

A BRILLIANT CONDUCTOR NIH Hosts Ceremonial Portrait Debut for Collins

BY DANA TALESNIK

It was an afternoon of celebration, reflection and, not too surprisingly, a little music.

Colleagues, family and friends of former NIH Director Dr. Francis Collins convened in Bldg. 1's Wilson Hall in June for his official portrait debut. The event's distinguished speakers referred to Collins—the 16th and longest-serving presidentially appointed NIH director (2009-2021)—as a brilliant and devoted scientist, a visionary and a man of integrity, compassion and faith.

“As NIH director, Francis was always the champion of hope, of rare diseases, of big



Dr. Francis Collins, at his official portrait debut

PHOTO: CHIA-CHI CHARLIE CHANG

ideas and big projects to transform what biomedical research is capable of,” said NIH Director Dr. Monica Bertagnolli. “He made us believe that the big things were not only important, they were also possible.”

Andrea Palm, deputy secretary of the Department of Health and Human Services, concurred. “We’re all lucky to have had him telling our story, the story of NIH, for all these years,” she said. “It’s really not an overstatement to say that Dr. Collins has, [through major initiatives] and in his own lab, saved countless lives and inspired generations of doctors and scientists.”

Artistry

The centerpiece sat covered up front. Bertagnolli and Collins’s wife, Diane Baker, pulled back the drape to reveal a befitting portrait of Collins standing, smiling, leaning on his guitar—with its signature

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NIH delegation visits University of Kentucky. See story, p. 7

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Build the Life You Want With the Hours You Have, Says Time Management Expert

BY ERIC BOCK

We all have the same amount of time—24 hours a day and 168 hours a week, said time management expert Laura Vanderkam. Some people accomplish a lot with their time, both professionally and personally.

“They don’t have any more time than the rest of us,” she said, during a recent Deputy Director for Management Seminar Series lecture. “They are allocating their hours in interesting ways that the rest of us can learn from.”



Laura Vanderkam

PHOTO: YANA SHELLMAN

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Camp Fantastic supporters at the BBQ

PHOTO: CHIA-CHI CHARLIE CHANG

A SPECIAL LOVE

Annual Camp Fantastic BBQ Cooks Up Good Vibes

BY MAHELANE SOLOMON

On a sunny Tuesday afternoon in June, the NIH community gathered on the south side of the Clinical Center for good music, tasty barbecue and a good cause: Camp Fantastic’s annual BBQ fundraiser.

The event drew more than 1,100 attendees who were offered the opportunity to lunch at food trucks, shop among unique

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HARNESSING AI/ML

NCCIH Lecture To Explore Health Restoration in Diabetes

A promising area of medical research is the use of artificial intelligence (AI) and machine learning (ML) to analyze large sets of data in order to gain better understanding of the development of disease (pathogenesis) and the restoration of health (salutogenesis). Dr. Aaron Lee will give a virtual lecture on Monday, July 29 from 1:30 to 2:45 p.m. ET as part of the Integrative Medicine Research Lecture Series at the National Center for Complementary and Integrative Health (NCCIH). He will speak on “Harnessing AI to Explore Health Restoration in Diabetes.”

Recognized as a leader in the field of AI and ophthalmology, Lee is an associate professor, the Hunter endowed professor and a vitreoretinal surgeon at the University of Washington School of Medicine. He is co-principal investigator on the AI-READI project, funded through the NIH Common Fund’s Bridge to Artificial Intelligence (Bridge2AI) program.



Dr. Aaron Lee will give a virtual lecture on Monday, July 29.

AI-READI is generating high-quality, multimodal and ethically sourced data that will be ready for AI/ML methods to study salutogenesis in the context of type 2 diabetes. To learn more about AI-READI, visit <https://aireadi.org/>.

In addition to AI-READI, Lee will also discuss researching the health of the whole person, not just separate organs or body systems, and AI/ML advances from ophthalmology. He holds M.D. and M.S.C.I. degrees from Washington University in St. Louis.

View the lecture live at <https://videocast.nih.gov/watch=51118>.

Find out more at <https://go.nih.gov/3AdgrNb>. Real-time captioning will be provided.

Individuals who need reasonable accommodation to participate in this event should contact the NCCIH Clearinghouse at info@nccih.nih.gov or 1-888-644-6226 as early as possible.



Meeting at the Max Robinson Center in Southeast Washington, D.C., are (from l) Dr. Jonathon Rendina, senior director of research at Whitman-Walker; Dr. Kellan Baker, executive director of Whitman-Walker; Dr. Monica Bertagnolli, NIH director; and Dr. Jeanne Marrazzo, NIAID director.

Bertagnolli, Marrazzo Visit Whitman-Walker in Celebration of Pride Month

Dr. Monica Bertagnolli, NIH director, and Dr. Jeanne Marrazzo, director of the National Institute of Allergy and Infectious Diseases (NIAID), visited Whitman-Walker’s Max Robinson Center in Southeast Washington, D.C., on June 27 to celebrate Pride Month.

The two NIH’ers joined Whitman-Walker leaders for a discussion about NIH-funded research at community health centers. The NIH director talked about the importance of community-engaged research and the importance of addressing structural barriers to health and health care access.

Later, Bertagnolli and Marrazzo toured the future site of the NIH-funded Biomedical HIV Research Hub.



Marrazzo and Bertagnolli celebrate Pride Month at Whitman-Walker in Southeast D.C. At right, they’re joined by Rendina in front of an image of Max Robinson leading into the research suite at the Max Robinson Center.

PHOTOS: WHITMAN-WALKER



NIDA Anniversary Event Spotlights Addiction Research

In recognition of the National Institute on Drug Abuse's (NIDA) 50th anniversary, the College on Problems of Drug Dependence and the Friends of NIDA in cooperation with U.S. Sen. Tim Kaine (D-VA) co-sponsored a roundtable discussion on May 14 at the Russell Senate Office Building in Washington, D.C.

