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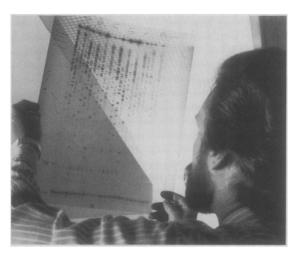
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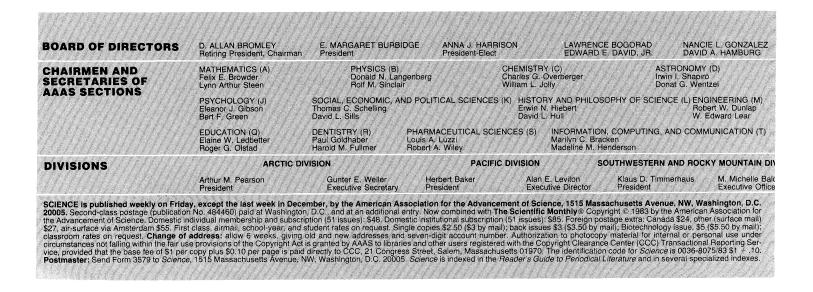
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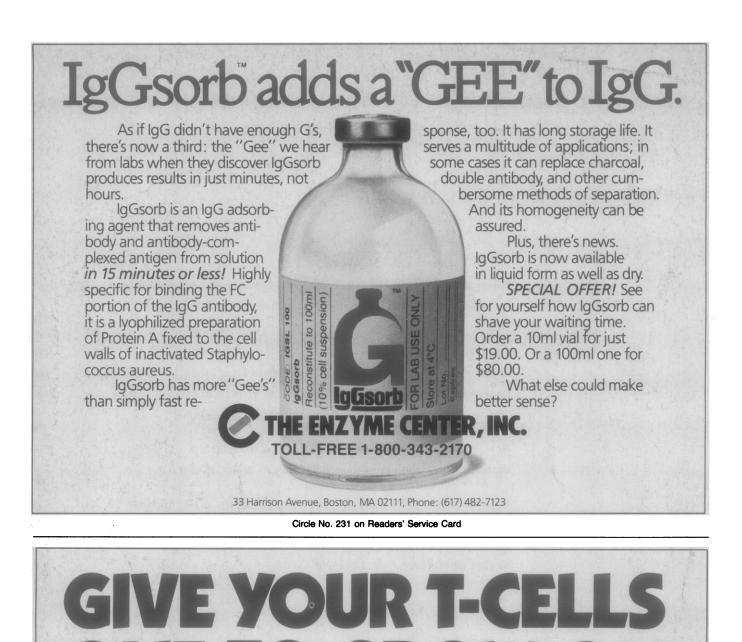
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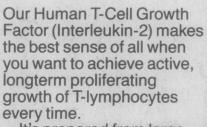
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#### COVER

Shoots of Douglas fir, *Pseudotsuga menziesii* (Mirb.) Franco, growing from subepidermal tissue of cotyledon rosettes in sterile culture. Shoots are being grown as part of a research project for cloning genetically improved trees. Subsequently, the shoots will be cut, elongated, rooted, acclimated to soil, and planted in the forest. Tissue culture may play an important part in bringing forest yields toward their theoretical maximum. See page 694. [Michael Wotton, Weyerhaeuser Company, Tacoma, Washington 98477]





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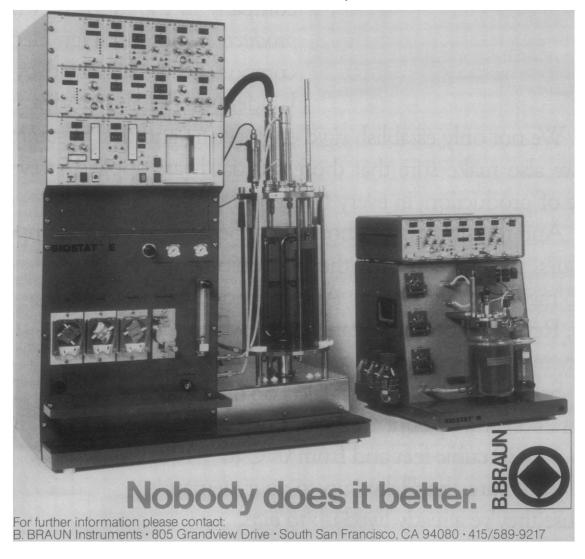
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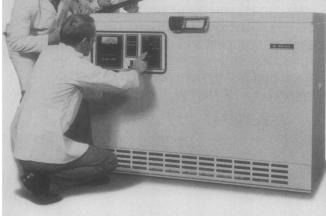


