Arizona Branch AALAS Newsletter

Vol. 22 No. 1
February 2009

Arizona Branch of the American Association for Laboratory Animal Science

Have you sent in your membership renewal? If not, see form on last page.

Be Sure to Renew Your Membership & Get Involved In the Branch Symposium on April 10!

WHAT'S INSIDE…

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President's Message

I am really looking forward to serving as your President this year. I would really like to increase membership this year and as such we will be reaching out to new institutions and renewing outreach to our members. It is sure to be an exciting year and we are looking forward to everyone getting involved with our branch events this year.

The 2008 Arizona AALAS installation was held December 6 at the lovely home of Diane and Jedd Nelson whose backyard has a picturesque view of the Santa Catalina Mountains. An Italian dinner was enjoyed by everyone with the Louise Brooks Memorial Raffle topping the evening. For most of the afternoon the 36 attendees enjoyed the warm weather outdoors on the patio. Our new officers were announced: Jane Criswell, President; Tedd Brandon, President-elect; Jeff Williams Past-President; Grace Aranda, Secretary; Wendy Keswater, Treasurer; Cindy Madura, TBR; Chrystal Redding, Northern Board Member; Emily Radomski, Central Board Member; Paula Johnson, Southern Board Member; Frank McFadden, Vendor Liaison; and Tim Martin, SwAEBR representative. We all congratulated the winners our Member of the Year - Grace Aranda, and Technician of the Year - Cindy Madura. Our thanks to those members who drove from Flagstaff and the Phoenix area to share the installation with the Tucson members.

Tucson will be hosting our Spring Symposium on April 10 at the Sheraton Tucson Hotel & Suites. We are looking forward to hearing about your new and innovative ideas presented in talks and posters at this meeting. Be sure and invite your researchers and their technicians, animal technicians, managers and veterinarians from your facility to get involved. The symposium presents an opportunity to network with your fellow technicians and to meet the vendors who supply many different facets of animal care. Come take part in our rodent wet lab, poster contest and vendor raffle. Check out the website for information on registration.

The folks in Central Arizona are working on plans for our Summer Fun Event. It should be great to see everyone and maybe have a little fun in the sun. President elect Tedd Brandon is also hard at work to bring us a great speaker for our Fall Video Conference which is sure to be interesting and educational. If you have any ideas for either event let us know at azaalas@ahsc.arizona.edu.

We are looking to get your opinions on where you would like to see the branch head in the coming year and to that end will be putting out a survey to all our members. Word will be distributed on the listerv once the survey is ready. I hope we will all make an effort to continue to get together in person this year and otherwise. If you have any questions or comments feel free to contact me - Jane Criswell, 520-626-6747 or criswell@u.arizona.edu.

Important Branch Dates

See our website for more info

3 I's Conference - 3/5-6/09 at Tempe Mission Palms in Tempe

Spring Symposium - 4/10/09 at the Sheraton in Tucson

Member Profile

James Joseph Worman Jr. , Animal Technician, ASU

James moved to Arizona from a very small town called Ste. Marie, Illinois. He graduated from Deer Valley High School, Glendale, AZ, in 1990. After taking a few college courses, he felt the need to focus his life. He had always wanted to work with animals and towards this goal he attended the Long Medical Institute, graduating from their Veterinarian Assistant program in 1993. He worked at several veterinary clinics, but spent 12 years at Van Aken Pet Hospital in Phoenix. He also worked six months for animal control as a Veterinarian Technician before coming to ASU as an Animal Technician (ALAT). He has worked with and knows the containment methods for fish, amphibians, reptiles, birds and many mammalian species including non-human primates. He is familiar with washers, autoclaves and has worked in biosafety cabinets and biobubbles. The areas of animal science most important to him are "improving the safety and quality of vaccines and finding vaccines for things they don't have vaccines for."

James is single and likes to dance. He said, "I may be just an average dancer but once I am on the dance floor I just really get into it." He has one dog, a lab mix named Jack, he rescued from a vet clinic. Jack lives with James' parents on their 40 acre homestead. James likes baseball and likes to read, mostly about things that are unsolved or unresolved. When asked, "How would you influence others to follow in your footsteps," he replied, "I would just simply say that this career is fun, sometimes exciting and very rewarding knowing that something good will come out of what we are doing. There is always something new to learn and there is always someone interesting to meet."

Minutes of Past Meetings

Minutes of 7/10/08 Board meeting

The meeting was held at the University of Arizona and Arizona State University via conference call. President Jeff Williams called the meeting to order at 12:02pm.

Jeff presented the minutes of the May board meeting. Minutes were approved with corrections.

Treasurer Grace Aranda distributed the membership roster update. There are currently 126 branch members. She reported that Technical Branch Representative Cindy Madura has been diligently working to recruit new members.

Grace distributed the financial report. There was a total of $7,538.21 for all accounts. A statement has gone missing and she will need to have it replaced. She added that there were a few items that have yet to be paid including the $250 branch contribution to the 2009 District 8 meeting to be held in San Francisco, Conference depot for board meetings, SwAEBR membership and the Wildlife Center donation. Upcoming expenses are printing for training materials, Buyer Guide and raffle costs.

Grace gave a Buyer's Guide update. We have collected $1,860 to date including 26 vendors sponsors. The guide is being completed and should be at the printers by mid July.

Central Board Representative Jamie White James stated that folks at ASU are working on the Summer Fun Event. There is greater interest in attending a Diamondback baseball game than the Salt River tubing due to the logistics of getting folks together in a timely manner. The date of August 23 was seen as optimal which will be against the Florida Marlins. Game time is 5pm. Tickets would be half price for bleacher seats at $7.50. Jamie will work on a flier for the event and Grace will get a registration form and website together.

President elect Jane Criswell reported that she is working on the Fall Video Conference for September of October with a speaker from the Arizona Sonora Desert Museum on research with native species. As the subject matter will be of interest to a wider audience it was suggested that this conference be held at the 3 universities for larger turn out. Grace will work with Jane in setting the date and get the information out on the listserv and website.

Grace gave an update on the 2009 Spring Symposium. We are working on setting the date for early April so as not to conflict with the District 8 meeting being held in San Francisco. Jeff mentioned that ASU is planning on their AAALAC inspection during the winter and hopes not to conflict with our date as it would preclude ASU's involvement and attendance. The exact date of the inspection is as yet unknown. Grace and Jane will work on April 3 or 10th. Once prices as set the registration will be figured out and posted. Until then Grace will get a call for papers and set up the preliminary website for the symposium.

Grace reported that we have nominated Barbara McNally for the Leadership Academy at the National meeting in Indianapolis in November. Lani Rathke was also sent in as an alternate. All those registered will be contacted in mid-August and provided with more information.