NIDA is the world's largest funder of research on substance use and addiction. Over the last half-century, NIDA-supported research has transformed the public's understanding of substance use prevention and treatment and paved the way for life-saving public health interventions.

The event, moderated by NIDA Director Dr. Nora Volkow, featured a discussion on the progress and promise of addiction research. Panelists included Jeremy Byard of harm reduction services at the Arthur Street Hotel in Kentucky, Dr. Sandra Comer of Columbia



Rep. Hal Rogers (R-KY) addresses audience as NIDA Director Dr. Nora Volkow looks on.

University Medical Center, Dr. Gail D'Onofrio of Yale School of Medicine and Dr. Hansel Tookes of the University of Miami Miller School of Medicine.

The event also featured remarks from Kaine, U.S. Rep. Hal Rogers (R-KY), U.S. Rep. Paul Tonko (D-NY) and Dr. Rahul Gupta, director of the White House Office of National Drug Control Policy.—**Molly Freimuth**



At left, Rep. Paul Tonko (D-NY) joins Volkow at NIDA's 50th anniversary event on Capitol Hill. At right, roundtable discussion guests included (from l) Jeremy Byard, Dr. Gail D'Onofrio, Dr. Hansel Tookes, Volkow and Dr. Sandra Comer.

RML To Host Indigenous People's Research Gathering, Aug. 8

Two Native American scientists will be among the featured speakers at the second Rivers of Knowledge research gathering on Thursday, Aug. 8 at NIAID's Rocky Mountain Laboratories (RML) in Hamilton, Mont. RML's STEAM Collaborations with Indigenous Peoples committee, which reaches out to Native Peoples and educators to foster research and educational opportunities in sciences and related fields, is coordinating the event.

The gathering will be hybrid and talks focus on zoonotic research, career development, training opportunities and hands-on educational projects. Registration is available online at SCIP 2024 Open House—Rivers of Knowledge, <https://go.nih.gov/ZhEXV8T>.

For more information, email RMLSCIP@mail.nih.gov.



ON THE COVER: This illustration, used on a recent NIH symposium banner, explores the many dimensions of sex and gender in the genomics era. An abstract framework evolves from two dimensions into three, and even beyond: a complex and unknowable future where our future understanding resides.

IMAGE: AUTUMN RAIN TOWNE

The NIH Record

Since 1949, the *NIH Record* has been published biweekly by the Staff News and Public Inquiries Branch, Office of Communications and Public Liaison, National Institutes of Health, Department of Health and Human Services. For editorial policies, email [nihrecord@nih.gov](mailto:.nihrecord@nih.gov).

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VOLUNTEERS

Brain Function Study Needs Volunteers

Dr. Armin Raznahan, along with his team at NIMH, conducts research using MRI to delve into brain function and anatomy. They are currently recruiting healthy female volunteers ages 6-18 to explore connections between brain and behavior. Receive \$400 if you complete all parts of the study. If you reside outside the Washington, D.C., region, study provides travel and lodging for the volunteer and one accompanying parent. Interested in participating or have questions? Contact the Clinical Center Office of Patient Recruitment at (866) 444-2214 (TTY users, dial 711) or ccopr@nih.gov. Refer to study #89-M-0006. For more information online, visit <https://go.nih.gov/3pTlc9m>.



Collins (c) with NHLBI Director Dr. Gary Gibbons (l) and Clinical Center CEO Dr. James Gilman

Portrait

CONTINUED FROM PAGE 1

DNA fretboard design—that has made frequent appearances throughout his time at NIH. The picture even captures Collins’s optimism, the rays of hope, with sunlight beaming in through the window.

Previous NIH director portraits have been paintings. Collins becomes the first to be represented with a photograph. The photographer, Visko Hatfield, has snapped high-profile images before at NIH and, incidentally, is the son of the late Sen. Mark Hatfield, namesake of NIH’s Clinical Research Center.

“We applaud the artistry of Visko Hatfield for capturing a multidimensional force of nature—Francis Collins—in a two-dimensional space,” said NIH Principal Deputy Director Dr. Lawrence Tabak. “And we

honor the multidimensional man himself—the leader, the scientist, the administrator, the musician.”

From his front-row seat during those years, Tabak lauded Collins for his many successes and how he deftly navigated difficult, unforeseen circumstances such as the Covid-19 pandemic.

“Very few people really know the extraordinary passion and energy Francis had during that historic period,” Tabak said. “Francis personifies boundless compassion for humans....He demonstrates a laser focus each and every day.”

Progress

Former U.S. Sen. Roy Blunt (R-MO) credited Collins for the sweeping changes in health care over the past 20 years.

Upon completing the Human Genome Project, which Collins led while director of the National Human Genome Research Institute (NHGRI), “we began to talk about health care in a different way,” Blunt said, from personalized medicine to CRISPR gene editing to immunotherapy. He also praised Collins for his ability to find common ground while working under three very different U.S. presidents.

“It was not by accident that different administrations and the scientific community kept on asking for more of you,” said



NIH Director Dr. Monica Bertagnolli (l) and Collins’s wife Diane Baker reveal the official portrait. During her remarks, Bertagnolli said Collins “always put his infectious and thoroughly sincere enthusiasm for NIH to good use” whether speaking with members of Congress or collaborating with colleagues.

Dr. Anthony Fauci, former director of the National Institute of Allergy and Infectious Diseases, via pre-recorded message. “We all recognized your incredible instinctive ability to cultivate relationships with members of Congress on both sides of the aisle, and with administrations of both parties, as well as your amazing ability to communicate science at multiple levels.”

