NCI-CCR Staff Scientist/Staff Clinician Handbook

V 2.0

Professional Development Committee

NCI-CCR SSSC Organization

Staff Scientists and Staff Clinicians at NCI:

Congratulations on becoming a Staff Scientist/ Clinician (SS/SC) at the National Institutes of Health. You are an important force behind successful research at NIH.

Reviewed by the CCR Senior Leadership

In brief, you are likely to

1- have a doctorate degree and evidence of scientific expertise as demonstrated by publications in peer-reviewed journals.

2- be capable of designing experiments and working independently.

3- have sophisticated skills and knowledge essential to the work of the Laboratory, Branch or department.

4- undertake mentoring of junior members of the laboratory.

5- be appointed under Title 42(g) for Staff Scientists and under Title 42(f) or T5 with T38 special pays for Staff Clinicians. These appointments are generally equivalent to GS-13 – 15 positions in the Civil Service. Staff Scientists and Staff Clinicians must be paid a salary at least equivalent to GS-13, step 1 in the Civil Service.

6- be reviewed every four years by the Center for Cancer Research (CCR) Quadrennial Review committee, at your Laboratory/Branch site visit, or independently if you are a Core or Facility Manager.

7- be on a time limited appointment if appointed under the Title 42(g) authority or on an indefinite appointment if appointed under the Title 42 (f) authority. Those on a time limited appointment should make note of the appointment's "not to exceed date" so that you can assist in your appointment renewal. The "not to exceed date" is on your SF-50, Notification of Personnel Action, filed in your Official Personnel File (eOPF). Contact your Laboratory/Branch program support staff four months prior to the "not to exceed date" to ensure a timely renewal.

You are not likely to

1- be on a tenure track.

2- submit grants to support independent research within the laboratory of the Principal Investigator (PI).

What is a Staff Scientist?

A Staff Scientist usually has a doctoral degree and is selected by the IC to support the long-term research of a PI.

NIH Staff Scientists are highly specialized and demonstrate scientific skills and expertise. They perform a critical function as key members of a team of researchers whose project goals are defined by a PI.

The appointment of a Staff Scientist is based on the strength of the research program in the

Laboratory/Branch. The research program must be (and remain) very strong scientifically and the candidate must have demonstrated an exceptional ability to be highly productive within this research program.

Some Staff Scientists supervise and manage specialized operations in CCR designated Cores or Facilities. Cores reside in Laboratories or Branches and provide specialized services (e.g. microscopy, flow cytometry, spectrometry, etc.) available to all CCR scientists. Facilities are typically located in Laboratories/Branches, but are primarily responsible for service to members of those specific Laboratories/Branches.

What is a Staff Clinician?

A Staff Clinician is an NIH physician or dentist who spends the majority of his/her time providing critical patient care services, and may also be the principal investigator on clinical protocols under the supervision of an PI or Senior Scientist.

How do these positions differ from those of tenured or tenure-track investigators?

An SS/SC does not have independent resources like a tenured or tenure-track investigator. However, SS/SCs may work independently and have sophisticated skills and knowledge essential to the work of the laboratory. In addition, they may appear as an associated PI on grant applications and, therefore, may contribute to increased resources to the PI's budget. (For a list of awards and grants available to SS/SCs visit:

https://ccrod.cancer.gov/confluence/display/CCRSSSCArchive/Practical+Information).

A SS/SC's research is initiated by the PI, but may be conducted independently by the SS/SC. With approval of the PI, a SS/SC may devote up to 20% of his/her time conducting independent, self-initiated research. It is essential that both PI and SS/SC set clear expectations and come to a mutual agreement on the extent of independent research the SS/SC will be allowed to perform since resources for the SS/SC's independent research will come from the PI's budget.

CCR Designations for Staff Scientists

Associate Scientists and Senior Associate Scientists (AS/SAS) are CCR designations for Staff Scientists who play a variety of critical roles within the CCR. These scientists have substantial expertise in their field of endeavor. For example, these individuals would have stature such that they are called upon as experts by outside institutions, are invited to give seminars at research institutions and national meetings, and/or serve on grant study sections. Individuals performing in a strict service capacity will not be considered for this designation.

