



fELLOWS
& YOUNG
INVESTIGATORS
NEWSLETTER



Volume 4 Issue 1

July 2005

From the Editor's Desk:

In this year's first newsletter we welcome our newly elected officers of CCR-FYI under the leadership of Susan Lindtner. A special report on the CCR-FYI retreat and the Frederick's Spring Research Festival is presented in the Articles section. On a lighter note, do enjoy reading the tips suggested to make your everyday life in the lab a fun experience. In our future issues we would like to discuss the formation of an active Alumni group at CCR and also a new Mentorship program for fellows. The article "FAQs on mentorship" is a good way to begin. Have you heard of the Technology Transfer Branch (TTB) at the NCI? Please read the article and get familiarized with the training opportunities available at the TTB. Meanwhile, our new retreat co-chairs are busy planning for the next CCR-FYI retreat, which would highlight some upcoming areas of research such as Nanotechnology. As always, your news and comments mailed to nciccrfyi@mail.nih.gov are welcome and we wish you all an enjoyable summer!

Ramalakshmi Darbha, Ph.D.

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ANNOUNCEMENTS

CCR-FYI Retreat Travel Award Winners

Congratulations to the eight \$1,000 Travel Awards winners at the 2005 CCR-FYI Retreat in Williamsburg, Virginia.

The Awards were sponsored by the CCR Office of the Director.

Oral Presentation Winners

Ethan Kohn, Ph.D (LCRC)
Rajeev Shrimali, Ph.D, (LCP)
Meghan Liel, B.A. (LP)
Gillian Whittaker, Ph.D. (LEI)

Poster Presentation Winners

Trina Stewart, Ph.D (LTIB)
Kebin Liu, Ph.D, (LTIB)
Suneet Shukla, Ph.D. (LCB)
Angela Lo, B.S. (LCCTP)

Oral Presenters

Pharmacology and Chemistry and Virology

Sohrab Bodaghi
Vladimer Majerciak
Vidita Choudhry
Jean-Phillippe Therrien
Ling-hua Meng

Molecular and Cell Biology

Sung-Hyeok Hong
Seung-Beom Hong
Reema Wahdan
Julie L. Bronder
Yuji Yamaguchi
Julio C. Valencia
Thomas Sebastian
Rajeev K. Shrimali
Jareer N. Kassis

Signal Transduction and Gene Transcription

Pal Kaposi-Novak
Gillian Whittaker
Ana L. Romero
Kelly C. Martin
Rebecca Shubert
Soo-Jin Jeong
Thomas A. Johnson

**Carcinogenesis, Cancer Models,
Epidemiology, and Cancer prevention**

David Mack
Yu-an Yang
Jing Hu
Jyotsna Pandey
Fiona Simpkins
Leah Sansbury
Ethan A. Kohn

Immunology and Genetics

Byung-Gyu Kim
Vainav Patel
Søren Warming
Guangping Sun

**Genomics, Proteomics and Bioinformatics
Clinical and Translational Research**

Jessica Cassavaugh
Benjamin Bruce
Maja A. Bumke
Meghan S. Liel
Sei Hoon Yang

Honorable Mention Poster Presenters

Pharmacology and Chemistry And Virology

Joerg Baumann
Magdalena Krajewska
Sahar Javanmard
V. Ashutosh Rao
Zuben Sauna

**Genomics, Proteomics and Bioinformatics
Clinical and Translational Research**

Josephine Czechowicz
Joseph Manimala
Ai-Min Hui
Brad Scroggins
Roycelynn Mentor-Marcel

Molecular and Cell Biology

Christina Annunziata
Michal Barshishat-Kupper
Leonid Belayev
Lawrence Benjamin
Benjamin Chu
Lana Kandalaft
In-Wha Kim
Tao Wang
Xuezhong Yang