Fauci recalled the agency-wide excitement when Collins was first recruited from the University of Michigan to lead NHGRI, where he has since returned as a senior investigator. Fauci highlighted Collins’s groundbreaking work on cystic fibrosis through his current research on progeria and type-2 diabetes. He also recounted speaking or meeting with Collins almost daily during the pandemic.



Helping to mark the milestone with Collins (fourth from l) are (from l) NIH Acting Associate Director for Communications and Public Liaison Renate Myles; HHS Deputy Secretary Andrea Palm; Sen. Roy Blunt; Baker; Bertagnolli; former NIH Director Dr. Elias Zerhouni; NIH Principal Deputy Director Dr. Lawrence Tabak; Chair of the Black Coalition Against Covid Dr. Reed Tuckson and NIH Chief of Staff John Burklow.

PHOTOS: CHIA-CHI CHARLIE CHANG

“Your personal integrity, your true commitment to equity at every level in science and government and your passion to serve the underserved are some of the many reasons why I have such high respect for you, and value our friendship so much.”

Explorer

Dr. Elias Zerhouni, who preceded Collins as director, said, “He has a characteristic that very few scientists, visionary or not, have: He is fundamentally at heart an explorer.”

It’s a painstaking and arduous process searching to discover a disease gene. Then came the human genome, making Collins a world-class explorer, Zerhouni noted.

Dr. Reed Tuckson, co-founder of the Black Coalition Against Covid and longtime NIH advisor, also described Collins as having “an unquenchable drive for discovery.”

“I will never forget the earnestness and seriousness of his call to me, requesting I help him to address the



Portrait photographer Visko Hatfield stands by his creation.

frustrating lack of equity in NIH grants that he believed limited the fullest expression of scientific discovery,” Tuckson said. “I continue to be inspired by Francis’s genuinely humble and self-effacing leadership style that was so consistently successful in bringing scientists and clinicians from diverse disciplines together.”

And, Collins has always peered outward, exploring how he could help others.

“Thank you for continuing to worry about the potential of the next generation of NIH scientists,” Zerhouni said.

Discovery

Baker, a pioneer in the field of genetic counseling, shared personal stories of how her husband rises to the occasion when bad news hits.

“‘We’ve got to fix this’ is something I’ve heard a lot,” she said. “He wants to hear every gory detail and then he wants to get things back on track.”

A performer since childhood in



Celebrating the portrait’s debut are (from l) NCI Director Dr. Kimryn Rathmell; NIDDK Director Dr. Griffin Rodgers; NIH Chief Officer for Scientific Workforce Diversity Dr. Marie Bernard and former NIH Deputy Director Dr. Jim Anderson. At right, Collins greets Dr. Sadhana Jackson, an NINDS investigator.

Staunton, Va., Collins “appreciates all the stages he’s been on,” Baker said, “but his passion is with people and progress. He moves forward embracing the problems, looking for solutions, loving the big ideas and looking forward to how he’s going to implement them.”

Among the big ideas Collins set in motion during his tenure as director include the BRAIN initiative, exploring how the brain works; *All of Us*, a massive precision medicine effort; HEAL, to address the opioid epidemic; and UNITE, to reduce structural racism and health disparities across biomedical research. In another proud feat, he helped recruit many institute/center directors and, among them, increased the number of women.

In his remarks, Collins took a moment to reflect on the somber state of affairs today that makes vigilance and advocacy all the

more urgent. Society is polarized, he said. Distrust in science is growing.

“But in the midst of this storm, we’re going to hold our heads high that we are devoted to a noble enterprise,” Collins said. “More than ever, I think we have to be prepared at all times, for all audiences and in all places, to tell the stories of how our work carries the best hope for revealing answers to ancient mysteries and providing healing for the many heartbreaks of the world’s people.”

Chorus

Then, Collins reached behind the curtain to reveal the other subject of his official portrait, his guitar, Rosalind, named after Dr. Rosalind Franklin, a British chemist whose research in the 1950s was integral to understanding molecular DNA.

Collins had written new lyrics to the folk song, “All the Good People,” and soon had

his audience singing along to the chorus.

“With this portrait,” Palm said, “there will be a constant reminder of what is possible, the hope [Collins] brought out in all of us and what we can achieve. He’ll inspire us and the next generation of scientists just by hanging around.” **R**





From left, volunteers take donations; happy supporters model a camp t-shirt; Dr. Michael Gottesman, former NIH deputy director for intramural research, shows off his 2024 BBQ wear; staff and visitors dance to the rocking sounds of ARRA on the CC's south lawn.

Fantastic

CONTINUED FROM PAGE 1

vendors and enjoy live music. About half of the event's proceeds will go toward funding Camp Fantastic, an adventure experience for children undergoing treatment for cancer or in recovery.

Event organizer David Browne, who is co-president of the Recreation and Welfare Association (R&W) at NIH, said the event reinforces NIH's partnership with the camp's foundation, Special Love.

"Special Love has always been very special to us," Browne said. "The charity is very close to all our hearts."

The scene at the BBQ was boisterous with music provided by NIH's own ARRA—the Affordable Rock 'n' Roll Act, led by former NIH Director Dr. Francis Collins and his scientific colleagues, as well as an opening performance from Dubious Intentions, led by Cynthia Vierria, who works at the National Institute of Neurological Disorders and Stroke.

Lines for lunch stretched across the lawn as NIH'ers visited food trucks offering an array of options from the savory tang of Bangin BBQ to refreshing ices.

"[This event is] just one of the things that really gets people to come out...It really brings the community together," remarked Browne.

Support from the event goes a long way, said Camp Fantastic Medical Coordinator Tammy Jenkins, pediatric clinical nurse specialist at the National Institute of Child Health and Human Development.