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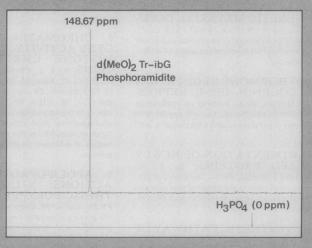
The Model 380A features automatic phosphate deprotection and removal of the DNA from the solid support. With optional memory, the unit can also be reprogrammed by the user to accommodate other chemistries.

mated oligonucleotide synthesis: stable, efficient chemistry...reliable mechanical design...simple, user-friendly programming that requires no computer knowledge...and a proven protocol which assures fast, successful syntheses at a low cost per cycle.

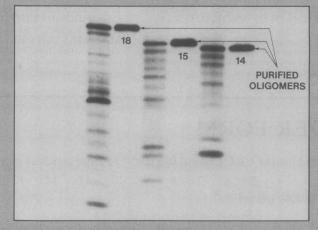
The synthesizer is designed for reliability, with the same microvalves used in our Model 470A Gas-Phase Protein Sequencer. All reagent deliveries are gas-pressure driven. There are no mechanical pumps or syringes. Reagents contact only fluorocarbon polymers and glass and there is no need to clean or backflush the system after use.

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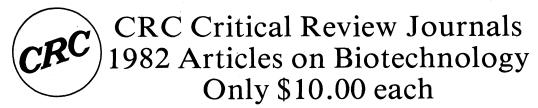


Analytical autoradiogram of the crude isolates of three automated syntheses with their corresponding purified oligonucleotides.

For more information circle #25.



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2. THE MAIN TYPES OF ORGANIZA-TION OF GENETIC MATERIAL IN EU-KARYOTES, by Y. V. Ilyin, Ph.D., and G. P. Georgiev, Ph.D. The structural organization and possible relation of structure to function for genes of different types are discussed.

3. STEROID HORMONE REGULATION OF VITELLOGENIN GENE EXPRES-SION, by D. Shapiro, Ph.D. Focuses on vitellogenin synthesis in systems in which a mechanistic approach to questions of gene organization and expression is well advanced.

4. COMPARTMENTATION OF NEWLY SYNTHESIZED PROTEINS, by A. W. Strauss, M.D., and I. Boime, Ph.D. Discusses the synthesis and insertion of membrane proteins plus new and advanced hypotheses on signal sequences and their effects on proteins:

5. THE BIOSYNTHETIC PATHWAY OF THE ASPARAGINE-LINKED OLIGO-SACCHARIDES OF GLYCOPROTEINS, by R. J. Staneloni, Ph.D., and L. F. Leloir, M.D. Reports on the structure and addition of the various types of oligosaccharides to asparagine residues in proteins.

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8. CHROMATIN STRUCTURE AND GENE ACTIVITY: THE ROLE OF NON-HISTONE CHROMOSOMAL PRO-TEINS, by I. L. Cartwright, Ph.D., M. A. Keene, Ph.D., G. C. Howard, Ph.D., S. M. Abmayr, Ph.D., G. Fleischmann, Dr. rer. nat., Ky Lowenhaupt, Ph.D., and S. C. R. Elgin, Ph.D. Discusses how recent advances in the knowledge of chromatin structure changes accompanying gene activation complements a current trend in research on the presence, absence, and distribution of different classes of nonhistone chromosomal proteins.