**Signal Transduction and Gene
Transcription**

Jamie Dempsey
RaeJean Hermansen
Aparna Kotekar
Fedor Kouzine
Sang Lee
Jan Markus
Jui Pandhare

**Carcinogenesis, Cancer Models, Epidemiology
Cancer Prevention**

Catherine Cooch
Ming Guan

Heungnam Kim
Robert Irons
Paul Sirajuddin
Xiaoyang Wang

Immunology and Genetics

Barbara Giomarelli
Christine Lutsiak
Jesus Salvador
Linhua Tian

CCR-FYI Retreat Committee

**2005 Outstanding Mentor Awards Nominations
National Cancer Institute**

*Have you received exemplary mentoring from an NCI
Investigator?
Submit a nomination today!*

To nominate a Mentor please visit
<http://camp.nci.nih.gov/admin/owd/oma.html>
Deadline: Monday, August 1st, 2005

For more information contact:
Office of Workforce Development, NCI
6116 Executive Blvd., Ste. 502
Bethesda, MD 20892-8342
301-435-8524
301-402-3509 FAX
ncifellows@mail.nih.gov

The “Outstanding Mentor” award winning investigators will be honored at the Institute’s Award Ceremony later this year. Each year, three Outstanding Mentors are chosen to receive a cash award and a beautiful engraved crystal memento. There is also a mention of “Mentors of Merit”, who scored very well in the ranking but just missed being among the top three.

Investigators are nominated by at least two mentees, one of which must be a current or recent postdoctoral fellow. A committee of fellows constitutes the review panel. It is a subject of great pride for the NCI that our fellows find the mentoring they receive from our investigators so exemplary that they continue to nominate them for the award.

**2005 NCI-Frederick Spring Research Festival
Awards**

*We applaud the 12 CCR researchers who were
among the 20 award winning poster presenters.*

Investigator Category

Fang Yuan, AIDS Vaccine program, NCI-SAIC

Postdoctoral Fellow Category

Aleem E., Laboratory of Protein Dynamics and Signaling

Dunty WC, Cancer and Developmental Biology Laboratory

Lee, HS, Laboratory of Protein Dynamics and Signaling

Wengquing Li, Laboratory of Molecular Immunoregulation

Tretyakova I, Vaccine Branch

Student Category

Birkholz, A, Basic Research Laboratory

Ramirez T, Laboratory of Experimental Immunology

Roberts M, Laboratory of Protein Dynamics and Signaling .

Schumacher K, Molecular Targets Development Program

James M. Cherry, Laboratory of Molecular Technology and Gene Expression

Technical Support

Wojciech Kasprzak, Laboratory of Experimental and Computational Biology

ARTICLES

**Fifth Annual CCR-FYI Retreat:
A Summary**

One of the primary functions of the CCR-FYI association is to organize and host the annual CCR-FYI retreat. The Fifth Annual CCR-FYI Retreat was recently held at the Marriott Hotel in Williamsburg, Virginia on February 28-March 2, 2005. Despite inclement weather on the first day of the retreat, nearly 350 CCR postdoctoral and clinical fellows and principal investigators attended the meeting. In the span of three days, participants were exposed to a number of excellent plenary talks, oral and poster presentations, and workshops that focused on career and other issues faced by CCR fellows.

The first plenary talk of the retreat was given by Dr. Andrew von Eschenbach, director of the NCI, who shared his initiatives and vision of the goals he hopes to achieve during his tenure. Another keynote speaker, Dr. Margaret Foti (Chief Executive Officer, American Association for Cancer Research) gave an informative talk on the current state of cancer research. Other plenary speakers included two prominent researchers at the NCI, Dr. Tom Misteli

and Dr. Emanuel Petricoin, presented their pioneering research on the cell biology of the nucleus and clinical proteomics, respectively. Invited guest speaker, Dr. Keith Micoli (president, National Postdoctoral Association), gave an overview of the history, goals, and current initiatives of the National Postdoctoral Association to audience members. The retreat also provided an opportunity for fellows to interact with the newly appointed co-directors of the CCR, Dr. Robert Wiltrout and Dr. Lee Helman.