"The money raised helps Special Love pay the expenses related to putting on a summer camp," explained Jenkins, "from the basics of lodging and food to all the fun stuff like the shaving cream pie that will end up in a doctor's face or the silly costumes and decorations that make camp so memorable."

Camp Fantastic was founded in 1983 with help from Tom and Sheila Baker, bereaved parents of a child who was treated at NIH in the 1970s.

Staff, including many NIH volunteers,

dedicate time and effort to provide children ages 7-17 a typical camp experience while they are being treated or recovering from cancer. David Smith, Camp Fantastic director, noted that the camp means as much to the staff as to its campers.

"We were doing something that I already enjoyed, which was camp, and we were doing it with an audience that was so deserving, and just so amazing," he said. "They were special needs kids, and frankly, just special kids. It made the camp experience even more rewarding."

Smith works alongside NIH pediatric oncologist Dr. Jack Shern, who serves as the camp's medical director. Together, Special Love and NIH's Pediatric Oncology Branch provide kids with memorable summer camp experiences without sacrificing progress in their recovery journey.

Shern, and the medical and nursing team, handle NIH protocol and the medical aspects of the summer camp.

"When I signed up the first year, I just did a couple days," he recalled. "I just sort of stayed overnight. Then every year I added

a little bit of extra time because it was so much fun."

Shern began volunteering at the camp in 2011, following the advice of senior fellows in his department. Since then, the camp has allowed him to see his young patients as excited summer campers, which helps recharge his work ethic back in the office.

"Taking care of kids when they're [very] sick, it can be very emotionally draining, and what I have found is there is a way to see them out having fun and living their lives," Shern shared.

Jenkins has worked with the camp for more than 25 years. She said events like the BBQ show how involved NIH is in the mission of all-encompassing wellness for its community members.

"Attending camp changes the lives of these kids and provides them with the opportunity to try new things and make new friends—all of whom completely understand what they have been or are going through," she emphasized. "There's no need to explain anything...there's just acceptance and lots of love and support."



Above, the ARRA band performs and (below) celebrates after their gig to help raise money for Camp Fantastic.

PHOTOS: CHIA-CHI CHARLIE CHANG



Bertagnolli Leads NIH Visit to the University of Kentucky

BY LINDSAY TRAVIS AND ALICIA GREGORY

NIH Director Dr. Monica Bertagnolli, accompanied by several other leaders at NIH, recently traveled to Lexington on a visit to the University of Kentucky's (UK) Healthy Kentucky Research Building (HKRB), a space dedicated to enabling multidisciplinary teams to find solutions to reduce the health disparities greatly impacting the state.

With 100 principal investigators located at HKRB, a significant amount of UK's NIH-funded biomedical research happens inside the building.

"Kentucky's demographic and geographic diversity present unique challenges to the health of its communities—challenges that the University of Kentucky is addressing head on with novel ideas to tackle cancer, substance use, diabetes, cardiovascular health and neurological health," said Bertagnolli. "By focusing on these critical areas, UK is helping residents of the Bluegrass State live longer, healthier lives with discoveries that will ultimately benefit the health of all Americans."



At left, NIH Director Dr. Monica Bertagnolli presents "Improving Health Through Biomedical Research: Guiding Principles and an Orientation to NIH" at the University of Kentucky's Healthy Kentucky Research Building. At right, Yolanda Jackson, College of Communication and Information Ph.D. student, shares her Alzheimer's screening research with Bertagnolli.



She presented "Improving Health Through Biomedical Research: Guiding Principles and an Orientation to NIH." It was livestreamed and is available at <https://www.youtube.com/live/KLtrdihfa4Y>.

Much of the research conducted at UK focuses on addressing key health hurdles facing Kentucky, from cancer to substance use. Awards from NIH help propel scientific discoveries and power

UK's partnerships with Kentucky communities to improve health.

"We are grateful to the NIH and Director Bertagnolli for the continued support of biomedical research conducted at UK," said Dr. Lisa Cassis, UK vice president for research. "It fuels our ability to improve the health of Kentuckians. It was a pleasure to share how UK is leading the nation in health disparity and community-based research."



At left, UK Provost and Co-Executive Vice President for Health Affairs Dr. Robert DiPaola gives an overview of UK HealthCare. At center, Bertagnolli talks with Bassema Abu-Farsakh, a College of Nursing graduate research assistant, about her research on tobacco use and lung cancer screening. At right, NIH's Dr. Tara Schwetz (l) hears from Micah Devore, a UK College of Medicine pharmacology and nutritional sciences fellow, about his diabetes research.

In fiscal year 2023, NIH awarded \$145.6 million to UK. Roughly 200 principal investigators were awarded 289 grants for NIH-funded research projects.

In addition to Bertagnolli, the NIH delegation included Dr. Joni Rutter, director of the National Center for Advancing Translational Sciences (NCATS); Dr. Jon Lorsch, director of the National Institute of General Medical Sciences (NIGMS); Dr. Tara Schwetz, NIH deputy director for program coordination, planning and strategic initiatives; Associate Director for Legislative Policy and Analysis Kate Klimczack; Dr.

Eddie Billingslea, NIGMS small business strategy coordinator; and Dr. Krishan Arora, chief of NIGMS's Networks and Development Programs Branch.

Cassis gave the delegation an overview of UK's biomedical Research Priority Areas (RPAs)—cancer, substance use, neuroscience, diabetes and obesity, and cardiovascular diseases. Created in 2018, the RPA program's goal is to reduce the most pressing health disparities in Kentucky, which are particularly severe in the rural parts of the state.

Central to much of this work is the UK Center for Clinical and Translational Science, funded by NCATS, to translate findings from UK researchers to prevention, therapies and treatments in Kentucky communities.