To be considered for Associate Scientist status, an SS must:

1. Have a substantial record of achievement;

2. Play a major support role within a quality research program;
3. Have made major contributions to peer-reviewed publications as evidenced by co-authorship on a reasonable number of publications in journals generally acknowledged to be of high quality;
4. Provide other evidence of being held in high regard by peers, such as being consulted by others at the NIH or elsewhere for advice and/or assistance; and,
5. Have received an "Outstanding" rating by the CCR Quadrennial Review Panel for Staff Scientists. This criterion may be waived by the SD in exceptional circumstances, including appointment of an outside candidate or conversion from a PI intramural professional designation.

Given these criteria, it is expected that designation as an Associate Scientist will be infrequent.

In addition to the criteria for Associate Scientist, to be considered for Senior Associate Scientist status, an SS must meet the following criteria:

1. Have made contributions that significantly promote the mission of the NCI or that of other IC's.
2. Makes presentations at scientific meetings and participates in the work of NCI or NIH committees.
3. Have made significant methodological or other contributions to the scientific literature.
4. May supervise doctoral-level staff.
5. Have received an "Outstanding" rating by the CCR Quadrennial Review Panel for Staff Scientists in consecutive reviews. This criterion may be waived by the SD in exceptional circumstances, including appointment of an outside candidate or conversion from a PI intramural professional designation.

Given these criteria, it is expected that designation as Senior Associate Scientist will be rare.

Candidates must be nominated for Associate Scientist or Senior Associate Scientist status by a CCR Laboratory/Branch Chief. To be considered, the Laboratory/Branch Chief must submit a memo, through the assigned Deputy, to the Scientific Director formally nominating for AS/SAS status.   An updated CV must be included as well as three letters of reference from individuals who are not recent collaborators, including at least two letters from outside NCI-CCR and at least one letter from outside the NIH.

The nomination will be reviewed by a committee comprised of the senior staff of the CCR, chaired by the CCR Director. The assigned Deputy Director will present the nomination. The Deputy Directors for CCR, the Scientific Director for Clinical Research, and the Scientific Director for Basic Research will vote on the nomination.

Designation as Associate or Senior Associate Scientist must be specifically approved by the CCR Director. Without specific approval of this status, it is not conferred. Possessing a salary level

or grade commonly associated with Associate Scientists or Senior Associate Scientists does not automatically confer this status.

Promotion to a new level does not result in a change in appointment status or Intramural Professional Designation (IPD) nor salary or Tier adjustment, which will still be addressed during the Quadrennial Review.

CCR Designations for Staff Clinicians

In order to more fully reflect the varied and vital roles that CCR physician-scientists have, such as providing highly specialized clinical care or leading complex patient care teams to carry out complicated research trials, new position designations have been created as described below.

Assistant Research Physician
"Assistant Research Physician" is appropriate for Staff Clinicians, who generally have less than four years of post-fellowship experience.

Associate Research Physician
Staff Clinicians approved for the tier, "Associate Research Physician", generally will have at least four years of post-fellowship experience.

Senior Research Physician
Staff Clinicians approved for the tier, "Senior Research Physician", will be considered national or international leaders in their field.

Requests for these titles must have the support of the Laboratory/Branch Chief and require review. More information about the criteria for each tier and process for approval may be obtained from your Administrative Officer.

What appointment mechanism is used for Staff Scientists and Staff Clinicians?

Title 42: SS/SCs are hired under the 42 USC 209 (g) and (f) appointing authority, commonly referred to as "Title 42." Appointments under T42 (g) are time-limited, renewable appointments; appointments under T42 (f) are indefinite appointments. Staff Scientists are generally appointed under T42(g) and Staff Clinicians generally appointed under T42 (f), but there will be exceptions. For information about Title 42, including appointment criteria, visit: https://intrahr.od.nih.gov/executive/title42/default.htm

Title 38: Some Staff Clinicians will be appointed to temporary or permanent positions under Title 5 (i.e. Civil Service GS positions) with supplemental pay for Medical Officers under Title 38. These are sometimes referred to as "Title 38 appointments" to differentiate them from the non-Medical Officer Civil Service positions under Title 5 that do not have Title 38 special pays. At NIH, the same salaries that are attainable under T42 are attainable under T38. One mechanism will not yield a higher salary than the other. For information on Title 38, visit: https://hr.od.nih.gov/benefits/pay/title38pay.htm

How is initial pay determined?