Six workshop sessions on career and personal development were run at the retreat to address a number of important issues encountered by CCR fellows. A substantial number of the fellows at the NCI are from other countries, and the International Affairs workshop addressed the situations faced by international fellows. Deborah Fountain (NCI Special Programs Manager), Deborah Higdon (Employment Specialist, SAIC-Frederick, Inc), and embassy representatives from different countries made up the panel that tried to answer questions about VISA concerns, NIH policies on foreign fellows, and scientific opportunities in different countries. The Career Workshop gave participants a chance to learn about the different career paths in science, including alternative science careers. Participants who attended the Grantsmanship Workshop were able to get a glimpse of the grant review process, as a mock grant review session led by Dr. Robert Bird was held to examine several previously reviewed grants. During this workshop, questions about K22 and other grants that are available to CCR fellows were addressed by the Associate Director of Training, Dr. Jonathan Wiest. Two dynamic speakers, Tom Kostopoulos and David Jensen, both of whom have extensive experience in the recruitment of scientists, gave their insights into what they look for in prospective job candidates, during the Skills for the Jobseeker workshop. The Mentorship workshop was assembled to help fellows improve their mentorship skills. The panel was comprised of past and current recipients of the NCI Outstanding Mentor's award and included, Dr. Barbara Vonderhaar, Dr. Nancy Colburn, Dr. Daniel McVicar, and Dr. Jonathan Wiest. The Principles of Investing workshop provided an opportunity for fellows to understand the basics of investment from personal financial analyst, Terry Mechant and information on how to buy a house from real estate agent, Meritt Tollefson. Retreat participants were also given the chance to speak directly to each invited speaker during the mentored lunches.

The research performed by CCR fellows at the NCI was highlighted throughout the retreat by oral and poster presentations. There were a number of

truly exemplary presentations at the meeting and we, the retreat co-chairs want to thank everyone who submitted an abstract. Plans are underway for the sixth annual CCR-FYI retreat. The organization of the retreat is a monumental but, very rewarding task that employs the resources and talents of a large number of people. If you have an interest in helping to organize the next retreat, join the steering committee of the CCR-FYI association (nciccrfyi@mail.nih.gov).

*Retreat Co-chair
Kevin W. Chang, Ph.D.
HIV Drug Resistance Program
NCI-Frederick.*

Nobel Laureate J. Michael Bishop Featured at NCI-Frederick Spring Research Festival

Dr. J. Michael Bishop, Chancellor of the University of California at San Francisco, who shared the 1989 Nobel Prize for Physiology or Medicine with former NIH Director Harold E. Varmus, was the keynote speaker at May's ninth annual Spring Research Festival, jointly sponsored by the National Cancer Institute at Frederick and the U.S. Army Medical Research and Material Command, Fort Detrick.

Dr. Bishop discussed his findings about proto-oncogenes in cells and tumor suppressor genes, noting that his groups had gotten "unexpected lessons from mouse models." Among these lessons, Dr. Bishop said that potential roles for MET and MYC have been authenticated; they have determined that the mouse model is indeed a reasonable facsimile of human HCC; and that there are specific, distinctive pathways leading from the MET oncogenes to beta catenin to HCC and from hepatoblastoma/HCC to HCC/adenomas. His group also explores the mechanisms of tumor lymphoma and has been able to mimic Burkitt's lymphoma in the mouse model, leading to possible treatment of this aggressive disease. Using a new generation of mouse models for preclinical testing of therapeutics, based on Dr. Andrei Goga's research in Dr. Bishop's laboratory, they have determined that treatment for as little as three weeks with Purvalanol inhibits cell cycle kinases in cells overexpressing MYC and seems to arrest tumors.