Jane reported that this years Installation Event will be held at the home of member Jedd Nelson in Tucson. Plans are underway for this event which will also host the Louise Brooks Memorial Raffle as usual. Grace has begun working on the website update.

Grace reported that last year almost no tickets for the Louise Brooks Memorial Raffle were sold in the Flagstaff area and it was suggested changing the recipient of the funds in that area. As reported earlier, Chrystal Redding's family lost their youngest daughter recently and the suggestion was made to support

the Pediatric Wing of Flagstaff Medical Center in her honor. The change of agency was approved.

The meeting adjourned at 12:24p.m.

Minutes of the 9-18-08 Board Meeting

The meeting was held at the University of Arizona, Northern Arizona University, and Arizona State University via conference call. President Jeff Williams called the meeting to order at 12:10pm.

Jeff asked for corrections or changes to the minutes of the last board meeting from 7/10/08. The minutes were accepted as written.

Treasurer Grace Aranda reviewed the financial report. She pointed out a typo and made a correction on the report which should read $1,860 not 18,060. She reported that there was $9,369 in all accounts, not including some outstanding checks for SwAEBR membership, the AALAS foundation donation item, branch donation to the 2009 District 8 meeting in S San Francisco, printing and mailing of the buyers guide, raffle and refreshment reimbursements. The question was raised about the District 8 meeting donation. Funds are donated by each branch in the district as seed money in the amount of $250. The plan is that each branch will contribute to meetings through a full cycle of one meeting per 4 regional district meetings and then these donations will no longer be needed as after the cycle each region should have enough funding to sustain a future meeting.

Secretary Wendy Keswater provided a roster of 130 current AZ AALAS members.

Grace gave an update on the buyer guide. She reported that there will be upcoming charges for printing and mailing. They will be going out this week. We collected 1,860 from sponsors. We are missing some past sponsors, but we have some new ones too. Last year we collected more, but we don't have the final revenue as yet since don't have mailing costs.

Frank reported on the District 8 Council meeting held in Las Vegas in August. The 2010 District 8 meeting will likely be held in either Las Vegas or Reno, which might make travel difficult for some attendees. Grace reported that there are new officers for the council: Penny Noel is the new chair-elect, and Kati Marshall is the new secretary. The council will be meeting again at the National AALAS meeting in Indianapolis.

Jeff reported that the Fall Video Conference will be transmitting to NAU, ASU, UofA. Northern Board Representative Chrystal Redding reported that NAU has agreed waive all transmission charges. The conference will be September 26 from 12:30 – 1:30pm, and the speaker will be bringing animals. We are looking for someone to arrange for refreshments (cookies, soda, etc) at each regional site: reimbursements will be made for $25 for up to 30 attendees and $50 for larger groups. Grace will be sending attendance forms, so you can just fax them back to her with your receipts for reimbursement.

Grace gave an update on the Louise Brooks Memorial Raffle. Several items have already come in, including hotel stays. Raffle tickets and posters have been distributed to all members so they can get started on selling. Please send in your stubs and money ahead of time to make recording easier for the treasurer. As usual tickets are $1 each or 6 for $5. Grace will update the website as more donations come in so check it often.

Grace reported that The Spring Symposium will be held at the Sheraton Hotel in Tucson. We will include a wet lab, exhibitors, posters and seminars. Posters boards will need to be brought in so that a repeat of the problems experienced in 2007 will not happen. We are hoping to get a sponsor or we will have to absorb the cost of $15 per board which will fit 2 posters. Registration rates have yet to be set. We need to get the committees and volunteers set up. The call to for abstracts is already up on the web page.

Officer Nominations are coming up. Grace will be sending out a reminder next week. We need at least one person to run for each office, and they have to be a member in good standing. Awards nomination forms will also be distributed. Each board member should nominate someone for office and awards and encourage others to do so as well.

Central Board member Jaime White-James reported on the summer fun event. The baseball game went well with members, family and friends attending. She will write up something for the newsletter.

The meeting adjourned at 12:17pm.

Upcoming AZAALAS Spring Symposium

Our 2009 Spring Symposium will be Friday, April 10 at the Sheraton Tucson Hotel & Suites in Tucson. Room rates will be $119 or $149 for a suite. All reservations must be made by 3/9/09 at 800-325-3535 and be sure to reference AALAS to receive this rate.

We will have great presentations and our poster contest with cash prizes as usual, but this year we will also be having a rodent wet lab that you just dont want to miss out on. Be sure to get your abstract in today. Registration information will be available on our website soon.

Now is your chance to get involved! If you would like to present a poster or paper before a friendly receptive audience, the abstract form is available at www.azaalas.org. We are also looking for volunteers for the following committees:

Speakers Committee - Responsible for getting speakers for meetings. They make sure that call for abstracts for papers and posters are sent to members of the branch and the district for the meeting. Works closely with the Program Committee.

Program Committee - Responsible for getting together the printed program for the meeting. Works closely with the Registration,

We are looking for vendor sponsors for our symposium breaks, poster contest and exhibitor raffle

All breaks will be held in the exhibitor room to encourage attendance. Vendor sponsors will be acknowledged in the printed program, with a sign at the food table, and on our website.

Your generosity is greatly appreciated!

Speakers, Sponsors and Vendors Committee.

Audiovisuals Committee - Responsible for obtaining the necessary audiovisual equipment. Operate the equipment and make sure it is in proper working order prior to the meeting. Contact the speakers to verify and coordinate their specific needs. Works closely with the Speakers and Program Committees.

Sponsor Committee - Responsible for contacting vendors and obtaining sponsorship of breaks and prizes for exhibitors raffle for the meeting. Works closely with the Vendor, Raffle and Program Committees. Ensure sponsors receive recognition in the program, newsletter, and website for their sponsorship.

Vendor Committee - Responsible for contacting vendors to check for attendance and space needs for product displays. Works closely with the Sponsor and Raffle Committees.

Raffle Committee - Responsible for contacting businesses and vendors to obtain items to be raffled. Moneys from the raffle go into the general account. Works closely with the Vendor and Sponsors Committees. Insure sponsors receive recognition in the program and the newsletter for their sponsorship. Ensure sponsors receive recognition in the program, newsletter, and website for their sponsorship.

Registration Committee - Responsible for getting the registration information out to the members of the branch and the district. Works closely with the Program Committee. Insures the registration materials including the finished program are ready for the meeting and that the registration table is properly manned.

Security Committee - Responsible for obtaining persons to insure the maintenance of security for the meeting. Stand outside of meeting rooms checking authorization. Works closely with the Registration Committee.