The SS/SCs initial salary is negotiated between the employee, PI, Laboratory/Branch Chief, and the CCR Director. The starting salary at the time of appointment depends on the qualifications and experience of the individual, salaries of staff on board with similar experience, as well as current employment market forces. The constraints of Title 42 salaries are less restrictive than those of traditional GS (Title 5) salaries. With fewer limitations on salary amounts, there may be more flexibility in choosing an appropriate salary level.

Title 38 Medical Officer salaries for Staff Clinicians offer some flexibility.

Salary Adjustments

Title 42 (g) appointees typically receive the same annual cost-of-living increase (COLA) approved by Congress for Title 5 employees. T42 increases are approved by NIH, not by Congress, and are not guaranteed. Note, SS/SCs appointed under Title 42 (f) indefinite appointments do not receive COLAs.

Annual merit adjustments are generally processed in the spring of each year. The rules and limits may change each year.

After a quadrennial review, T42 SS/SCs may also receive a quadrennial pay increase. Limits apply as determined by NIH each year.

There is no guarantee of merit or quadrennial adjustments even if performance reviews are acceptable. If a salary is already at a compensation limit, which is more common with Staff Clinicians, no additional increase can be granted.

Performance Reviews

Except for Core or Facility directors, SS/SCs are not reviewed by the Board of Scientific Counselors (BSC). Although SS/SCs do not present their work directly for review by the BSC, their work is reviewed as part of the work of the PI for whom they support. The research program of the PI's laboratory is reviewed by the BSC, including the resources for support of SS/SC who are assigned to the PI.

All SS/SCs, regardless of appointment mechanism, are evaluated annually through the Performance Management Appraisal Program (PMAP). SS/SCs appointed under T42 and not reviewed by the BSC are also reviewed every four years in a quadrennial review.

The annual review is based on expectations spelled out in an annual PMAP performance plan. This performance plan contains elements that are important to the mission of the Department of Health and Human Services, the NIH, NCI, and the individual job responsibilities. Achievements deemed to be important in the role of a SS/SC might include publications, collaborative studies, presentations at meetings and participation in professional societies.

The PMAP performance plan is established every January (or upon appointment), requires a mid-year review, and is completed at the end of the year with the assignment of a final performance rating: Level 5 -Achieved Outstanding Results; Level 4 - Achieved More than Expected Results; Level 3 - Achieved Expected Results; Level 2, - Partially Achieved Expected Results; or Level 1 - Achieved Unsatisfactory Results. Level 3 or above may result in a performance bonus while Levels 1 and 2 may lead to remediation, which, if not successful, can lead to dismissal.

The four year Quadrennial Review of T42 SS/SCs is described in the NIH Intramural Source Book: "Reviews of a Staff Scientist's/Clinician's work are conducted at least every four years by the IC. A CV and bibliography, a letter of evaluation from the supervisor, and two letters of evaluation from collaborators or other scientists in a position to review the Staff Scientist's/Clinician's work should be provided. Performance is measured against the following elements: interactions with other scientists/clinicians, scientific productivity, other achievements, and evidence of being up-to-date scientifically and technically as outlined by the employee and confirmed in letters of reference. Measures of performance include collaborations, awards, presented lectures, course work, mentoring/teaching, participation in Special Interest Groups, etc. The function of this review is to look at continuation/placement of the Staff Scientist/Clinician, possible salary adjustment, and to enable the Scientific Director to report to the BSC on allocation of these personnel resources."

The review process usually involves the following steps:

1- The Administrative Resource Center (ARC) notifies the PI that a SS/SC is due for a review. The review date is based on the start date of the appointment as a SS/SC or the last review date. Notifications of those SS/SCs due for quadrennial reviews during the following spring are typically sent out in August/September of each year with the packages due in early December.

2- The PI confers with the SS/SC and directs him/her to obtain the names of two collaborators or other scientists in a position to review their work from whom letters of reference may be requested.

3- The PI writes a letter of evaluation of the SS/SC performance over the past four years. In the memo the following issues should be addressed:

   a. Candidate Information.

   b. Performance Review, possibly addressing the elements outlined above. However, given the variety of functions/tasks that SS/SCs perform in different laboratories, the criteria for evaluation may be quite different. Since the people involved in the evaluation process are not necessarily familiar with the particular laboratory, it is a good idea that the PI addresses in his/her review how the SS/SC's performance has met the specific programmatic needs of the laboratory.

   c. An updated CV, including bibliography, of the SS/SC, and the most recent BSC evaluation

report of the PI's laboratory should be attached to the memo.