9. APOLIPOPROTEIN/LIPID INTER-ACTIONS: STUDIES WITH SYN-THETIC POLYPEPTIDES, by J. T. Sparrow, Ph.D., and A. M. Grotto, Jr., M.D. Gives insight into the protein structural requirements for the apolipoprotein-lipid and apolipoprotein-enzyme interaction that occur in this family of important plasma proteins.

10. DNA METHYLATION IN EUKAR-YOTES, by R. L. P. Adams, D. Phil, and R. H. Burdon, Ph.D. Reports on the distribution of 5-methylcytosine between different species and different DNA fractions together with the actual sequences methylated.

11. MODELS OF THE REGULATION OF RIBONUCLEOTIDE REDUCTASE AND THEIR EVALUATION IN INTACT MAMMALIAN CELLS, by D. Hunting, Ph.D., and J. F. Henderson, Ph.D. Eleven published models are critically examined and important differences not previously considered are discussed. 12. STUDIES IN SEQUENCE RECOG-NITION BY TYPE II DNA RESTRIC-TION AND MODIFICATION EN-ZYMES, by P. Modrich, Ph.D. Type II systems are examined in sufficient molecular detail to give insight into modes of specific DNA-protein interaction.

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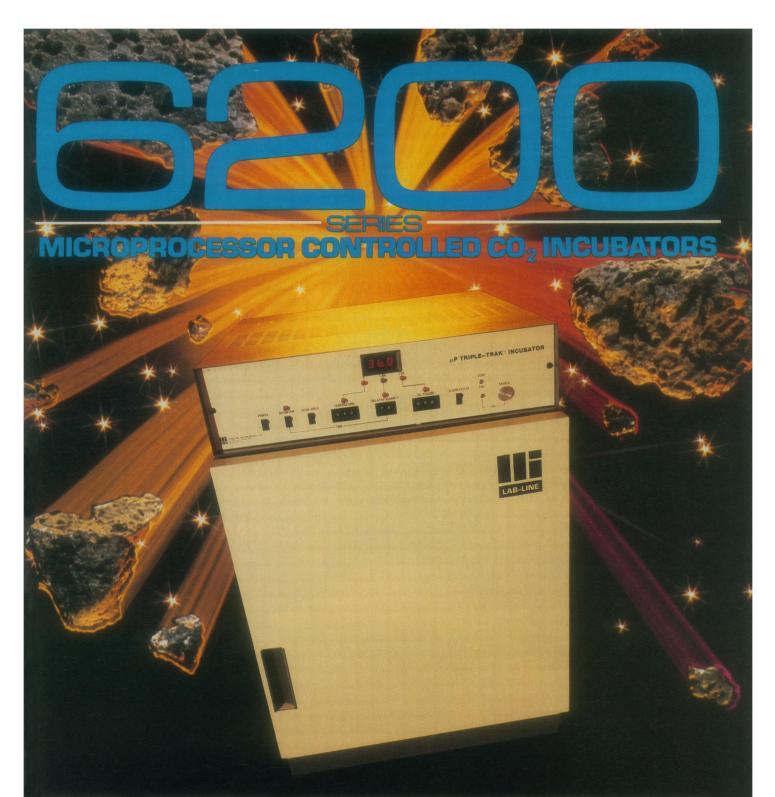
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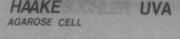
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This position involves developing novel approaches in the area of monoclonal antibody immunoassays. The qualified candidate will have a Ph.D., post-doctoral experience preferred. A strong knowledge of biochemical and immunochemical laboratory procedures is essential, with experience in immunodiagnostic or monoclonal antibodies considered helpful.

#### ANALYTICAL BIOCHEMIST

The selected candidate will have both a Ph.D. in Biochemistry and an MS in Analytical Chemistry, coupled with a background in HPLC, spectroscopy and microprocessor technology. Responsibilities include developing instrumentation and chemistry systems.