Dr. Bishop summed up the talk by re-emphasizing that mouse models provide useful insights into genetic contributions to tumorigenesis and facilitate molecular exploration of tumorigenesis.

Other festival features included a viewing and follow-up discussion of *Race for the Double Helix*, exploring the work of James Watson, Francis Crick, and assistant Maurice Wilkins on the double helix structure of DNA, which earned them the 1962 Nobel Prize in Physiology or Medicine. As in past years, researchers presented poster sessions on both days. The Technical Sales Association contributed 20 cash awards for winning posters; 12 went to CCR researchers. (Vendors demonstrated state-of-the-art instruments and equipment, while NCI-Frederick support services employees, Fort Detrick personnel, and community organizations provided information on topics such as health, wellness, and environmental safety.

More information on Dr. Bishop is available at: <http://nobelprize.org/medicine/laureates/1989/bishop-autobio.html>

Read the text of Dr. Bishop's Nobel lecture and learn more about his research at the e-Nobel site:

<http://nobelprize.org/medicine/laureates/1989/index.html>.

*Maritta Perry Grau,
Managing Editor, The Poster
NCI-Frederick*

Career Decisions: Academia or Industry?

A special report on one of the popular workshops at the CCR-FYI retreat

Besides getting the latest scientific scoop from the keynote speakers and the postdoctoral presentations, the CCR- FYI retreat also addresses other issues. We also try to make the retreat a forum to address different topics besides science, such as choosing between career paths. The focus this year was mainly on how to decide between academia and industry, and how to better compete for a job once this decision has been made. This is a big question for many of us, and we feel that once we choose industry it will be difficult to go back to academia.

It was therefore very stimulating to hear the presentation from Dr. Stefan Ambs in the Career workshop panel Tuesday morning. Stefan Ambs started as a NCI fellow, moved to industry for a couple of years, and then moved back to NIH accepting a tenure-track position at NCI in 2001; showing that it is possible to move back into the academic track. He gave a very energetic overview of his journey in science and made the point that “industry” is a very broad field, ranging from “big

pharma” to smaller biotech companies, which differ both in management and spirit. His experience was that biotech companies often have more of the lab enthusiasm found in academia because they are smaller. Both Stefan Ambs and another panelist, Dr. C. Norman Coleman, Director of the Radiation Oncology Sciences Program at NCI, pointed out the differences and similarities between academia and industry. Dr. Coleman noted that there are actually more similarities between industry and academia than differences, and that academia in many aspects differs more from government than from industry.

The panel also included an example of a third career choice: scientific writing. Dr. Nadia Cervoni, associate editor at Nature Biotechnology, gave a brief description of her work by introducing us to a normal week in an editor's life. It was surprising to learn how little of her time is spent on reading manuscripts. As an editor you also have to be a skilled writer in order to write synopses for your colleagues and resumes for the journal. Furthermore, you spend quite a bit of time on the phone finding reviewers for manuscripts and getting their reviews back in time. Dr. Cervoni joined Nature Biotechnology as an intern after a post-doc position at Memorial Sloan-Kettering Cancer Center. She encouraged future scientific writers to apply for internships since oftentimes interns are offered positions after the internship. Interestingly, Dr. Cervoni also informed us that an interview for an internship, at least at Nature Biotechnology, includes an editing test where the applicant has to read and review a manuscript in a certain time frame. She, therefore, encouraged potential applicants in the audience to get some editing experience by reading manuscripts for colleagues, etc.