Poster Awards Committee - Made up of the treasurer and persons who are involved in poster judging. Posters are judged on presentation, focus, clarity and interest. Awards are presented at the designated forum: luncheon, dinner or cocktail social. Awards are made in cash or check.

If you would like to volunteer or want more info, contact azaalas@ahsc.arizona.edu or call 520-621-3931

Review of the AZAALAS Summer Fun Event at the Ballpark

As big baseball fans it did not take us very long to decide we were going to attend. With both teams in the thick of a tight playoff race we knew that it would be a good game. We arrived early to make sure we got our Dan Haren bobble head and to watch the players take batting practice. Before the game they introduced the 2007 champion ASU softball team. The game would start off good for the Diamondbacks as they quickly got an early 1-0 lead. The game would stay close through most of the game, but the Dbacks prevailed scoring 5 runs late in the game to win 7-1. The game also featured recent volleyball olympic gold medalist Misty May-Treanor during the 7th inning which drew chants of "USA" from the crowd. We had a great time at the game and we both look forward to getting together again next year. Thanks to Jaime White-James for all her hard work getting this event arranged for us! - Randall Dalbey & Jamey Worman

News from National AALAS in Indianapolis

by Barbara McNally, RLATg, **PRF - ASU - DACT**

I would like to take this opportunity to thank DACT and AALAS for sending me to the National Meeting in Indianapolis. It was a unique and enlightening experience and I am grateful to have been apart of it. Here is a brief synopsis of some of the activities I would like to share with you all.

Saturday November 8th - Leadership Academy took up most of the afternoon with a reception following that evening. The class outlined the structure of AALAS and its governing body. At the reception, I met and spoke with the outgoing president, Dr. Chris Newcomer.

Sunday November 9th - After an early continental breakfast we got back down to business with the Leadership Academy and a fairly intensive day with various speakers covering a wide range of topics related to the governance of the association (lots of material available for anyone interested).

Monday November 9th - Preparing for an AAALAC International Site Visit was a workshop I attended. The name is pretty self-explanatory. Besides providing plenty of useful information on the accreditation process, there was also a virtual site visit and a mock review board meeting to give us an idea of what goes on during and after the visit. There were ten people at my table and I was the only one from this country! There was one person each from India, France, Taiwan, Scotland, Spain, Thailand, Japan and two from Germany.

Later that evening I attended the General Membership meeting where outgoing and incoming officers "passed the gavel" and even got a little teary eyed.

Tuesday November 10th - That morning was the AREA (Animal Research & Education Awareness) presentation and tour for high school students in the Indianapolis area. Over one hundred students came and I was a volunteer guide for their tour through the exhibit area. We broke into small groups with 2 meeting attendees in charge of 4-7 students. They were sweet and well behaved and seemed truly interested in what was going on.

I had the pleasure of seeing Dr. McGarry in action for his panel discussion "The capacity of animal holding rooms for rodent caging: Is more always better?" As you can imagine, Doc says "no." It was great to see him and talk to him again and he sends his best to all.

The Tech Fun Fair involved going through the Exhibit/Vendor hall with a 95 item questionnaire to be filled out at a random selection of booths. This was exhausting but a lot of fun! The questionnaire was turned in that evening and prizes were awarded the next day. A good way to connect with the vendors and talk about the products.

Wednesday November 11th - I participated in the Tech Challenge which is a "Jeopardy" knock off with all questions pertaining to animal husbandry, diseases, anatomy, etc. No vets or managers allowed! We were in groups of eight according to your AALAS Districts and District 8 (that's us) was blowing everyone away until the final jeopardy question when, sadly, we blew it. Maybe next year.

That night we had dinner with Paul Chavez at "Shula's" where I had the best steak I have ever had in my life AND actually met Don Shula! The Super Bowl ring is amazing.

Thursday November 12th - Things were thinning out by Thursday but I managed to see one of the best presentations of the trip with "Animal Rights Goes Mainstream", presented in part by Americans for Medical Progress and the AALAS Foundation. I brought back their DVD "Veterinarians Speaking for Research: Raising Voices, Saving Lives" which I would be happy to share with anyone who is interested in seeing it.

Finally, let me thank you again for allowing me to participate in what turned out to be a truly extraordinary week.

A Look Ahead Into 2009

By Scott Perkins, VMD,
President, National AALAS

As I begin my year as AALAS president, I feel as though I am stepping up on the podium with baton in hand to conduct one of the great world orchestras. During the first two years on the Executive Committee, one gains a better understanding of how all of the committee members and AALAS staff create the harmony of AALAS. The president, along with the Board of Trustee members, helps steer the direction of the organization. But it is the committees and AALAS staff who carry out the mission of AALAS on a daily basis! I know 2009 will be another outstanding year for our organization and look forward to all of the wonderful endeavors we have planned. The following is a brief overview of the coming year.

AALAS continues to be in exceptional shape. The expansion of the building has been completed, and the AALAS staff have moved into their new areas. This will make the functioning of the national office even more efficient and allow for future growth. Financially, AALAS is weathering the economic downturn well so far. It is likely that the current economic conditions may impact the financial strength of AALAS, but the strong management of the organization by our executive director, AALAS directors, and financial planner have us well prepared. Our financial strength continues to allow us to consider new initiatives and new value-added products and services for our membership.

AALAS will continue to explore how we can further collaborate with the global community to advance laboratory animal science and have asked our international colleagues for their perspectives on this goal. Our International Relations Advisory Council is very active and assisting with the communication among our international colleagues. And the AALAS leadership also welcomes your input on this issue, as discussion at the National Meeting in Indianapolis was very vibrant.

The AALAS Learning Library (ALL) has grown in content over the past year with new courses on blood borne pathogens, working with laboratory ferrets, working with laboratory zebrafish, and the CDC's laboratory biosecurity. The ALL will continue to add new courses to serve the membership and organizations that use this exceptional online resource.

I hope that many of you are already planning to attend our 60th National Meeting in Denver, November 8–12, 2009. The preparations for this meeting are well underway, including the planning by the highly motivated Denver Local Arrangements Committee! Our Program Committee, chaired by Dr. Stuart Leland and Dr. John Long, is looking forward to your ideas to make the program even better than in Indianapolis. The special topic forum for the meeting will be diabetes, and we look forward to high-quality submissions on this topic.

To complement the forum, Gary Hall, Jr. will be the keynote speaker. As many of you know, Gary is a decorated three-time Olympian, and nearly made his 4th Olympics in 2008. He is also a hero to diabetes patients. Gary was diagnosed with Type I diabetes prior to his second Olympics in 2000. Despite doctors telling him that he would not be able to compete, Gary fought the disease and continued to win Olympic medals. Today, Gary passionately travels the world to increase awareness about diabetes and raise funds in support of diabetic research. We are looking forward to Gary's keynote address at the Opening General Session.