#### PH.D. – BIOCHEMISTRY/ IMMUNOCHEMISTRY

The qualified candidate will be an innovative individual with a Ph.D. and a strong background in immunochemistry. This position involves investigating new approaches and ideas in immunodiagnostic technology using monoclonal antibodies and synthetic peptides. Operating within an independent environment, the qualified candidate will have the opportunity to utilize their creative talents to the fullest extent in developing new ways of approaching diagnostics.

#### **CLINICAL CHEMIST**

This position is ideal for the professional interested in new product development. Candidates will have an advanced degree in Biochemistry, Bio-Analytical Chemistry or Physical Chemistry, Ph.D. preferred, and at least 2 years of industrial and/or laboratory experience in enzymology, organic synthesis, protein chemistry, and reagent development. Knowledge of medical instrumentation and systems development desirable.

#### PH.D. MOLECULAR BIOLOGY

The qualified candidate will possess a Ph.D. in the biological sciences with at least 3 years postdoctorate experience and the ability to clone peptidic hormones. Experience with reverse transcriptase and familiarity with brain peptides is preferred.

#### **RESEARCH SCIENTISTS**-

#### IMMUNOASSAY DEVELOPMENT AND INSTRUMENTATION RESEARCH

The outstanding candidates who qualify will engage in research and development on state-of-the-art immunoassay reagents and instrumentation. Advanced degrees in biochemistry/immunochemistry for immunoassay development, and biomedical or electrical engineering for instrumentation research is required. Up to 5 years relevant postgraduate experience in RIA, EIA, or FIA development is desirable.

#### TECHNICAL SUPPORT SPECIALIST

This position involves troubleshooting technical problems, upgrading product performance through the implementation of new technology, and improving processes for efficiency yield and cost reduction, while interacting with all operations areas. The qualified candidate will possess a Ph.D. or equivalent in Biochemistry, Clinical Chemistry or related disciplines with 2-5 years experience in immunoassay technology.

#### MICROFABRICATION ENGINEER

We seek a professional acutely familiar with all phases of microfabrication. This position involves both processing and product development. Thorough knowledge of semiconductor processing procedures is required. A degree in Physics or Electrical Engineering required, with a strong background in material properties and processing preferred.

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SCIENCE, VOL. 219

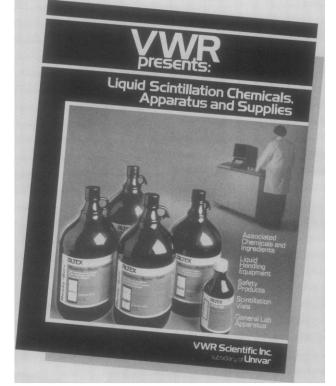


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SCIENCE, VOL. 219

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# NOW TIS SUE EMBEDDING IS FASTER, EASIER, AND LESS EXPENSIVE

Presenting the AO Histostat Tissue Embedding Center -- a compact, integrated three-in-one work station that makes tissue embedding faster, easier and less expensive. The AO Embedding Center features a paraffin bath with a 2.5 litre reservoir and illuminated manual dispenser, a heated plate with forceps warmer and overflow drawer, and a 11" x 15" cold plate to accelerate specimen solidification. An optional built-in vacuum infiltrator is also available.

#### FASTER

The state-of-the-art digital control panel displays all temperatures at a glance, and includes the exclusive AO 7-Day Programmable Timer that lets you pre-set the system to turn on automatically before the start of the workday. The paraffin is melted to the desired temperature and ready to go ... saving you as much as two hours waiting time. The timer can even be set to skip holidays and weekends.



#### EASIER

The AO Embedding Center has a stable, solid 32" x 17" work surface, assuring maximum utilization of space. Everything is within easy reach. The low height reduces fatigue during long sessions when the work load is heavy. And, because the nylon coated work surface is one-piece -- with no cracks or open spaces -- cleanup is fast with less hassle.