Sound advice on career choice was also given by Dave Jensen, columnist at Science Next wave (<http://nextwave.sciencemag.org>) at a special seminar Tuesday night hosted by AAAS (American Association for the Advancement of Science). Mr. Jensen has a long background in recruiting people (he admitted he is a “headhunter”) to the industry as founder of the recruiting company CareerTrax in Arizona (<http://www.careertrax.com>). In addition, he has given many readers of Science Next Wave career-related advice. Mr. Jensen shared a lot of his experience and advice with the audience. He said, being persistent in searching for a job is very important, and time should be allocated every single day for that task. Moreover, sending out applications is not enough! One has to search on the internet, research whether the companies have new investments, and then directly contact the human resource personnel in the companies, instead of a secretary. According to Mr. Jensen, networking is

one of the most important tasks, and one should use these networks to get the direct phone numbers of the human resource personnel. Mr. Jensen also noted that a short and precise cover letter is important and that we have to be excellent at describing our scientific field in a brief but passionate way. He even suggested preparing a short “speech” to use whenever we are asked the question, “Which field do you work in?”

Dave Jensen also co-hosted the Skills for the Jobseekers workshop Wednesday morning along with Mr. Tom Kotsopoulos, a recruiter from the pharmaceutical company Apotex Pharmaceuticals in Toronto, Canada (<http://www.apotex.com/>). Mr. Kotsopoulos described in detail the seven attributes we need to get hired: communication skills, initiative, the ability to learn, customer service, team skills, adaptability, and to possess long- and short-term career goals. An interesting comment that Tom Kotsopoulos mentioned was that after an interview with an applicant he always asks the secretary, who is the first person to meet the interviewee, her impression of the applicant. Did the applicant arrive on time, did the applicant have a positive interaction with her, or was the applicant negative and arrogant. The answers to these questions can tell a great deal about the applicant and how the applicant would fit into the company. To this Mr. Jensen added that for an interview you should always dress professionally and not too casually. In addition, it is important to have eye contact with the interviewer, which is not a custom in all cultures. Dave Jensen and Tom Kotsopoulos ended the session by giving out their contact information (davej@commspeed.net and tkotsopo@apotex.com, respectively) and encouraged us to contact and use them in the future as part of our network.

In summary, we gained a lot of sound advice and helpful tips from the different job seeking workshops and, hopefully, we are now better prepared for making that big decision: stay in academia, or move to industry?

*Retreat Co-chair
Susan Lindmer, Ph.D.
Vaccine branch, NCI-Frederick.*

Training Opportunities in Technology Transfer at NCI Cancer Research Training Award (CRTA) Fellowship Program

The NCI's Technology Transfer Fellowship Program is handled through the Cancer Research Training Award (CRTA) Fellowship Program. It is designed to provide advanced training in technology transfer practices to effectively negotiate research

collaborations, to disseminate information and research materials and to effectively manage intellectual property. The functions of the Technology Transfer Branch (TTB) are critical and necessary to assist in partnering with outside parties to advance the prevention, diagnosis and treatment of cancer.

The Technology Transfer Branch (TTB) is responsible for managing the intellectual property (IP) portfolio for the scientists working at the National Cancer Institute (NCI). Effective technology transfer support ensures the intramural scientists' academic freedom, right to publish and adherence to appropriate laws and policies. To this end, TTB negotiates collaborative research agreements, prepares agreements to cover the transfer of important research information and materials between parties and offer general guidance and advice on processes and policy issues related to technology transfer.

These responsibilities require the successful CRTA candidate to possess an advanced degree in science. Additional degrees or related experience in law or business are desirable. A fellowship candidate must also be a U.S. citizen or permanent resident. At the TTB, CRTA Fellows work with the TTB's senior staff as well as NCI scientists and other administrative staff, outside parties such as pharmaceutical companies, universities, other research institutions and law firms. Through this placement, Fellows are exposed to a wide range of interesting and complex technology transfer issues associated with the IP management at NCI including collaborative agreements, patent law, licensing and general negotiation tactics.

Fellows may work in one of four Units serving the needs of the NCI Division(s) to which it is assigned.