I am truly honored to have been given the opportunity to serve

as the AALAS President during our 60th anniversary year. I look forward to serving the organization and participating in the continued success of our organization! I wish you all wonderful holidays and a Happy New Year!

(AALAS in Action, Dec 2008)

ALL Adds Regulatory, Biomethodology and Occupational Health Courses

The AALAS Learning Library (ALL) continues to expand as six new courses have been added.

Regulatory Refresher:

Working with the IACUC (non-VA version) is designed as a refresher for those who have previously completed the full version of Working with the IACUC (non-VA version). This course highlights the sections of the protocol on which the IACUC focuses during a renewal review. Many of the essential points from Working with the IACUC are summarized without the extensive details of the full version. As a result, this course is one-fifth the length and is ideal for refresher training of principal investigators.

Common Compliance Issues focuses on why it is important for researchers and institutions to maintain compliance with institutional policies, local and federal laws and regulations, and national policies and guidelines. It illustrates nine common compliance mistakes and suggestions for prevention. Both researchers and IACUC administrators could benefit from this course.

Post-Approval Monitoring focuses on how institutions could benefit from having a formal post-approval monitoring (PAM) program to improve regulatory compliance in the conduct of animal research. This course discusses common components of a formal PAM program and offers suggestions for implementation. It is aimed at IACUC administrators who are considering starting a PAM program or who would like to enhance the PAM program they have. It will also benefit staff who are beginning to work in the compliance area.

Biomethodology:

Working with the Laboratory Ferret describes the occupational health issues, appropriate housing and environment, biology and behavior, basic handling and treatment, surgery and euthanasia of laboratory ferrets.

Working with the Laboratory Zebrafish contains an excellent introduction to the care, use, and maintenance of this laboratory animal that is gaining rapid popularity among researchers. It describes the feeding, handling, and aquatic environmental requirements specific to maintaining a zebrafish colony.

Occupational Health and Safety:

Laboratory Animal Allergies describes the prevalence and incidence of laboratory animal allergies, the steps to prevent allergies from occurring, and how an effective occupational health and safety program can help control and monitor their incidence.

Log on to the ALL today at www.aalaslearninglibrary.org to start your free trial!

(AALAS in Action, Dec 2008)

Ask Dr. Marty: Ten Common Mistakes Managers Make

By Martin Seidenfeld, Ph.D.

Most laboratory animal managers have achieved their positions by coming up "through the ranks." Most often, it was because they were superior workers at the technical work that was their primary job. They were chosen for promotion, typically, because their supervisors recognized them for their high energy, their ability to solve problems, and their "can-do" attitudes.

Unfortunately, however, none of those qualities – important as they are for keeping the laboratory operating at a high level – are guarantees that they will be very good at supervising other people. In fact, when a laboratory animal employee becomes a manager, he/she is likely to make a number of serious mistakes. Here are the ten most common:

1. Being too authoritarian. Power can go to a manager's head, and he/she can become over-bearing and domineering. Some managers relish the idea of being "boss," and become strict and over-controlling. Their dictatorial style quickly leads to their being feared and disliked. Since the employees cannot openly defy the manager's orders, staff members will tend to react to them passive-

Management Tip - Get the Most out of Training

Training is important. It's the one way to improve the quality of your workforce with the staff you have. But training is only valuable when employees retain the information that was taught to them. SCORE "Counselors to America's Small Business" (www.score.org) offer these training tips to help managers get the most of training sessions:

- Make sure that your employees understand ahead of time the reasons for training. What problems will it solve?
- Put yourself in their shoes. Tell them how they will benefit.
- Make it interesting. Hire a competent trainer or, if you do it yourself, find ways to engage your employees' attention — such as including videotapes or role-playing.
- Be clear about expectations. Focus on the behavioral changes or improvements that you are looking for.
- Measure the results. Training without follow-up is ineffective. Keep repeating your message and show appreciation to employees who keep trying to meet the expectations.

Management Tip - The Importance of Being an Approachable Manager

As a manager, much of your success rests on the shoulders of those working for you. Therefore it is very important to maintain a positive, productive relationship with your employees, and one of the most important things to strive for as a manager is to remain open and approachable.

The editors at allbusiness.com share these tips to becoming an approachable manager:

• **Leave your door open**: The times when you shut your office door to conduct sensitive business or ensure privacy should be the exception rather than the rule. An employer who does most of his or her work behind closed doors does little to promote a sense of connection with his or her staff. Employees can feel alienated and cut off by such an imposing physical barrier.

• **Chat up your staff**: These are the individuals whom you've hired to help run your business. It therefore behooves you, as their boss, to know a bit of what their all about. You don't need to engage in deeply personal interactions to create an environment where workers feel you take an interest in them beyond the work they do. A simple "Good morning, how was your weekend?" can work wonders in getting an employee to feel the boss cares.

• **Set your staff up for success**: While last minute tasks or projects are inevitable, plan carefully so as to give sufficient lead time to employees whenever possible. Ensure that all assignments are explained carefully, with clear instructions as to what needs to be done, by whom, and within what time frame. Inform your staff that you are available for guidance when needed, and answer all questions with a mind toward enabling them to accomplish the goals you have set for them.

• **Don't punish the messenger**: If you present yourself as a boss that only wants to hear good news, you run the risk of extra work or unpleasant surprises down the road. Let your staff know that they can come to you with potential problems or suggestions on how to improve their processes. Show them you recognize that since they're the ones on the ground doing the day-to-day work, they may have a better insight into what is really going on.

(ALN Magazine, Vol 3, N 4)

aggressively, having "perfectly good reasons" for not doing as the boss wants.

2. Being too undemanding. Fearful of not having their authority respected, some managers hesitate to ask their employees to do what they're supposed to, and fail to require them to perform up to snuff. Ultimately, this style of supervision leads to poorly run operations, lowered staff morale, and a sense among employees that "anything goes." Rather than require a high level of performance, such managers accept poorly executed operations and, ironically, lose the respect so badly wanted.

3. Being too fearful of being disliked. We all, to some degree, want to be liked and accepted. When managers have too strong a dose of this need, they may hesitate to give undesirable assignments to staff members for fear that they will not like them or will become angry. This often results in managers assigning themselves the least desirable tasks in an attempt to avoid garnering negative feelings from employees. Managers with this trait usually end up blaming themselves for their work unit's poor performance; depression often follows, sometimes leading to total burnout.