#### LESS EXPENSIVE

The manufacturing cost effectiveness of building a one-piece unit allows us to offer the AO Embedding Center at a price up to 30% less than competitive component systems. Savings like this enable you to get the system you need now instead of waiting to assemble a system piece by piece. Why not find out more about faster, easier and less expensive tissue embedding? For a demonstration of the new AO Histostat Tissue Embedding Center, see your AO dealer or representative, or write for our free brochure and more information. AO Scientific Instruments, P.O. Box 123, Buffalo, NY 14240.

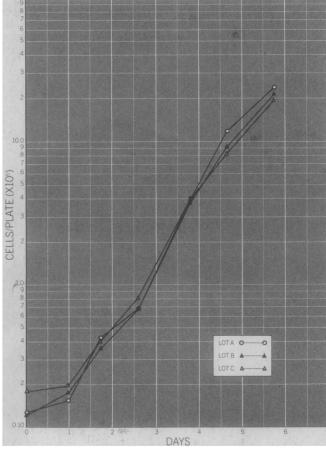
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SCIENCE, VOL. 219

Basic tools for tissue culture investigation: Olympus Model CK Inverted Biological Microscopes

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### Bovine Albumins – quality, full line, versatile, reliable, at a competitive price.

Armour Pharmaceutical scientists pioneered the development of blood fractionation technology. We have been a major fractionator of human plasma for therapeutics since 1943, and since the late 1940's have manufactured Bovine Albumin for biochemical and diagnostic applications.

We have almost a century of experience as a producer of high quality biochemicals – but we are more than just a biochemical manufacturer – we are a pharmaceutical company.

### Bovine Albumins for use in . . .

- diagnostic reagents
- growth media
- bases for biochemical
- and metabolic research.



Armour Pharmaceutical Company

Biochemicals – a commitment to the '80s

### Bovine Albumins – a wide variety of products from 30 years of blood fractionation technology.

Although Armour Pharmaceutical has a long-standing tradition in the development of Bovine Albumins, we are not bound by tradition; our attitude is one of innovation – we have not only pioneered in Albumin developments, but have become the most active in applying versatility for new uses.

An example of, and a statement about, some of our Albumins . . .

#### COHN FRACTION V BOVINE ALBUMIN POWDER

"Fraction V" has become a generic label for a variety of Bovine Albumin products with different basic characteristics. Originally, the designation "Fraction V" referred to the fifth precipitate obtained in a cold ethanol fractionation process developed by Dr. E.J. Cohn at Harvard University during the Second World War. Armour collaborated in that project. Most therapeutic human blood fractions are still produced by the Cohn Cold Ethanol Process. Armour Bovine Albumin Fraction V continues that tradition.

Armour Fraction V Albumin has two important characteristics:

- 1 Prepared under nondenaturing conditions
- 2 Native fatty acid profile reflecting residual endogenous lipids.

Because Armour Fraction V is prepared under nondenaturing conditions – is never heated – no exogenous short chain fatty acid stabilizer is ever added. Bovine Albumin products manufactured by selective thermal denaturation processes usually have fatty acid profiles dominated by residual exogenous stabilizers. For some applications, the special preparation of Bovine Albumin under nondenaturing conditions with a native fatty acid profile is important. For others, it is not.

Armour Fraction V is prepared under nondenaturing conditions by the traditional Cohn Cold Ethanol Process using the same strict quality controls applied to human plasma fractions for therapeutic use.

#### BOVINE ALBUMIN POWDER

Bovine Albumin Powder is more highly purified than our traditional Cohn Cold Ethanol Process Fraction V Powder, but manufactured by a lower cost process to give a quality product at a reasonable price. Armou's large scale processing capability permits competitive pricing despite the high cost of rigorous quality control associated with pharmaceutical operations. Because Bovine Albumin Powder is a heated product, it contains 1-2 mg fatty acid/g protein, about <sup>2</sup>/<sub>3</sub> of which is octanoic.

### CRG-7

#### (Bovine Albumin, Clinical Reagent Grade)

A fatty acid free Bovine Albumin powder for the most discriminating research and diagnostic applications, manufactured by a process specifically designed to give consistently low levels of residual metabolites and enzymes.