Another round of discussions focused on programs supported by NIGMS, including the SuRE Resource Center, Faculty ACCESS program and NIH REACH Program (KYNETIC). **R**



At a UK briefing are (clockwise from center) Hans Hellmann of U.S. Rep. Andy Barr's staff; NIGMS Director Dr. Jon Lorsch; Bertagnolli; NCATS Director Dr. Joni Rutter; NIH Deputy Director for Program Coordination, Planning and Strategic Initiatives Dr. Tara Schwetz; Dr. Krishan Arora and Dr. Eddie Billingslea, both of NIGMS; UK Vice President for Research Dr. Lisa Cassis; UK President Dr. Eli Capilouto; DiPaola; and UK Director of Federal Relations Dr. Eric King.

PHOTOS: JEREMY BLACKBURN/UK RESEARCH COMMUNICATIONS

To make the most of our time, we must figure out where our time is going now, she suggested.

“It’s the same as any study we’re doing—you want to make sure you’re working from good data,” she explained. The only way to get that is to track it.

There are lots of ways to keep an eye on time. Vanderkam, for instance, has charted her hours on weekly spreadsheets for the past nine years. Each day, she writes down what she’s doing three times a day. Others use notebooks or time-tracking apps. The tool itself doesn’t matter. What matters is it gets done.

“I suggest people try tracking their time for a week, ideally,” she said. They should add up how many hours are spent on work, sleep, commuting, family and friends, household chores, watching television or volunteering.

Some people, however, are resistant to the recommendation. Often, they don’t want to know how much time they may be wasting. Figuring out where time really goes is not about playing gotcha but rather “making sure we’re not telling ourselves stories about our lives that aren’t true.”

Vanderkam has studied stories people tell about how they spend their time. One of the most common tales describes how many hours people work. In hybrid offices, what a work week looks like is more ambiguous.

“We’re not punching in from 9 to 5,” she noted. Employees now work all over the country or even the world. Work calls can take place late at night or early in the day.

“If you don’t know what a work week truly looks like, it’s really hard to assign time to different projects and priorities,” Vanderkam said. “If you don’t know the denominator, you’re guessing on the numerator.”

After someone documents their schedule for a week, they must ask themselves three questions. What do they like most about their schedule, what do they want to spend more time on and what do they want to spend less time doing?

Many people consume a lot of time and

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“We don’t build the lives we want by saving time. We build the lives we want and then time saves itself.”

-LAURA VANDERKAM

effort thinking about how to get things off their plate. Vanderkam advised a different strategy.

“We don’t build the lives we want by saving time,” she said. “We build the lives we want and then time saves itself.”

Every Friday afternoon, she suggested, people should list priorities for their career, relationships and self for the upcoming week to “turn what might be wasted time into some of our most productive minutes.”

hours for other things. Things don’t have to happen at the same time every day. A person, for instance, doesn’t have to exercise every day during their lunch break. Instead, they can fit in exercise when they have a morning without a meeting or on a free evening.

“Anything that happens three times a week is a habit,” she said. “Three times is doable. Often, we’re already doing stuff once, sometimes twice. Getting to three times a week is not that hard.”


A surprising number of successful people build open space into their schedule. It’s practical because everything takes longer than anticipated.

Vanderkam added that using time well is also about pursuing opportunities as they come. Spend more time in a meeting, for example, if a great idea comes up rather than cutting the session short.

Vanderkam also advised caution with the word “yes,” when asked to do something in the future. Many times, people have a hard time saying no, especially when a deadline is far off and their calendar looks open.

“A better question to ask yourself when you’re asked to do something is ‘Would I do this tomorrow?’” she explained. “If you are tempted to move things around or cancel things, say ‘yes.’”

Another approach would be to look at what’s already on the calendar and figure out whether 30-minute meetings can become quick phone calls.

Using these strategies can help maximize your time at work and at home. “However busy you are, you can build the life you want in the time that you’ve got,” Vanderkam concluded. 



A woman feels the stress of managing competing tasks.

PHOTO: PEOPLEIMAGES-YURI A/SHUTTERSTOCK

Ideally, each item on the list is a step towards a larger goal. Unplanned things will always come up, so it’s important to tackle as many things on the list as early as possible in the week—on Monday or Tuesday. Making progress on priorities earlier in the week allows people to get to them before something interrupts their week or it gives folks time to get to everything.

Vanderkam regularly hears there isn’t enough time in the day.

“We won’t get to everything that is important to us in any given day, but we don’t live our lives in days,” she emphasized. “We live our lives in weeks. By looking at the whole of the week, we see just how much space there is.”

If a person works 40 hours a week and sleeps eight hours a night, that leaves 72

LEGACY OF SERVICE, LEADERSHIP

NIMHD Chat Recalls Sullivan's Impact on Minority Health

BY SHELEKA TURNBULL

Dr. Louis W. Sullivan, who served as secretary of the Department of Health and Human Services from 1989 to 1993, has devoted his career to championing minority health and health disparities.



At a recent fireside chat, NIMHD Director Dr. Eliseo Pérez-Stable (l) with Dr. Louis Sullivan and NIMHD Deputy Director Dr. Monica Webb Hooper

He is the founding dean and president of Morehouse School of Medicine, serving for more than two decades. His leadership helped elevate Morehouse's status and capacity to train health care leaders and address health disparities, especially in racial and ethnic minority communities. Sullivan also played a seminal role in establishing the National Institute on Minority Health and Health Disparities (NIMHD).



“...We recognized what we were dealing with were health problems that were not specifically located by race but by social status, poverty.”