Training will be under the direction of a Unit Coordinator/Supervisor and typically include the following:

1. Negotiation and management of the Cooperative Research and Development Agreements (CRADAs) and potential inventions involving all interested parties including:-
 - A. Advising pharmaceutical and other commercial organizations as well as universities and other non-profit institutions about the suitability of their proposed projects to the research and development goals of the NCI;
 - B. Communicating on a regular basis with industrial, academic and assigned NCI scientists for originating and drafting CRADAs; and
 - C. Represent the NCI in negotiating CRADAs with for-profit organizations who will be parties to said agreements, including planning and execution.

2. Plan, negotiate and execute collaborative agreements such as Material Transfer Agreement (MTAs), Confidential Disclosure Agreement (CDAs), Clinical Trial Agreements (CTAs), and other agreement types as needed for the assigned laboratories;
3. Advise on patent-related issues, coordinate Institute invention reviews, and obtain patent application filing approvals for the assigned laboratories;
4. Assist in creating and conducting of educational programs designed to train scientists and staff about technology transfer issues, CRADAs, etc., eg. (posters, presentations, etc.)
5. Generate periodic activity reports for the assigned laboratories; and other duties as needed. (for example, each Unit has unique needs such as assisting in the protection of trademark applications, drafting and editing new technology transfer agreements, involvement in responding to Freedom of Information Act (FOIA) requests, etc.)

Location: The TTB work sites include two offices. The main office is located at Rockville, Maryland. The second or satellite office is located at Frederick, Maryland. The Rockville staff mainly support the scientists at the Bethesda campus while the Frederick staff support the scientists at Fort Detrick, however there is regular interactions between both offices.

Application process: To apply to the TTB, please submit a copy of your resume or CV and a statement of interest explaining why you are interested in TTB's CRTA Fellowship Program. Please include two (2) letters of recommendation sent on your behalf to the TTB. For more information, please browse our website at <http://ttb.nci.nih.gov/> or contact *Karen Griffin*.

Contact: Karen Griffin	Address:
Phone: 301-435-8065	Technology Transfer
Fax #: 301-402-2117	Branch
	National Cancer Institute
	6120 Executive
	Boulevard, Suite 450
	Rockville, MD 20852

*(Coordinator: Arti Santhanam, Ph. D.
Laboratory of Cancer Prevention, NCI-Frederick)*

DID YOU KNOW?

FAQs on Mentoring

What is Mentoring?

A mentoring relationship is a close, individualized relationship that develops over time between a mentee (e.g., a postdoc) and a mentor (e.g., a faculty member) that includes both caring and guidance. Although there is a connection between mentors and advisors (e.g., laboratory PI), not all mentors are advisors and not all advisors are mentors.

Does Every Postdoc Need a Mentor?

It is a good rule in medicine, as in the rest of life, not to say “never”, “always,” or “everyone.” Hence, to say that the only way for an individual to have a successful career is for that person to find an excellent mentor would be foolish. Indeed, some successful people have reached their career goals without a mentor. Although there are many ways to forge a successful career, most successful people will point to a mentor who helped them get to where they are.

Mentoring is important to postdocs not only because of the knowledge and skills that are learned, but also because of the many other aspects of professional socialization and personal support. These are needed to facilitate success in postdoc training and beyond.

How do I seek out a mentor in addition to my laboratory PI?

At a large research institute like NCI, postdoc fellows need to understand that it is their responsibility to seek out interactions with faculty members, perhaps through project collaboration. Sometimes, the trainee hears about a successful mentor from friends and colleagues, approaches that individual for advice, and asks the individual to become a mentor. In choosing a mentor, the mentee not only should look for a person who has a track record of helping junior colleagues, but also should look for someone whom they trust, like, and respect. The best mentor may not be the most prominent or the most published senior faculty member. Another important general rule is for the mentor to be nearby. The mentee may find it difficult to obtain rapid feedback if the mentor is far away.

What other resources are available to NCI postdocs on mentoring?