### **REHAVID®S-30, S.F.** (stabilizer-free)

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#### OTHER BOVINE ALBUMIN PRODUCTS:

Crystallized Bovine Albumin (CBA) Bovine Albumin Powder Type H-7 Rehavid® S-30 (standard)

Rehavid® HA-30 (high avidity)

Leptalb<sup>®</sup> 7 (for Leptospira growth)

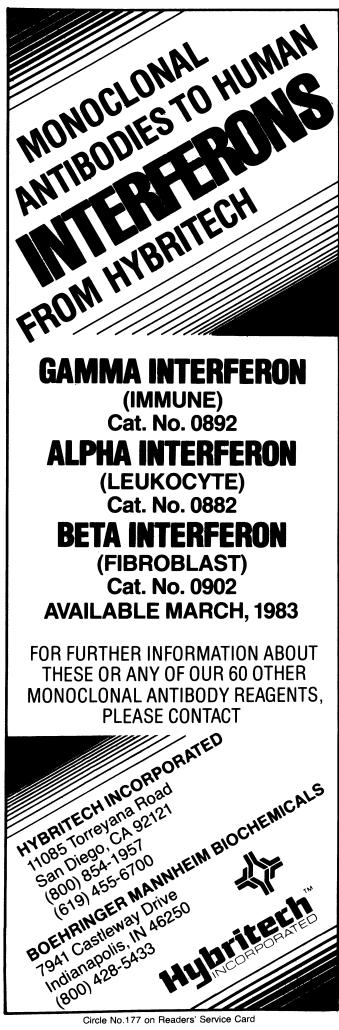
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For an interchange of technical information on Bovine Albumins, call 1-800-435-1852 (in Illinois 1-312-726-6851) or write: Technical Service Manager, Biochemicals, Armour Pharmaceutical Company, P.O. Box 511, Kankakee, IL 60901.

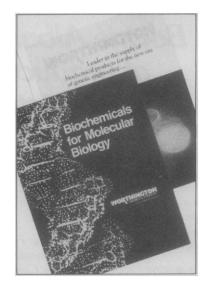


Biochemicals – a commitment to the '80s

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#### ANNOUNCING

#### FASEB SUMMER RESEARCH CONFERENCES FOR 1983

The Federation of American Societies for Experimental Biology will again present a series of Summer Research Conferences designed to meet the demand of experimental biologists for *intimate* and *detailed analysis* of current research in areas of intense scientific interest. The conferences, held weekly at the Vermont Academy in Saxtons River, Vermont, will be limited to an attendance of 150 persons and will be by invitation upon application. A conference fee of \$230 per person covers one week's room, board and registration. For additional information, a complete program and application form, please see the February issue of *FEDERATION PROCEEDINGS*, Volume 42, Number 2.

#### PROGRAM

#### SECRETION (June 12-17)

Chairman: Ronald Rubin, Medical College of Virginia Vice-chairman: Jerry Gardner, National Institutes of Health

Intracellular Processing & Transport of Secretory Material. J. Jamieson, G. Grodsky, G. Scheele, J. Habener; Receptor-Response Mechanisms – Ionic Events. N. Kirshner, I. Atwater, P. Baker, P. Conn, I. Schulz, O. Petersen, J. Meldolesi; – Biochemical Events. D. Lagunoff, F. Crews, J. Putney, M. Gershengorn; Intracellular Control – Interactions of Cellular Mediators. J. Gardner, H. Korchak, R. Sha'afi, P. Churchill, C. Wollheim; – Microfilaments & Microtubules. P. Hall, S. Howell, J. Bennet, J. Trifaro; – Calmodulin-Phosphorylation Mechanisms. A. Means, U. Schabart, M. Feinstein, J. Williams, R. DeLorenzo, R. Steinhardt; Exocytosis & Membrane Recycling. W. Douglas, F. Cohn, H. Plattner, P. Cullis, H. Pollard.