-FORMER HHS SECRETARY DR. LOUIS SULLIVAN



In a recent fireside chat hosted by NIMHD Director Dr. Eliseo Pérez-Stable, Sullivan shared personal stories and insights, reflecting on his dedication to health policy, medicine and education.

The former HHS helmsman recounted his journey, beginning in Atlanta.

Inspired by his father, an activist who served the Black community, and Dr. Joseph Griffin, a respected Black physician, Sullivan pursued a medical career to bring dignity and quality health service to underserved populations.

Sullivan also recalled his time as HHS secretary and spoke about his decision to accept the role, revealing that he initially hesitated.

“But I thought about it...and decided to come because I would be

able to have a national impact on what we were trying to do at Morehouse,” he said.

While at HHS, Sullivan prioritized developing initiatives to increase racial, ethnic and gender diversity. His efforts to improve the health behaviors of Americans, particularly related to NIH, included leading the charge to increase the agency's budget and inaugurating the Women's Health Research Program. He is also credited with overseeing the appointment of NIH's first female director, the late Dr. Bernadine Healy, as well as the first female and Hispanic surgeon generals and first female HHS chief of staff.

During the chat, Sullivan offered insights into the evolution of NIMHD and his efforts to create the Office of Research on Minority Health, which eventually became the National Center on Minority Health and Health Disparities (NCMHD) and is now NIMHD.

Sullivan explained that when NCMHD was formed with passage of the Minority Health and Health Disparities Research and Education Act in 2000, the late Sen. Robert Byrd (D-WV) was instrumental in adding “health disparities” to the center's name. He said Byrd was concerned that many of his constituents also faced disparities due to their socio-economic status.

“So that was how it became the Center for Minority Health and Health Disparities because we recognized what we were dealing with were health problems that were not specifically located by race but by social status, poverty,” Sullivan added.



One of many well-wishers attending the chat, NEI Director Dr. Michael Chiang (l) sits with Sullivan.

PHOTOS: CHARLIE CHIA-CHI CHANG

Sullivan also underscored the importance of effective science education, particularly from kindergarten through 12th grade, to foster trust and understanding in science. He advocated for involving community leaders, such as ministers, teachers and community center directors, to make science more accessible and understandable.

Their involvement, Sullivan concluded, could help counter negative perceptions of science and promote a more inclusive approach to biomedical research.

Watch the entire conversation: <https://videocast.nih.gov/watch=54588>.

REHOME SWEET HOME

NIH Supports Adoption of Lab Animals After Research

BY DAVID KOSUB

Back in 2018, Shanon Harmon, then an NIH veterinary technician, was conducting his normal daily tasks and check-up procedures on the laboratory animals under his care. One particular animal, a bloodhound-cross named Rohan, started to catch Harmon's attention more each day. Harmon learned there may be an opportunity to adopt Rohan after his contributions to the research project ended.



Shanon Harmon

"He was a very relaxed guy, would walk right up to animal staff in the play yard and put his head right in their chest. That hit my soul," Harmon recalled, thinking about the possibility of adopting Rohan. "I was going through the checks in my mind. Would my home be a good transition and fit, and not be scary?"

Rehoming involves placing laboratory animals up for adoption after their participation in research is over. For outside research organizations, NIH has expressed its support for them to develop their own rehoming programs, and suggests considerations. But how does rehoming work for animal participants in NIH intramural research?

NIH's rehoming program began ramping up around the time Harmon considered adopting Rohan. Since then, 52 animals have been adopted. All were domesticated species, ranging from agricultural animals like sheep and pigs to more traditional pet animals like dogs, cats, rabbits and guinea pigs. Wild, non-domesticated laboratory animals were excluded.



Rohan (l) outside Harmon's home. At right, mini pigs Alan and Cady retired to Connolly's home.

The Division of Veterinary Resources (DVR), within NIH's Office of Research Services, oversees and provides guidance on adoption programs across NIH.

Division Director Dr. Jill Ascher, a veterinarian, explains the importance of NIH's post-research animal adoption program.

"Our research animals have benefited both human- and animal-kind," she says. "They deserve the opportunity to be placed in caring homes after they have completed their work. It benefits not only the animals, but also the animal care staff, who have taken care of them, and in many cases, developed strong bonds with them."

The process is similar across NIH, although variability exists depending on specific animals. DVR has also advised and provided guidance for other federal agencies, like the Food and Drug Administration and Walter Reed National Military Medical Center.

Here's how the process works: The relevant scientific director (or their designee) and NIH's animal care and use committee determine whether the laboratory animal is suitable for adoption as a pet after a study has ended. Veterinarians, including experts in the animal's behavior, give each animal a full physical exam for health, temperament, research history and liability risk as well as how each may react to transitioning to a new home. For agricultural animals, staff will also assess adequacy of the new environment's available space.

DVR may also follow up to ensure the animals are happy and healthy in their new homes.

"The compassion the NIH animal care staff have is really highlighted in this program," explained Dr. Meghan Connolly, a behavior veterinarian and DVR rehoming lead who adopted Alan and Cady, two miniature pigs. "It gives the animals who have helped further biomedical research a wonderful retirement life."

In retirement, Rohan had to get used to a new environment—living with another dog, encountering different smells, feeling comfortable on a leash, potty training, exploring a backyard and growing into a new routine as a pet.

"It was a big adjustment," Harmon said. "But it meant he could retire and be appreciated for his contribution to science. We do it with police dogs. Why not research animals?"

Typically, animals are adopted by members of the research community, many of whom work at



Dr. Jill Ascher (l), director, Division of Veterinary Resources and Dr. Meghan Connolly, a behavioral veterinarian

NIH. There is no adoption fee, but there is a process to transfer ownership.

DVR will interview those interested in adopting to make sure they are familiar with the animal's behavior, life-long care and space requirements and local zoning restrictions. Most importantly, adopters must comply with standards for humane animal care and accept full responsibility for the animals.