4. Being friendlier to some employees than to others. Like all humans, managers find themselves feeling closer to some employees than to others. Unsurprisingly, they tend to have lunch with them often and spend more time with them – resulting in other employees feeling left out and believing that their manager plays favorites. This management style breeds resentment in the other employees and an unwillingness to give maximum effort to the job. This style will also tend to produce conflicts within the staffs, between those who are "ins" and those who are "outs."

5. Focusing on doing, rather than leading. Because managers are people who were good in their previous positions, e.g., direct animal care, they want to keep on doing that job: it's always satisfying to do things at which you know you are good. Often, the underlying problem is that managers realize that they don't know a whole lot about managing other people, and so, keep doing the much-enjoyed technical work and neglect their managerial responsibilities.

6. Failing to delegate. By definition, a manager is someone who gets things done through others. Because most managers are superior workers, they know that if they take on specific tasks themselves, they will get them done quickly and to their own high standards. They also know that if they delegate them to an employee, they will need to take time to train that employee, and the task will probably not be performed up to their level of excellence. But by failing to take the time to delegate and train others, managers end up doing various tasks long-term, and feel overburdened.

7. Failing to reprimand. Reprimanding an improperly behaving employee is probably the managerial function most dreaded by managers. After all, who wants to be seen as the policeman, watching others and enforcing prescribed behavior? Yet, when employees violate rules, such as by showing up late for work or failing to follow the required laboratory safety procedures, they must be reprimanded. Failure to do so is seen as condoning the improper behavior. Other employees may feel, "If Jim can get away with that, why shouldn't I?" This results in a general laxness and poor discipline. The manager is also apt to experience a loss of respect, for allowing an employee to "get away with" breaking an organization rule.

8. Neglecting employees' motivation. Having been strongly energetic, self-motivated workers themselves, many managers assume that others are similarly motivated. Of course, that just isn't so, and managers must continually strive to improve their employees' motivation so that the employees become more involved with their work and feel really good about doing it. This means coming to understand what motivates each employee to do his or her best. Without strong motivation, employees may become apathetic

2009 SwAEBR Essay Contest

Essay Winners Receive Paid Summer Internships in a Research Institution

Just write an essay on:
"How Has Biomedical Research Using Animals Benefited a Pet, You, or Someone You Know?"

Entries Due 3/13/09

See the Website for Information & Rules **www.swaebr.org**

and just go through the motions.

9. Setting a poor example. Managers must understand that their behaviors and attitudes will be emulated by their employees. If they tend to ignore rules, e.g., by over-extending their breaks or not strictly following the dress code, they are practically inviting their employees to do the same. Managers must be aware that their behavior is very closely observed by their employees, and sets the standards for the organization's general work ethic. The culture of any organization is founded on the model provided by the manager; how managers behave will be imitated by their employees.

10. Failing to exercise true leadership. Managers must be true leaders. This means taking the time to get to know each of their employees, training them to perform better, motivating them to love their jobs, and setting a great example of hard work and personal integrity. It also means showing loyalty to the organization, applauding extra efforts, and rewarding useful innovation.

Moving from being a worker to being a manager is not easy, and not all who are promoted will be successful in their new roles. But, by being aware of these common mistakes, managers can hope to avoid them and greatly increase the odds of their being successful in their managerial careers.

Martin Seidenfeld, Ph.D., is President of Human Resources Corp. Besides his clinical work and university teaching, Dr. Seidenfeld provides consulting to organizations on management issues and on managing organizational stress. Human Resources Corp., 349 N. 30th Street, Suite 102, Boise, ID 83702; 208-338-6515; www.docmartyseminars.com. Send your management questions to Dr.Marty at editors@alnmag.com.

(ALN Magazine, Nov/Dec 2008)

Lab Mice That Exercise Control May Be More Normal

Purdue University scientists found that mice raised in cages may relieve stress with behaviors associated with mice in the wild. And for researchers using lab mice, this may mean that by allowing mice to express these behaviors they can conduct research with animals that act and respond more naturally, hopefully making research data more reliable.

Laboratory mice live in sterile environments controlled by humans. Joseph Garner, assistant professor of animal sciences, said that can be stressful for the animals because they do not have much control. "The perception of its ability to control stress has a bigger impact on the animal than does the stress itself," he said. "Chronic, uncontrollable stress changes animals, making them different than normal. This ultimately makes them less valid research subjects."

For example, if a person is cold, putting on a jacket or turning up the room temperature can relieve the stress. However, lacking the ability to make oneself warmer causes further stress, making the person more likely to become ill, undergo physical changes and behave in ways that are not normal. The same is true for a mouse.

In a couple of different experiments, Purdue researchers tested the ability of mice to control and select their preferred environment. In research reported online this month in the journal Applied Animal Behavior Science, Garner and his team "asked" mice which room temperatures they liked best. The typical lab mouse is kept in a room at about 70 degrees Fahrenheit, which according to test results, is colder than they like.

The scientists placed mouse cages in custom-built water baths set to different temperatures, connected the cages with tunnels and waited for the mice to "vote with their feet." The mice chose which cages to spend time in, with the most popular choice being the warmest cage kept at 86 degrees Fahrenheit. "They actually select different temperatures at different times of day and for different behaviors," Garner said. "So, while they preferred the warmer temperatures most of the time, it may not be possible to select a single preferred temperature for all mice."

To further test the ability of lab animals to control their environment, Garner and his research team conducted an experiment to find out if mice could and would build better nests. Nest-building is a normal behavior for mice in the wild that is usually not seen in lab mice. Garner theorized that laboratory mice, like mice in the wild, would build nests for warmth.

The researchers provided the animals materials like those found in nature, and the caged mice instinctively built elaborate and complex nests very similar to those constructed by their wild counterparts. The research was reported in the November issue of the Journal of the American Association for Laboratory Animal Science.

The Purdue researchers propose that nest building is both a form of stress relief and a way to enrich the quality of life for mice. "Nest building is part of the 'mouseness of mouse,' meaning it is associated with normal mouse behavior and helps define the species' unique characteristics," Garner said.

Garner suggests that letting

mice regulate their own temperatures by building nests might be more effective than trying to alter room temperatures. The team also speculates that nests are a form of protection for lab mice, allowing them to hide from light and humans. Garner contends that by allowing lab animals to perform behaviors that reduce stress, they are more normal research models. "Ultimately, we want to know whether it could be beneficial for scientists to encourage behaviors such as nest building so that mice are less stressed, healthier, less anxious and more successful in their breeding," Garner said.

(ALN Magazine, Nov/Dec 2008)

Planning for Aquatics

By Austin Bailey

Ensuring Success for New Aquatic Research Facilities and Expansions

Project teams involved with new aquatic research facilities and renovations face significant challenges. The complexities of integrating an aquatic environment into laboratory settings are often underestimated and the resulting conditions less than optimal. Moisture issues are the most obvious concern as they affect material and finish selection as well as indoor air quality; however, the presence of water is not the only critical consideration. New strategies for pathogen control, energy conservation, and infrastructure development are beginning to set aquatic research facilities apart from their counterparts. The integration of these new strategies must occur early on in the project to have a significant influence on the design and ensure long-term success of the endeavor.