4- The CCR Quad Review Panel meets in the every spring (typically in March) to conduct the reviews.

5- The results of the review are emailed to the SS/SC and supervisor by the Executive Secretary of the CCR Quadrennial Review committee. Six ratings are possible: Outstanding; Outstanding – Excellent; Excellent – Outstanding; Excellent Good- Excellent; or, Good.. The results are usually available in April or May.

6. If rated Outstanding or Excellent, a quadrennial salary adjustment may occur during the annual Title 42 pay adjustment period. If granted a pay adjustment, the SS/SC will receive a notification that the change was made in his/her Electronic Official Personnel File (eOPF), which can be accessed online (https://ams.hhs.gov/amsLogin/SimpleLogin.jsp).

Core and Facility directors can be reviewed by the BSC. BSCs are comprised of scientists from outside NIH who themselves have outstanding scientific credentials and who are committed to providing rigorous, objective reviews. BSCs were established to assist Scientific Directors in the evaluation of the quality of intramural research programs. NIH Manual Chapter 3005 establishes policy governing BSC reviews. CCR may also internally review Cores on an ad hoc basis or with a group of related Cores.

Mentoring

SS/SCs may be directed by their PIs to participate in the supervising, training or hiring of personnel, including pre- and postdoctoral fellows. In such cases, mentoring is expected to be a critical activity for the SS/SC, and will be considered as an element included in performance review. SS/SC mentors may be considered for an Outstanding Mentor Award, which is awarded annually by the NCI Office of Education/Fellows Committee.

Appointment Renewals

Title 42 SS/SC time-limited appointments are renewable. The decision to renew or not to renew is based on the BSC review of the PI and quadrennial review of the SS/SC. In principle, the results of the BSC review determine the amount and type of resources that will be provided to the reviewed PI. When the BSC and Scientific Director agree that the PI continues to be productive, and that the SS/SC continues to be an important contribution to that productivity as evidenced by his/her quadrennial review, the SS/SC's appointment is likely to be renewed. Current CCR policy allows renewals to extend one year beyond the next anticipated BSC review of the PI or next anticipated quadrennial review of the SS/SC, whichever occurs sooner.

Policy on Displaced Staff Scientists/Staff Clinicians

Since the SS/SC appointment is typically linked to a PI's research program, upon the departure of that PI, either through retirement, acceptance of employment outside the CCR, or closure of the PI's lab after BSC review, the SS/SC appointment would not be continued.

PIs leaving the CCR are generally allowed six months after their departure to close their labs; PIs whose laboratories are closed by the BSC are generally allowed up to a year to close their lab. The SS/SC's appointment would generally continue as long as the laboratory remains open. During this time, the SS/SC can/should be looking for other employment. They can transfer to another position within the CCR or another IC at the NIH, or accept a position outside of NIH, provided a position is available. As much notice as possible will be given before the SS/SCs appointment is terminated. Assistance in locating another position is available as discussed below, however, it is incumbent upon the SS/SC in this situation to find another position.

Career Tips for Staff Scientists/Staff Clinicians Anticipating Displacement/Termination

WHILE SERVING AS AN SS/SC AND/OR BEFORE YOU BECOME DISPLACED:

1. Keep your Quad Review C.V. up to date on a monthly basis

2. Create a CCR webpage: Include professional picture, biography, and selected publications (contact Susan Fox <foxs@mail.nih.gov>).

3. Create a LinkedIn profile and keep it A.L.I.V.E. (Accurate, Locatable, Impactful, Value-based & Engaging). Update it regularly. Download the "LinkedIn Optimization for Busy Business Professionals" presentation from the SS/SC website. Your entire CV should bon your LinkedIn page.

4. Create a Research Gate or Scopus profile page and use this link in your resume and LinkedIn page.

5. Prepare a skill set list following industry standards.

6. Create a 2-page industry-type resume with some of the following sections (Profile, Education, Professional Experience, Continuous Education, Skills and Values, Publications, Patents, High Impact Presentations & Volunteer Causes). Use links to your CCR, LinkedIn, Scopus or Research Gate profile pages to save space.

7. Become visible inside and outside the CCR by participating in volunteer actions (committees, faculty, etc.)

8. Enlist in free training and coaching from the NCI Office of Workforce Management and Development and OITE to develop self-awareness and leadership skills.