Potential adopters usually learn about animals coming up for adoption through word of mouth. A growing number of NIH intramural research protocols now indicate that the animals involved will be placed for adoption at the end of the study, if suitable.

When a match is made, the adopter will receive the animal's medical history as well as information on how to care for the animal, placing into a carrier or crate, diet, and anything else relevant to help keep the transition as low stress as possible. Animals cannot be sold, released into the wild or used for food or as working animals.

Rehoming helps improve morale among research staff—especially in situations when they may feel overwhelmed or experience burnout while working with the animals.

"Our staff love these animals," Ascher noted. "We understand, though, some veterinarians and laboratory staff may experience compassion fatigue when conducting research. This program is one way we aim to help provide a holistic approach to address this concern for our staff and the animals alike. We find it a very rewarding experience."

Rohan has become an ambassador for post-research adoption. When out in public he wears a handmade jacket announcing, "Ask me how I help save lives."

"When I explain that Rohan is a retired research animal to someone who asks," Harmon said, "it gives that person a new perspective on the role of animals in research, which is likely different from before they met him."

To learn more about NIH's animal adoption program, email DVR at oddvrdir@mail.nih.gov. **R**

SAVE THE DATE

**NIH Research Festival Returns
Sept. 23-25**

The annual NIH Research Festival will be held Sept. 23-25 in and around Bldg. 10.

Dating back to 1986, the festival is a yearly multi-day celebration of scientific discoveries and advances happening throughout NIH labs and clinics.

This year's festival will feature scientific lectures and posters, workshops, information tables, technical vendor booths, special food trucks and local entertainment. All are welcome; no registration is required for attendees. There will be opportunities to participate in select events remotely.

The annual Green Labs Fair will be held on Thursday, Sept. 26.

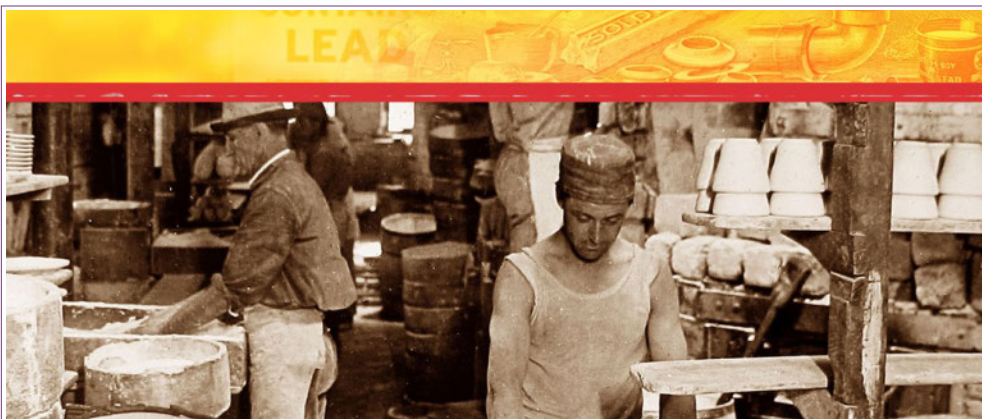


Research Festival poster session in 2018

The tentative festival agenda includes:

- **Monday, Sept. 23:** NIH Distinguished Scholars Program symposium; scientific poster presentations; workshops on scientific resources; training activities in the NIH Library; and information tables for NIH scientific and employee resources.
- **Tuesday, Sept. 24:** morning symposium featuring NIH'ers recently elected to the National Academy of Sciences; afternoon symposium on NIH-wide artificial intelligence concepts; and vendor booths and workshops.
- **Wednesday, Sept. 25:** annual Philip S. Chen Jr. Ph.D. Distinguished Lecture on Innovation and Technology Transfer; annual Victoria A. Harden Lecture in NIH History; a special Wednesday Afternoon Lecture Series (WALS) presentation; and vendor booths and workshops.

For the most current schedule, visit <https://researchfestival.nih.gov> or email Diana Gomez, Office of Intramural Research events coordinator, at diana.gomez@nih.gov.

**NLM Staff Awarded for
Highlighting Public Health,
History, Innovation**

National Library of Medicine (NLM) staff were honored recently for their efforts in highlighting public health through the lens of history and bringing the library's collections to the world through innovation and collaboration.

NLM Acting Director Dr. Stephen Sherry received the Health and Safety Virtual Exhibit of the Year Award from the American Industrial Hygiene Association (AIHA) for the exhibit, *This Lead is Killing Us: A History of Citizens Fighting Lead Poisoning in Their Communities*. The virtual presentation (<https://www.nlm.nih.gov/exhibition/thisleadiskillingus/index.html>) highlights past and ongoing efforts to prevent lead exposure in workplaces.



Dr. Stephen Sherry

Presented by AIHA's museum and cultural heritage industry working group, the award acknowledges the power of an instructive, visually appealing virtual exhibit to tell a story about occupational and environmental health and safety issues. By bestowing this award, the working group seeks to inspire others to identify or develop other health and safety-related virtual exhibits.