The aquatic research environment comprises a massive element within a research building's infrastructure. Interpreted quite literally, the systems that support aquatic life require extensive distribution and compartmentalization. These elements are locked into position within these facilities and transfer their weight directly into the support structure, which is inherently inflexible and unmovable. The "mass" of these systems, however, is not merely a structural consideration. The concept can also be applied to the aquatic research environment as a whole and its broader interaction with the building and its users. Like a gravitational field, the "mass" of the aquatic research facility has a direct effect on nearby elements. This "field of interaction" can be controlled or even developed into an asset but one must first understand its potential.

Planning and programming are the tools that can investigate (and document) the complex interactions within an aquatic research facility as well as the interactions between the facility and surrounding spaces. It is crucial to define how the insertion of the aquatic environment into a traditional research setting will affect the elements of building design including workflow, material selection, air quality, energy use, and even the detailing of construction assemblies. These definitions are pre-design tools. This is a critical stage during which performance expectations are determined. This step can be even more critical for facilities that support aquatic research. The permanent nature of these systems adds momentum to the design process and it can quickly become difficult to take a step back and reassess design decisions. Identifying important aquatic facility considerations early on in the project will result in an informed design – setting the project up for continued success.

Defining Facility Type

The importance of aquatic facility planning is applicable to a project of any size. A failed design for a small facility can be as detrimental to research as the flawed design for an entire multi-rack facility. That being said, considerations included within the planning process will vary greatly depending on the facility's size and operation. To a large extent, the complexity of user interactions and the type of systems that are proposed will determine the issues that need to be considered before design of the project commences. The first step of the planning process involves defining the attributes of the proposed facility.

Mini-Facilities: Labs with very small installations are by far the most prevalent aquatic research facilities throughout the industry. Startup labs may have only a few aquaria or just a single multi-tank rack system (or simply a desktop model). Researchers that traditionally use non-aquatic species may also have the need for a small set-up for aquatics as they explore the possibilities of using an aquatic research model. These installations often have such limited water system requirements that filtration can be either fully integrated into an aquaria

TBR Corner

New Policies for Certification Exam Scheduling

Prometric, AALAS' technician certification testing partner, is updating their policies and procedures effective January 1, 2009. The current policy requires candidates to reschedule or cancel their exams two business days prior to the exam date, with no additional fees. The new policy will require five business days to reschedule or cancel the date of your exam. If you do not give Prometric five days' notice when rescheduling or canceling your exam, you will be considered a no-show and must pay the entire exam fee to sit for the exam again.

Also, if you reschedule or cancel your exam between five to 29 days from the scheduled exam date will result in a $25 fee. This fee will be collected from Prometric at the time the exam date is changed. This policy will be in effect for anyone that has authorization dates after January 1, 2009.

If you need any information on certification, etc feel free to contact me - Cindy Madura, madurac@u.arizona.edu or call (520)626-6702

rack or tucked beneath larger aquaria. Aquatic space is either sequestered to small independently-conditioned rooms or provided within the lab itself depending upon tank quantity and system requirements.

Multi-Rack Facilities: The complexity of a facility increases substantially when more than four racks of aquaria are installed. At this scale, decisions regarding aquaria configuration, workflow, and pathogen control start to have a major influence on the success of the facility. Multi-rack facilities commonly occupy dedicated rooms where issues of environmental control, cleaning, light cycles, etc. can be directly addressed.

Core Facilities: Medium to large multi-rack facilities may support multiple labs. These shared facilities will have use patterns distinct from single-lab facilities. They may even have core support staff not associated with any particular lab. These conditions present unique workflow and user interaction. Core facilities also grow in a different way than single-lab facilities. While the research of existing labs may expand or decrease on a fairly gradual basis, core facilities may experience much larger surges in demanded capacity as the total number of labs utilizing the resource fluctuates over time.

Integrated Vivariums: Currently in the lab animal industry, aquatic facilities are often integrated into much larger vivarium projects. The modular vivarium design will not always complement aquatic uses. In general, design assumptions made for dry animal labs cannot necessarily be applied to the entire complex. This presents a challenge for the design team. The aquatic portion of the program may exist on the more inflexible end of the spectrum. However, the potential for research growth is very high in this sector. A balance between location of the aquatic facility and the flexibility of adjacent spaces must be reached to address obtainable growth potential.

Isolated Systems: Small to medium sized facilities will sometimes employ decentralized water systems. This often reflects design requirements for disease containment or differentiation of aquatic environments for multiple populations within the same facility. An example of this approach is the utilization of "stand-alone" aquaria racks for small aquatic specimens. These racks have self-contained water systems. The entire rack module is isolated from other "stand-alone" modules within the room.

Centralized Systems: Medium to large facilities will usually centralize their life support systems which have substantial implications for facility maintenance, flexibility, systems infrastructure, energy consumption, and disease control. Centralized water systems are comparable to other building mechanical systems in terms of the space required for installation and maintenance. When a water system is centralized, there is often a trade-off between building and aquaculture infrastructure requirements. Close coordination between building engineers and systems manufacturers can be useful to avoid redundancies and over-engineered systems.

Design Considerations

There are many fundamental considerations to examine during the planning process for aquatic research facilities. As the scope of a project increases in size and complexity, the exploration of potential implications becomes even more imperative. For the installation of a single multi-aquaria rack for small fish, the only significant consideration might be the introduction of water and humidity into an otherwise dry environment. At the opposite end of the spectrum, a large core facility with a centralized life support system and nearby quarantine space would require more extensive planning in order to understand both the potential opportunities and pitfalls in the project. The planning process should adjust in scope to focus on the unique attributes of a given project.

Water and Moisture Control

Aquatic facilities are inherently "wet," but the definition goes far beyond the potential for occasional water on the floor. In fact, new aquatic facilities with leak-free systems can even become labeled with the term. An aquatic facility is, at its very core, a reservoir for water. This reservoir is enclosed and heated. As a consequence, humidity control becomes paramount. Ensuring proper air supply and temperature regulation is critical to preventing condensation and other moisture issues. Air quality parameters must be achieved while maintaining a suitable work environment for research staff.

Materials, finishes, and equipment must be selected to withstand these moist environments. The general building industry can be misinformed of the exposure risks to various materials. For example, certain metals may be quite effective in resisting corrosion in most applications, and these materials are often assumed to be appropriate for all locations in an aquatic facility. However, added salt and chemical exposure near system water or in areas for tank washing can wreak havoc on these corrosion-resistant metals. Therefore, it is imperative to determine high exposure areas in advance so that appropriate products can be specified by location to prevent corrosion and galvanic reactions.