9. Get USAJOBS ready by watching online presentations on videocast.nih.gov (click on Training and Meetings and then Career Development/OITE) and by downloading the

USAJobs slides from the SSSC website. Get Your PhD diploma certified if it's from a foreign country (http://www.foreigncredits.com/).

Network

IF YOU RECEIVE A TERMINATION NOTICE, BE PROACTIVE BY:

1. Contacting the CCR Office of Scientific Programs if you need guidance on how to proceed. Bethesda: Cynthia Masison (masisonc@mail.nih.gov) and Frederick: Gretchen White (whiteg@mail.nih.gov).

2. Contacting your Lab/Branch Chief and assigned Deputy Director to discuss your situation. Having a document describing your skill set and your CV may be helpful for discussing career directions and possibilities.

3. Exploring a temporary detail (internship in a new location to gain experience) to a different Lab/Branch or Core facility may be possible if a position is vacant or about to become vacant. Consult your PI and Lab/Branch Chief to discuss possible details or training positions. Be advised that a detail involves coordination with your PI, the identified lab/office and the CCR ARC. Be aware that a detail may not result in a placement. In order for a transfer to occur, the lab/office must have an open FTE position.

4. Consulting the NCI SS/SC Alumni database and contact former SS/SCs to discuss how they transitioned into their current positions and to ask for advice.

5. Searching the web for Talent Recruiting firms in healthcare and biotechnology companies (most of them are on LinkedIn) if you want help in identifying positions.

6. Spending time updating your LinkedIn account and setting your profile might help get you noticed by individuals seeking your particular skill set. In addition, you can apply to jobs on USAJOBS.

For Further Information:

The Office of Intramural Research (OIR) Sourcebook provides information on appointment, review, and promotion of SS/SC Scientists/Clinicians at NIH (https://oir.nih.gov/sourcebook).

The NIH Staff Scientist/Staff Clinician organization meets periodically to discuss issues pertinent to SS/SCs throughout the NIH. The NIH SS/SC Organization was conceived in 2004 to represent more than 1000 SS/SCs at the NIH, irrespective of hiring mechanisms (e.g. GS, Title 42, or Contractor). Every NIH Staff Scientist and Staff Clinician is therefore represented by this organization. The vision of the NIH Staff Scientist/Staff Clinician Organization is to:

a. represent all of the NIH Staff Scientists/Staff Clinicians to the NIH senior

administrative staff located in the administrative building (building .1);

b.   promote networking and inter-institute collaborations;

c.   create a repository of resources and expertise of SS/SCs;.

d.   organize seminars/workshops on cutting-edge or emerging technologies; and,

e.   foster career development through seminars/workshops on management, mentoring, lab organization, databases, visa regulations for foreign scientists, etc.

For more information, please visit the organization web site at: http://sigs.nih.gov/NIH_SSSC/Pages/default.aspxand join the NIH-wide listserv at http://sigs.nih.gov/NIH_SSSC/Pages/Members.aspx

NCI Office of Workforce Development (OWD)

http://mynci.cancer.gov/workforce/careerdev

nciowd-r@mail.nih.gov

Shannon Connolly: 301-480-5033

An extensive professional development program is available though OWD. Except for the five-day Human Element Program, most of their programs are offered at no cost. OWD offers numerous four-hour workshops as part of their Professional Toolkit Program. These are designed to improve personal effectiveness and include topics such as emotional intelligence, effective communication, trust building and team management. They also offer a "Brown Bag" seminar series offered during lunch and one-day workshops in "Managing Up", "In the Middle" and other topics.

OWD also has several excellent long-term programs. Some of the popular programs are as follows:

Executive and Leadership Coaching (12 weeks)

LEAP: Leadership Education and Action Program (six months)

Knowledge Management Mentoring Program (one year)

Office of Intramural Training and Education (OITE)

https://www.training.nih.gov/

SS/SCs are now eligible for career services available through OITE. These services were once only available for post-docs, post-bacs and graduate students. Appointments can be made to discuss career options, to review your C.V.or resume, prepare for interviews and plan job searches. To schedule an appointment please email Dr. Sharon Milgram at milgrams@od.nih.gov and write SS/SC CAREER COUNSELING in the subject line. To receive notices about courses offered by OITE make sure you are on the NIH-SSSC LIST which can be accessed via the NIH LIST SERVE.