NCI Office of Training and Education serves as an active advocate for postdocs. This NCI office is designed to help fellows prepare for successful independent careers. The Center for Cancer Research – Fellow Young Investigator (CCR-FYI) is one facet of the programs that have been implemented and supported by this office. Pending the survey results conducted during the CCR-FYI

2005 retreat, CCR-FYI might form a subcommittee that is dedicated to facilitate mentoring at NCI. Below are some links to mentoring resources for postdoc fellows.

CCR Office of Training and Education
http://ccr.nci.nih.gov/careers/office_training_education.asp

National Postdoc Association
<http://www.nationalpostdoc.org/>

UC Academic Personnel Manual Policy 390, Appointment and Promotion, Postdoctoral Scholars
<http://www.ucop.edu/acadadv/acadpers/apm/apm-390.pdf>

Forum for Individual Development Plan for Postdocs
<http://www.faseb.org/opar/ppp/educ/idp.html>

Postdoc Annual Review Forum
http://www.faseb.org/opar/ppp/educ/idp_annrev.html

Making the Right Moves: A Practical Guide to Scientific Management for Postdocs and New Faculty - Chapter 5, Mentoring and Being Mentored
<http://www.hhmi.org/grants/office/scimgmt.html#>

Enhancing the Postdoctoral Experience for Scientists and Engineers: A Guide for Postdoctoral Scholars, Advisers, Institutions, Funding Organizations, and Disciplinary Societies
<http://www.nap.edu/books/0309069963/html/>

Advisor, Teacher, Role Model, Friend: On Being a Mentor to Students in Science and Engineering
<http://www.nap.edu/readingroom/books/mentor/>

How To Get the Mentoring You Want
<http://www.rackham.umich.edu/StudentInfo/Publications/StudentMentoring/mentoring.pdf>

Science's Next Wave Postdoc Network
<http://nextwave.sciencemag.org/pdn/>

*H. –C. Jennifer Shen, Ph.D.
Surgery Branch, Advanced Technology Center
CCR, Gaithersburg.*

identified)

Here are my 12 points for life in the lab:

1. Choose a job you love, and you will never have to work a day in your life. (From Friends Reflections)
2. Never burn your bridges, especially if you pursue science as a career because the world of science is much smaller than you think.
3. You can go anywhere you want if you look serious and carry a rack of microfuge tubes.
4. Take your work seriously but not yourself seriously.
5. The last person that left the lab will be the one held responsible for everything that goes wrong.
6. Your background and circumstances may have influenced what you are, but you are responsible for what you become. –Confucius.
7. Only work with people who like chocolate.
8. If you keep your standards high, people will always find a place for you.
9. When the lottery hits \$100 million, get everyone in the lab to put in a dollar apiece (and only a dollar) and buy a pool of chances. You will have a million dreams (You will also know who won't show up in the lab the day after.).
10. A pat on the back is only a few centimeters from a kick in the pants.
11. Treat with respect the administrators and administrative assistants you deal with, for if you take care of them, they will take care of you.
12. Everything in moderation except love, understanding, and the number of experiments you do for your supervisor.

*Howard A. Young, Ph.D.
Principal Investigator
Laboratory of Experimental Immunology
NCI-Frederick.*

OF INTEREST

Howard Young's Top 12 Rules to remember for the Laboratory

(Note: not all authors of specific rules can be

Check out the CCR-FYI website for more info:
<http://ccr.ncifcrf.gov/careers/fellows/default.asp>

<http://ccr.ncifcrf.gov/careers/fellows/guidedoc.asp>

Annual Retreat

<http://ccr.ncifcrf.gov/careers/fellows/default.asp>

Newsletter

<http://ccr.ncifcrf.gov/careers/fellows/archive.asp>

Fellows' Seminar Series

<http://ccr.ncifcrf.gov/careers/fellows/seminars.asp>

GuideDocs

Questions or comments? Please feel free to contact us at nciccrfyi@mail.nih.gov

****This document was reviewed by the NCI, Fellows Editorial Board****