Although a small aquatic installation will not have the humidity and water implications that a larger one will, smaller aquatic setups are often located in areas not originally designed to accommodate added demands on air systems or room finishes. Strategies for moisture control should be developed proportionate to the potential for humidity and exposure to water for each given facility scenario.

Basic Aquatic Room Infrastructure

Once an aquarium moves off of a desktop, there are several implications. Specifically, this shift often means the installation of an aquaria rack system to accompany increased use or capacity demands. These aquatic installations then begin to require more from their

immediate environment. For example, larger tanks or quantities can proportionately increase the gravity load, thus affecting both required support structure and existing floor finishes. Strategies for dispersing point loads of the rack on the floor or reinforcing the floor structure itself may need to be employed.

The light cycle for aquaria must also be accommodated. Many commercial aquaria rack manufacturers offer integrated lighting options, and several offer enclosures that allow the light cycle of aquaria to be completely disassociated from the lighting of the room itself. It is also possible, given appropriate fixtures and lighting levels, to negotiate the aquatic lighting cycle within the constraints of the existing lab lighting. For this approach, it is important to fully understand the use patterns of the lab, including potential nighttime user access which could have a significant effect on fish breeding cycles.

Husbandry Constraints

When tanks become smaller and more numerous, husbandry considerations begin to have a larger impact. Unlike dry animal cages of similar size, aquaria are sometimes cleaned in place while in use. If tanks are moved, they often have the water and even fish still in them making them much more awkward to transport than a dry animal cage. Proximity to sinks and counters as well as methods of transfer can largely dictate the appropriate location of aquaria.

Another often overlooked aspect of fish husbandry is the typical feeding procedure. This is especially true for small aquatic species in small aquaria. Unlike the mouse industry where autofeeders are the norm, autofeeding has not yet been optimized for the relatively small dosing quantities required for small fish populations. Moist conditions that easily facilitate mold can also hamper auto-feeding attempts. The result is hand-dosing of food to each individual tank multiple times per day. Ergonomics play a critical role in worker productivity and satisfaction. Expectations for access to tanks and equipment as well as to adjacent workspace can be realized by directly involving the husbandry staff in the planning process.

Pathogen Control

Aquatic facilities utilize very dynamic life support systems. For example, large facilities commonly use re-circulating water systems. These systems operate as full-fledged ecosystems, processing waste through a chain of biological steps. The life supporting capacity of the water is non-discriminative. Microbial life is commonplace in the water system and ultimately required for proper filtration, which makes pathogen control extremely difficult. The re-circulating nature of these systems compounds the problem. Although UV filtration can help to control the level of pathogens within a system, the effectiveness of the UV is difficult to monitor. It is at the facility level that the emergence and spread of disease is ultimately controlled.

Proper quarantine measures can establish an effective pathogen barrier to limit the incidence of disease. An isolated quarantine space that allows for unidirectional workflow and material transfer helps to ensure the effectiveness of this strategy. The pervasiveness of the aquatic life support media makes it important to address pathogen containment as well. Identification and isolation of disease within a facility is critical. Intentional development of the facility infrastructure to address these ideas can facilitate early intervention. Zoning of large aquatic spaces (both programmatically and procedurally), integration of sentinel fish housing into the system layout, and the capacity to provide “off-system” water to isolated populations are steps towards ensuring the long-term success of the fish population.

Most disease issues for aquatic research facilities are a direct result of compromised husbandry. However, even in an ideal setting, a small risk of disease outbreak still remains. It is for this reason that simple and cost effective pathogen control strategies are essential to a project. If implemented correctly, these strategies can help to ensure the long-term productivity of a facility without adding substantially to project costs.

Flexibility and Growth

Core facilities, in particular, need to adapt to the changing demands of the research groups they serve. The permanent nature of aquatic systems infrastructure can make it challenging to accommodate change. Although potential pressures upon a facility may be difficult to predict, a facility can present opportunities for adaptability within its infrastructure. Square footage is a limiting factor for many projects. Thus, the potential to re-allocate space becomes essential. Spaces adjacent to the aquatic facility may need to be outfitted with the basic infrastructure needed to support expansion of aquatic space. Centralized systems may need to be configured such that their capacity can increase over time, without the need for a separate water system room. Opportunities may exist to include a certain percentage of stand-alone rack systems, fully disconnected from the centralized water, to provide additional options for re-configuration or reallocation of space.

Density and Configuration

Medium to large-scale facilities will need to address the issue of optimal capacity. Cutting potential capacity becomes more difficult the further along the design process has progressed. Likewise, it is difficult to add back in the functionality displaced by extra tanks. To address this issue in the planning process, constraints upon potential capacity are defined – preferably before an estimated tank capacity is even proposed. These constraints may include the desire to have certain sightlines through a facility, direct adjacencies to certain racks, or multiple pathways to individual tanks. These guidelines help the rack manufacturer and project team to configure a successful layout. They also allow the user to know in advance what they may be sacrificing for additional tank space. Ultimately, optimal capacity is a balance between density and functionality.

Systems Infrastructure

The infrastructure demands of larger centralized facilities can easily impede upon circulation, workflow, and ergonomics if careful planning is not undertaken at the outset of the project. In the main fish room, supply lines for water (and sometimes air) can typically be routed overhead and out of the way of circulation. However, return water lines are usually gravity fed and can pose a significant disruption to workflow. Due to the repetitive nature of the rack layout in larger facilities, it is possible to minimize the effect of the systems infrastructure on operations. Integrated systems (where separate components – lighting, water supply, earthquake support, etc. – are nested within or support each other) can achieve a higher degree of spatial efficiency than if these systems are designed in isolation.

The industry has taken steps to optimize its aquaculture systems over recent years, and modern day facilities benefit from relatively compact installations. These systems still require significant space and room to work in and around equipment. In addition to water system equipment space, other mechanical space for these facilities can be substantial due to the fresh air changes and humidity control often required for aquatic rooms. Coordination with mechanical and aquaculture engineers must be integrated into the planning phase in order to formulate an accurate picture of the spatial requirements for the entire facility.

