, aerospace and government contracting, and financial management. She has a master's degree in human resources, holds a Senior Professional in Human Resources certification, and is a Certified Compensation Professional and a Certified Benefits Professional.

As the Employee Relations Manager, Ms. Neville provides guidance and counseling to employees and management by applying organizational policies and procedures that consider local, state, and federal regulations. Ms. Neville assists employees in areas such as performance management, employee relations training, conflict resolution, workplace accommodation issues, and integrity concerns. Some of the

regulations she deals with include the Family Medical Leave Act, Americans with Disabilities Act, Civil Rights Act, and Equal Employment Opportunity.

"My role is unique in that I'm here to work with employees and managers alike in regards to various workplace issues, ensuring that we're not only compliant with government regulations and internal organizational policies and procedures but also to maximize the chances of a favorable outcome on both an individual level and organizational basis," Ms. Neville said. ↻

LASP Promotes One of Its Own to Director

By Ashley Hartman

Lionel Feigenbaum, Ph.D., came to SAIC-Frederick 12 years ago to start the Transgenic Mouse Model Laboratory in the Laboratory Animal Sciences Program (LASP). In July, he became the Director of LASP.

It was a natural progression for Dr. Feigenbaum to go from managing specific programs in LASP to overseeing the whole program, he said. "The challenge is to think programmatically about LASP and its future rather than of the day-to-day operation of individual programs."

In 2003, Dr. Feigenbaum became the Director of Scientific Support, LASP, which included oversight of the Transgenic Mouse Model Laboratory, the cryopreservation program, the cell-culture and tumorigenesis laboratory, the animal molecular diagnostic laboratory, the MMHCC Repository, and in 2007, the Small Animal Imaging Program.

In addition to his new responsibilities, Dr. Feigenbaum will continue to manage the Transgenic Mouse Model Laboratory, which generates genetically

engineered mice to investigators in NCI, NIAID, NIAMS, NICHD, NIA, and NEI. As Director of LASP, Dr. Feigenbaum also has oversight of 20 animal facilities (15 in Frederick and five in Bethesda) that house nonhuman primates and rodents.

"The future of LASP is bright. LASP will continue to represent a comprehensive resource for NCI's animal research programs both in Frederick and Bethesda with the aim of providing the highest level of animal care and research support possible," Dr. Feigenbaum said. "We will also endeavor to become a one-stop shop for the creation and characterization of animal models for human diseases. This will be achieved through integration of capabilities within LASP as well as partnerships with laboratories within ATP."

Dr. Feigenbaum earned his doctorate at the University of Maryland in Zoology/Molecular Genetics and completed his thesis work at NCI in Bethesda. ↻

Numbers You'll Need This Winter

Remember that when bad weather moves in and Fort Detrick is closed or on a delayed opening, NCI-Frederick is also closed or on a delayed opening. Most local radio stations will carry information about Fort Detrick, but you can also call one of these numbers:

Fort Detrick local
weather line: 301-619-7611

Fort Detrick toll-free
weather line: 1-800-256-7621

TDD 301-619-2293

Benefits Corner

Health & Welfare Open Enrollment

By Darlene Rosmarino

It's that season once again—Open Enrollment season for health, dental, vision, short-term disability, and flexible spending plans for 2009. This is the only time of the year that employees are allowed to add or drop dependents, change coverage, and enroll in new plans for the 2009 calendar year, unless there is a family status change known as a “Qualifying Event.”

Based on our group's medical claims over the past year, we have been told to expect a significant increase in health insurance premiums. There will be a new vendor and major changes to our short-term disability plan effective January 2009. As this newsletter goes to print (September), we are working with consultants, negotiating rates, and considering year-round feedback from employees. Our intent, as always, is to

minimize cost increases and disruption to the greatest degree possible.

Open Enrollment information will be mailed to the home addresses of all eligible employees by the first week of November. Employees are urged to review the information carefully for changes and important information about the plans.

Brand new this season: Open Enrollment forms and information may be accessed by logging on to www.hrconnection.com from any computer. The user name is “saicfrederick,” and the password is “human resources.”

Please note: Open Enrollment 2009 information will not be available on this site until November 3.

Also new this season: Human Resources will sponsor a mini health fair at the Conference Center, Building 549. Representatives from CIGNA, Kaiser, UHCVision, and other providers will be available with special displays and information. Watch for future announcements of dates and times.

Open Enrollment meetings for employee questions and presentations from plan representatives will be held in the Conference Center Auditorium, Building 549, in November. Dates and times will be announced. We plan to have either DVDs or a web link of the Open Enrollment presentation available for employees working outside of Frederick County.

The deadline for 2009 changes is 5:00 p.m. EST, December 1, 2008, and cannot be extended, due to federal regulations.