#### NEURAL CONTROL OF RESPIRATION (June 19-24)

Chairman: Donald Frazier, University of Kentucky

Vice-chairman: Walter St. John, Dartmouth Medical School Adult Control: Respiratory Rhythmicity. W. St. John; Afferent Mechanisms – Mechanoreceptors. F. Zechman, G. Sant'Ambrogio, R. Shannon, S. Muza; – Chemoreceptors. R. Fitzgerald, E. Nattie; Efferent Mechanisms. D. Bartlett; Suprapontile Mechanisms. R. Harper; Historical Perspective on Respiratory Control. D. Frazier, F. Kao; Ventilatory Control in the Infant. B. Thach, D. Shannon, J. Mortola.

#### NEUROTRANSMITTERS (June 26-July 1)

Chairman: Stanley Parsons, University of California, SB

Vice-chairman: Harvey Pollard, National Institutes of Health Transport in Cell, Granules & Synaptic Vesicles. G. Rudnick, S. Parsons, S. Schuldiner, D. Njus, M. Levine, E. Deliberto, H. Winkler, B. Kanner, A. Ramu, D. Apps; Presynaptic Regulation of Synthesis & Secretion. A. Goldberg, B. Collier, J. Cooper, P. Carroll, G. Gibson, O. Zinder, B. Livett, G. Pilar, B. Howard, D. Kuhn, J. Suszkiw, D. Michaelson, D. Jenden; Cell Biology of Secretion. W. Wu, A. Boyne, V. Chan-Palay, R. Ornberg, G. Pappas, D. Aunis, K. Morita, J. Trifaro, D. Foxhall, C. Creutz, H. Pollard, J. Scott, R. Klausner; Synthesis, Composition & Assembly of Secretory Vesicles. V. Whittaker, T. Joh, O. Viveros, W. Lovenberg, K. Kelner; Presynaptic Toxins. I. Hanin, L. Kohn, B. McClure, D. Anderson.

#### MICRONUTRIENTS: TRACE ELEMENTS, STATUS OF Cu, Zn, Fe & Se

(July 3-8)

Chairman: Boyd O'Dell, University of Missouri

Vice-chairman: Edward Harris, Texas A&M University

Trace Elements: Nutritional Status & Bioavailability. Cu. E. Harris, D. Danks, J. Prohaska; Se. O. Levander, R. Burk, H. Ganther, P. Whanger; Zn. A. Prasad, J. Apgar, P. Fraker, P. Reeves; Physiological Assessment of Zn & Cu Bioavailability. N. Solomons, H. Anderson, J. Erdman, R. Cousins; Extrinsic Labels in Assessment of Bioavailability. V. Young, J. Turnlund, R. Schwartz; Interactions That Affect Bioavailability. M. Fox, H. Sandstead, R. Chaney, G. Cherian; Future Research: Problems & Potential. W. Mertz; Fe Bioavailability. J. Cook, C. Bodwell, G. Bates.

#### SOMATIC CELL GENETICS (July 10-15)

Chairman: Richard Davidson, University of Illinois at the Medical Center

Vice-chairman: Lawrence Chasin, Columbia University

Gene Transfer Vectors. R. Mulligan, P. Howley, M. Capecchi, M. Botchan; Genetic Mapping, Molecular & Chromosomal. L. Chasin, T. Caskey, R. Demars, T. Shows; Oncogenes. R. Weinberg, M. Cole, G. van de Woude, I. Verma; Gene Amplification. R. Schimke, J. Hamlin, J. Biedler, R. Kaufman; Epigenetic Phenomena. R. Davidson, L. Shapiro, B. Migeon, R. Ivarie; Non-Vertebrate Systems. A. Chovnick, G. Rubin, J. Schel, S. Dellaporte; Expression of Transferred Genes. T. Maniatis, K. Yamamoto, C. Weissman, W. Schaffner; Immune System Genes. M. Scharff, C. Croce, L. Hood, S. Tonegawa; Gene Transfer into Embryos. F. Ruddle, R. Jaenisch, R. Palmiter, B. Mintz.