Energy and Resource Consumption

Resource consumption is fast becoming a rising concern for aquatic research facilities. Animal facilities in general can consume enormous amounts of energy due to their extended operating hours, substantial equipment, and HVAC demands. Aquatic facilities may even exceed the energy use of dry vivariums. Even though aquatic facilities require less air exchange than many dry vivaria, rates are often kept high to address moisture control as well as general standards for facility ventilation. Delivering this amount of air requires a significant amount of energy. Additionally, much of this air is not re-circulated through the mechanical system but instead is exhausted out of the building and replaced with fresh ventilation air. This is of particular concern with species where air temperatures in the facility are kept outside the range of outdoor ambient conditions. Combine a large temperature difference with added humidity control, and the result is vast amounts of energy invested in conditioned air that is then immediately expelled from the building.

These facilities also consume an enormous amount of potable water. Even re-circulating systems discharge large amounts of system water during the backflush of mechanical filters or even through the filtration process itself. These systems often replace lost water with highly filtered water from Reverse Osmosis units. This filtration technique at times can discharge as much process water as it produces. Fortunately, the discharged water is incredibly clean and can be fed back into the building to be utilized for waste conveyance or irrigation but this holds true only if the infrastructure to transfer the reclaimed water is integrated into the facility design.

The Design Equation

The design process for animal facilities requires expertise from a diverse design team. The aquatic research environment, in particular, requires not only specific attention to facility details but also a broader understanding of the complex interactions of the facility elements. Unfortunately, comprehensive knowledge of aquatic research facilities is extremely limited in the laboratory design and construction industries. Systems manufacturers offer invaluable advice on the dynamics of aquatic environments – with particular respect to their own products, but it is important to develop a means to integrate this type of specific knowledge into the larger context of facility operations and building systems.

Documented analysis of aquatic facility design considerations through a formalized planning and programming process can help to ensure that individual system designs are fully integrated into the broader goals of the facility. A planning document serves as a guide for design decisions throughout the project. If referenced consistently during the process, a design can evolve that accomplishes efficiency, ensures productivity, and capitalizes upon cutting edge advancement of integrated building systems. Long-term success starts at the beginning – with a sufficient understanding of the design constraints, challenges and ultimate potential of the project.

Austin Bailey is an Aquatic Laboratory Specialist and Project Manager for Rowell Brokaw Architects and the Facility Projects Coordinator for the Zebrafish International Resource Center. He has over 13 years experience with aquatic research facilities. He can be contacted at austin@rowellbrokaw.com or 541-485-1003.

(ALN Magazine, *Jan/Feb 2009*)

Ten Tips for Writing Business E-mails

Consider this. Every business e-mail you write is like a personal PR agent. What do your e-mails say about you?

Lyndsay Swinton, creator of Management For The Rest Of Us (www.mftrou.com), offers these ten tips to ensure that business e-mails give just the right impression.

1. Stop, think then write (or don't!): Are you e-mailing to say you'd telephone when the fax goes through? Is a phone call more appropriate? Choosing the right communications medium will increase your chance of being listened to.
2. Prevent premature sending: To avoid sending a badly spelled, half written pile of rubbish, wait until you have written the e-mail before you key in the recipient's names. Hitting send too early is

a painful, toe-curling experience.

3. Be professional: You lose control of your e-mail as soon as you hit 'send' so stick to professional language. Out go all "ist" comments — racist, sexist, ageist, etc. Even your own brand of oh-so-funny humor can cause offence in the wrong hands.
4. If in doubt, spell it out!: How well you know your audience will dictate whether you use short hand, jargon, abbreviations, and emoticons. If in doubt, spell it out! Always err on the side of being too polite and respectful, particularly when writing e-mails to business colleagues where translation may be required. Use the spell check and re-read your e-mail before it goes out.
5. Be precise, concise, and clear: This includes actions like keeping e-mails brief, using subject headers, using "urgent" flags sparingly, and using bulleted lists when appropriate.
6. Tailor e-mails to your audience: Always open e-mails with a hello and use the name that they signed off with, even if it's crazyhorse38! If you must send the same e-mail to loads of people, put their address in the bcc box and use just one e-mail address in the To box. This keeps the person's e-mail address private and makes it look like you've taken the time to write a personal e-mail.
7. Most people can't read minds: Writing to a career site requesting "all the stuff you have on getting a job" could at best land you with a load of bandwidth hungry information or at worst be ignored. The more specific you are, the more likely you are to get a response. Also, if responding to multiple questions embedded in a large e-mail, copy the questions into your e-mail and write your answers next to them.
8. Keep your cool: Your emotional state can slip into an e-mail without notice, with curt sentences, skipped pleasantries, and blunt asks.
9. Need to know basis: A common business e-mail warfare tactic is to cc in senior managers in the vain thought that this adds weight to the communication. Fight your fights in private so that when you really need someone else to step in, they know you mean it.
10. Be clean and tidy!: Attachments clog up networks and spread viruses. Could the salient points be passed into an e-mail? Use spam filters and delete chain e-mails or other scams and make the web world a better place.

Writing business e-mails well can make you stand out in the corporate landscape. Writing them badly can do the same, but for very different reasons.

(ALN Magazine, Jan 2009)

How to Non-invasively Record Electrocardiograms in Conscious Mice

The ECGenie records – non-invasively - the electrocardiogram [ECG] in conscious mice. Neither anesthetic nor surgery is required. The ECG signals are detected passively through the underside of the paws of the animals as they rest atop disposable electrode pads atop the instrumented platform. Unlike telemetry, which requires surgical implantation of radiotransmitters, the ECGenie is non-invasive, fast and easy. Let's go into an animal research facility and see how technicians Kate and Jeff use their ECGenie….

Kate: Your mice in those two cages look a little mopey, John. Are they sick? Usually B6 mice are a little perkier.

John: These are Dr. Smith's knockout mice that have the gene defect in the heart, so perhaps they have cardiac disturbances that affect their health.

Kate: Let's put them and some of the normal wild-type mice on the ECGenie. This will quickly provide us a complete electrocardiogram, which may aid us in characterizing their cardiovascular health. *[only 20 minutes later].*

John: Wow – look at that – the heart rate in these 2 tiny mutant mice is at least 200 bpm slower than these 2 normal wild-type mice! And their heart rate variability is very low! '..might partly explain their appearance.

Kate: The QRS is wider too – this can occur with cardiac hypertrophy. I'll put them back in their cages. Let me know tomorrow if any of their heart rates drop below 350 bpm so I can alert the veterinarian and Dr. Smith.

John: Will do - I'll monitor them daily. Meanwhile, I might take a quick look at the ECG in those mice in the other room that have been receiving the diet drug. I wonder if their increased activity is reflected in an ECG disturbance…

The ECGenie has been validated against radiotelemetry. The system can record the ECG in neonatal mice as young as 6 days old, and fragile mutant mice that might otherwise die if restrained or anesthetized. One technician can screen dozens of mice for their ECG in an afternoon. Visit www.MouseSpecifics.com for details or to arrange a demonstration.

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