Finally, note that Met Life's current offering of preparing a will free of charge will expire at the end of 2008, so if you want to take advantage of this, do it now. ☺

The deadline for 2009
benefits changes is
5:00 p.m. EST,
December 1, 2008

Supergraphics Profile

Scientist's Work Is a Continual Challenge

By Ashley Hartman

As a Principal Scientist and Group Leader of the Clone Optimization Group for the Protein Expression Laboratory (PEL), Dominic Esposito, Ph.D., works to generate clones for protein expression and production in different host organisms, and develops new technologies for improving protein production.

“One of the great things about working here is the opportunity to do both basic research geared towards developing new technologies, while at the same time being able to apply those new technologies to help NCI and NIH

scientists with their problems,” Dr. Esposito explained.



Dr. Esposito came to NCI-Frederick in 2001 because he wanted to work in an environment with a mix of basic and applied science. “It's a continual challenge because we work almost exclusively with difficult proteins that other people have failed to produce,” Dr. Esposito said. “It's very satisfying to see the proteins that we make being used by investigators in high-quality research.”

In his free time, Dr. Esposito enjoys reading and spending time with his 16-month-old son Alex and 11-year-old daughter Eliza.

The supergraphics images on the walls of Building 549 celebrate the diversity of talents, expertise, and creativity of NCI-Frederick employees. ☺



On Effective Communication

Less Is More

By Ken Michaels

Years ago, when I made 35 mm slides for the faculty of an academic medical center, one client in particular often began his request with the phrase “Now I know, Mr. Michaels, that you would advise against this, but ...” and would proceed to tell me that he desired to put an entire page from *Grant’s Anatomy* on a single slide. He was right. I would advise against it, given the opportunity. In fact, I had already advised against it often enough that he decided to save us both time by giving my advice a nod, then proceeding on to his instructions all the same. Naturally, he got what he wanted, my advice notwithstanding.

He “taught” the medical students with a series of such slides, many with a hundred or more structures labeled, as he lectured on a small fraction

of what the illustration showed. Aside from the annoyance factor of illegibility, it was certainly a case of “too much information.”

The ultimate goal in virtually all forms of communication is for the audience to understand the message. And any nonessential or distracting element, be it gratuitous graphics, poor grammar, excessive or barely relevant data, creates a “speed bump” along the road to understanding.

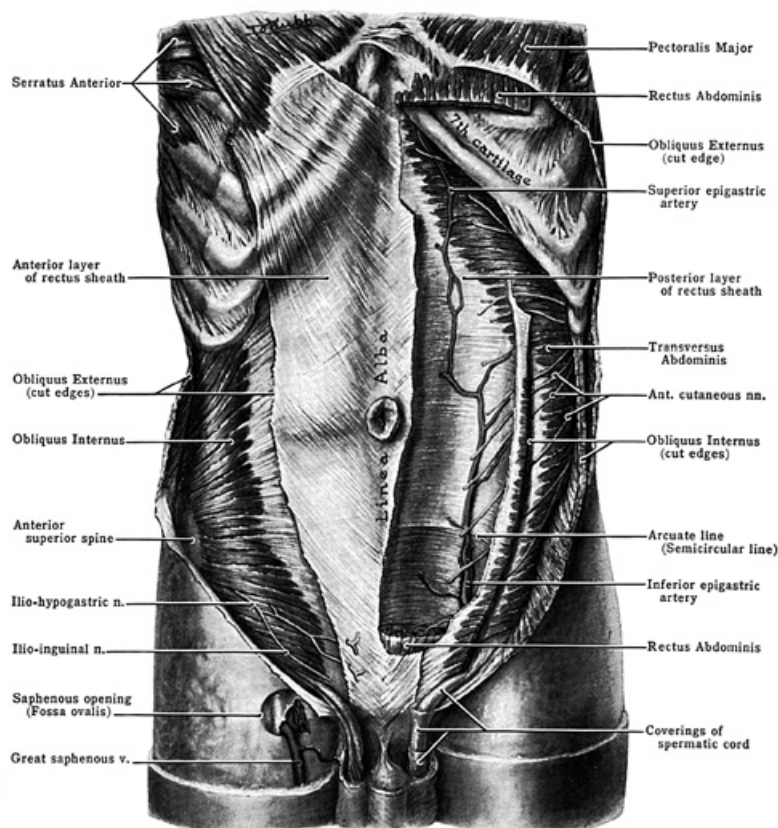
In his 2001 book *The Visual Display of Quantitative Information* (2nd Edition, Cheshire, CT: Graphics Press, page 107), Edward Tufte wrote: “The interior decoration of graphics generates a lot of ink that does not tell the viewer anything new. The purpose of decoration varies—to make the graphic appear more scientific and precise, to enliven the display, to give the designer an opportunity to exercise artistic skills. Regardless of its cause, it is all

non-data-ink or redundant data-ink, and it is often chartjunk.”