The NCI Center for Cancer Training

http://www.cancer.gov/grants-training/training

The NCI Center for Cancer Training provides research training and career development through the coordination of three programs. Of these, the most relevant for SS/SCs is the NCI CCR Office of Training and Education, which is directed by Dr. Jonathan S. Wiest (https://ccr.cancer.gov/training/office-of-training-and-education). The NCI CCR Office of Training and Education offers courses in grant writing, statistical analysis and scientific management. It also sponsors the Lectures on Translational Research in Clinical Oncology (TRACO). A complete course list can be found at https://ccr.cancer.gov/training/specialized. The most popular of these is the K Grant Working Group Class taught by Dr. Terry Moody, which meets weekly for two hours for several weeks until the grant deadline. SS/SCs who are considering the transition from the NIH to academia may want to consider the K22 Transition Career Development Award (http://www.cancer.gov/researchandfunding/cancertraining/outsidenci/newfaculty.

The K22 grant is a transitional grant designed for candidates ready to move into an independent position. Applicants do not need an institutional sponsor to apply. Awardees have 12 months to accept an appropriate position and activate the K22 award. The 3-year award includes salary, benefits and research support. The program announcement can be found at http://grants.nih.gov/grants/guide/pa-files/PAR-09-089.html.

NIH Training Center Catalog

http://trainingcenter.nih.gov/default.asp

The training center offers courses in management, supervision, leadership and professional development. These courses may be expensive and require supervisor approval before they are charged against your PI's budget.

FAES Graduate School at NIH

http://faes.org/grad

The FAES Graduate School is certified by the Maryland Higher Education Commission and offers over 200 graduate and undergraduate courses in science, business, and languages. It offers the Bio-Trac Program, a three to-five day hands-on laboratory course on various topics. It also offers certificate programs in technology transfer and public health.

SAIC Professional Development Courses

http://home.ncifcrf.gov/SAICFTraining/

Government employees at NCI-Frederick are eligible to take many of the professional development courses offered by SAIC. These include topics such as communication, conflict resolution, time management and workplace relationships.

Montgomery College Workforce Development and Continuing Education

http://www.montgomerycollege.edu/wdce/

The Chief Science Officer Program (MGT361 CRN#35813) is a 12-week, 36-hour boot camp for individuals with a scientific Ph.D. to develop management skills. This noncredit course covers modules in leadership and management skills, negotiation, project management, first line supervision and finance. Other management and professional development courses are available as well.

Outside Activities

Before engaging in any outside activity, it is prudent to consult with the NCI Ethics Office to determine if it necessary to file HHS-520 Form: Request for Approval of Outside Activity. Information is available at http://ethics.od.nih.gov/forms.htm . Our current Deputy Ethics Counselor is Nancy O'Hanlon.

Volunteer Opportunities

NIH Office of Science Education

http://science.education.nih.gov

The NIH Office of Science Education coordinates outreach programs for elementary, secondary and college students. It also offers education programs for teachers and the general public. The NIH Ethics Office has approved the NIH Office of Science Education as an official duty activity. Some of the outreach programs are listed below.

Lifeworks Speakers Bureau

http://nihlifeworks.org

The speakers bureau is a public science effort, which provides opportunities for you to speak about your career and related biomedical topics.

Science Fair Judges

You can volunteer to be a Science Fair Judge by using the following URL

The coordinator for DC, Montgomery County, and Prince Georges County Schools is Cheryl Moore MooreC@od.nih.gov . The Coordinator for Frederick County School is Julie Hartman Hartmanjb@mail.nih.gov.

Frederick County Elementary Outreach Program

Julie Hartman: Hartmanjb@mail.nih.gov.

http://web.ncifcrf.gov/campus/outreach/eop/

This program provides supplemental hands-on experiences in the classroom and is coordinated by the FCPS curriculum.

Reset Program for DC, Maryland and Virginia Schools

http://s39953.gridserver.com/reset-story/the-reset-program

Volunteers spend six hours enhancing the teaching of science to inner city schools though classroom exercises and hands-on experiments. A visit to a science museum is also included in the program.

Teaching Opportunities

FAES Graduate School at the NIH

Dean: Dr. Constance Tom Noguchi cnoguchi@helix.nih.gov

Hood College Adjunct Professors

Contact Dr. Kathy Falkenstein falkenstein@hood.edu or Dr. Craig Laufer laufer@hood.edu