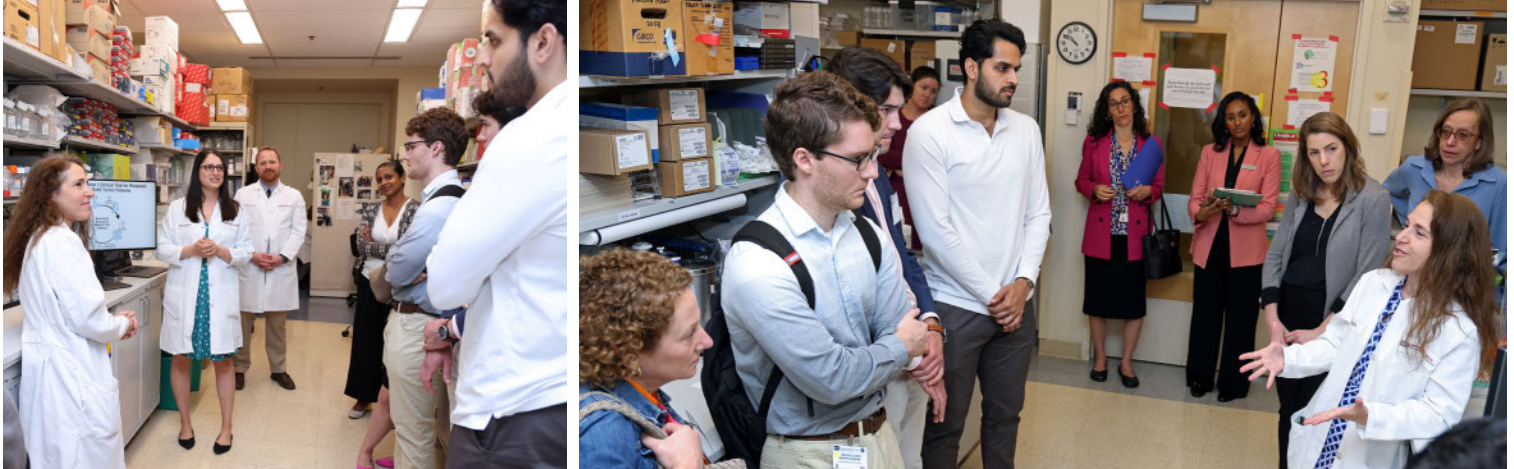
In May, the professional organization LAMPHS (Librarians, Archivists, and Museum Professionals in the History of the Health Sciences) honored an NLM team for their co-authored article. NLM's Dr. Jeffrey Reznick, senior historian; Christie Moffatt, digital manuscripts program manager; Jennifer Gilbert, senior technical informational specialist; and Doron Shalvi, senior applications architect, received the 2024 Patricia E. Gallagher Best Article Award for "Innovation and Collaboration at the National Library of Medicine: Migrating Profiles in Science to a New Digital Platform for Development, Preservation and Public Access."

Published open access in the Society of American Archivists' *American Archivist* journal, the article features a model of teamwork to inspire other organizations engaged in long-term digital stewardship of historical resources to advance research, teaching and learning. See bit.ly/3X2VpBs.

NLM staff noted receiving this award was especially meaningful because it honors the memory and professional contributions of their former colleague, Patricia E. Gallagher, who passed away in 2021. See <https://go.nih.gov/DfsjAZC>.



NLM's Profiles in Science (<https://profiles.nlm.nih.gov/>) is the focus of NLM's award-winning open-access article.



At left, on a lab tour are (from l) Dr. Rosandra Kaplan, head of the POB's tumor microenvironment section; Dr. Sabina Kaczanowska, POB staff scientist; Dr. James Cronk, POB clinical fellow; Dr. Anandani Nellan, POB physician-scientist early investigator; Kenneth Downs, legislative correspondent to U.S. Sen. Chris Van Hollen (MD); Rhett Styles, legislative assistant to U.S. Rep. Michael McCaul (TX); and Harsh Patel, legislative assistant to U.S. Rep. Ami Bera (CA). At right, Kaplan (r) briefs lab guests (from l) Dana Richter, senior health advisor to U.S. Sen. Shelley Moore Capito (WV); Downs; Styles, Patel; Sonia Hawkins and Ziky Ababiya of NCI's Office of Government and Congressional Relations; Jill Boland, senior health advisor to Sen. Jack Reed (RI); and POB Chief Dr. Brigitte Widemann.

PHOTOS: CHIA-CHI CHARLIE CHANG

Congressional Staffers Visit for Briefings on Childhood Cancer Research

Staff to several U.S. legislators visited the National Cancer Institute (NCI) on May 29 for a tour focused on childhood cancer research.

Staffers from the offices of Sen. Jack Reed (D-RI), Sen. Shelley Moore Capito (R-WV), Sen. Chris Van Hollen (D-MD), Sen. John Boozman (R-AR), Rep. Michael McCaul (R-TX), Rep. Ami Bera (D-CA), Rep. Susan Wild (D-PA) and Rep. Bonnie Watson Coleman (D-NJ) took the tour.

The group met with several NCI extramural program leaders, including Drs.



Widemann (r) with Holly Gibbons (l), deputy director of NCI's Office of Government and Congressional Relations, talks to legislative staffers.

Malcolm Smith, Nita Seibel, Greg Reaman and Emily Tonorezos, as well as leadership of NCI's Pediatric Oncology Branch Drs. Brigitte Widemann and John Glod.

The afternoon also included visits to two laboratories with POB investigators—one lab site with Drs. Nirali Shah, Christopher Chien and Victoria Giordani, and another lab with Drs. Rosandra Kaplan, Anandani Nellan, James Cronk and Sabina Kaczanowska.

Staff also met with NCI Director Dr. Kimryn Rathmell and toured the Children's Inn at NIH, which provides free lodging and services for many families with children, adolescents and young adults participating in NIH clinical trials.



At left, during an NCI briefing are (from l) Dr. Victoria Giordani, POB clinical fellow; Dr. Chris Chien, POB senior researcher; Dr. Nirali Shah, head of POB's hematologic malignancies section; Patel; Styles; and Downs. At right, congressional staff also dropped by a Clinical Center patient room. Shown are (from l) Ryker Bennett; Sara Hart; POB Practitioners Anna Smith and Anne Dufek; and Boland.