Tufte’s coined word “chartjunk” has since been picked up by many to refer to all visual elements in an illustration that are unnecessary for comprehending the information. I would suggest that we should police not only our chartjunk, but our “wordjunk” as well, if I may coin a term of my own, especially when making PowerPoint slides. One particular category of chartjunk that Tufte defines is “redundant representations of the simplest data.” I can imagine no more “redundant representation of data” than that of the presenter who builds PPT slides in complete sentences, puts them on the screen ... and then reads them verbatim to the audience.

Complete sentences are for print, not projection, media. Words on PowerPoint slides should be thoughts and concepts—fragments or prompts to be fleshed out by the spoken words of the presenter. Visual simplicity. That is, unless you are displaying a direct quote from someone (in which case you’ll of course simply be silent for a moment and let the audience read it for themselves).

Complex concepts can be explained by a careful buildup of points in an orderly fashion—anatomical landmarks from *Grant’s* added to the display one at a time as each is discussed, for example. The less new information presented at any given time, the more easily the point is understood. Less really is more. 🌸



2-8 ANTERIOR ABDOMINAL WALL—II

Complex concepts are more easily understood if added to a slide one at a time, rather than showing an entire image, such as the one at left, and attempting to explain it all at once. Image from J.E. Anderson, Editor, Grant’s Atlas of Anatomy, 7th Ed., Baltimore: Williams & Wilkins, 1978, Figure 2-8.

SAIC-Frederick Training Calendar

Communication Series

Editing and Proofing: Doing the Double Take	October 16, 12:00 – 1:00 p.m.
Persuasive Writing: Reading between the Words	October 23, 12:00 – 1:00 p.m.
E-mail Effectiveness and Etiquette	November 20, 12:00 – 1:00 p.m.

Individual and Professional Enrichment Series

Quality Management	October 21, 9:00 a.m. – 12:00 p.m.
Generational Differences in the Workplace	October 29, 12:00 – 1:00 p.m.
Creative Problem-Solving	November 6, 1:00 – 4:00 p.m.
Employee Performance Review	November 12, 2:00 – 3:00 p.m.
Colleague to Colleague: Bringing out the Best in All of Us through Constructive Feedback	November 12, 8:30 a.m. – 12:30 p.m.
Managing Conflict	November 18, 8:30 a.m. – 12:30 p.m.
Learning to Listen	December 12, 9:00 a.m. – 12:00 p.m.

Management and Supervisory Series

The Art of Delegating Effectively	November 7, 9:00 a.m. – 12:00 p.m.
Running Effective Meetings	December 3, 1:00 – 4:00 p.m.

Management Development Program (MDP)

MDP is a training initiative designed for SAIC-Frederick's managers and supervisors. It provides an overview of essential information needed to successfully manage in our environment. Participants will also benefit from learning about specific policy and procedures unique to the organization. This program includes nine comprehensive modules offered over a four-week period.

Session 1: Increasing Self-Awareness and Understanding Diversity	October 30, 8:30 a.m. – 5:00 p.m.
Session 2: Benefits Overview and Compensation	November 5, 8:30 a.m. – 5:00 p.m.
Session 3: Staffing and Coaching for Managers	November 13, 8:30 a.m. – 5:00 p.m.
Session 4: Conflict Management and Employee Relations	November 20, 8:30 a.m. – 5:00 p.m.

All programs are offered at no charge. For additional training opportunities and registration details, contact Sukanya Bora, Training and Development Manager, 301-846-1129, or boras@mail.nih.gov

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News & Views Contributions

Do you have information to share with or ideas to suggest for *News & Views* readers? Please send your information, articles, or ideas to Maritta Grau, Managing Editor (graump@mail.nih.gov).

News & Views Deadlines

January issue	November 21
April issue	February 21
July issue	May 21
October issue	August 21

Important Telephone Numbers

Ethics Hotline	1-800-760-4332
Human Resources Department	301-846-1146
Benefits Questions, HR Department	301-846-1146
SAIC Stock Programs	1-800-785-7764 or 858-826-4703
SAIC Stock Recorded Information	1-888-245-0104

Dates to Note

SAIC-Frederick's 12th Annual Achievement Awards	November 6
Veteran's Day–NCI-Frederick closed	November 11
Thanksgiving Day–NCI-Frederick closed	November 27
Christmas Day–NCI-Frederick closed	December 25

SAIC Stock

SAIC's common stock is listed on the New York Stock Exchange under the symbol "SAI."