#### **DEVELOPMENTAL NEUROBIOLOGY** (July 17-22)

Chairman: Paul Patterson, Harvard Medical School

Vice-chairman: Nicholas Spitzer, University of California, SD Growth Cones & Migration. D. Bray, K. Pfenninger, J-P. Thiery; Axon Guidance & Regeneration. D. Bentley, L. Landmesser, M. Willard, S. Kater, M. Gurney, J. Freeman, U. Rutishauser; Neuronal Death. R. Horvitz, R. Oppenheim, K. Herrup, N. Thoenen; Growth & Differentiation. E. Johnson, D. Berg, L. Reichardt; Lineages. N. LeDouarin, S. Landis, I. Black, M. Raff; Specificity. E. Frank, J. McMahan, J. Sanes, S. Easter, J. Schmidt, R. Hunt; CNS Specificity. M. Stryker, N. Daw, F. Nootebohm.

#### MECHANISMS OF CARCINOGENESIS (July 24-29)

Chairman: Douglas Lowy, National Institutes of Health Vice-chairman: Paul Neiman, Fred Hutchinson Cancer Center

Viral Transforming Genes & Cellular Homologs. J. Bishop, H. Hanafusa, J. Parsons, R. Eisenman, D. Galloway; Stages of Cellular Transformation. I. Weinstein, V. Ling, N. Colburn, T. Slaga; Cellular Controls. H. Weintraub, R. Fuchs, I. Pastan, A. Poland; Transforming Genes & Differentiation. T. Graf, N. Rosenberg, I. Verma, M. Hoffman; Gene Transfer. H. Temin, M. Capecchi, M-F. Law; Tumor Induction by Leukemia Viruses. P. Neiman, W. Hayward, H. Varmus, R. Gallo; Chromosome Structure. R. Schimke, J. Spira, E. Eicher, J. Rowley; Proteins Related to Transformation. T. Hunter, E. Chang, G. Todaro, D. Livingston; Tumor Oncogenes. R. Weinberg, G. Cooper, M. Wigler, M. Barbacid.

#### AUTOIMMUNITY (July 31-August 5)

Chairman: C. Garrison Fathman, Stanford University Medical School

Vice-chairman: Alfred Steinberg, National Institutes of Health

Mechanisms of Immune Response. C. Fathman, R. Hodes, E. Unanue, C. Pierce; Mediators of Inflammation. B. Wintroub, K. Singer, L. Dias; Experimental Models of Arthritis. D. Trentham; Spontaneous Murine Autoimmune Disorders. N. Talal; Human Autoimmunity Disease. F. Steinberg; Models of Immunotherapy. H. McDevitt, J. Kapp, M. Greene, S. Strober; Models of End-organ Specific Autoimmune Disorders. J. Lindstrom, L. Steinman, N. Rose.



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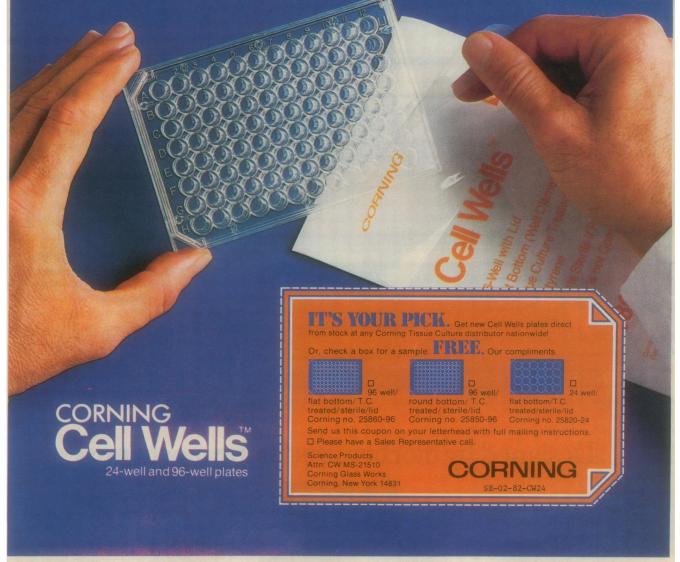
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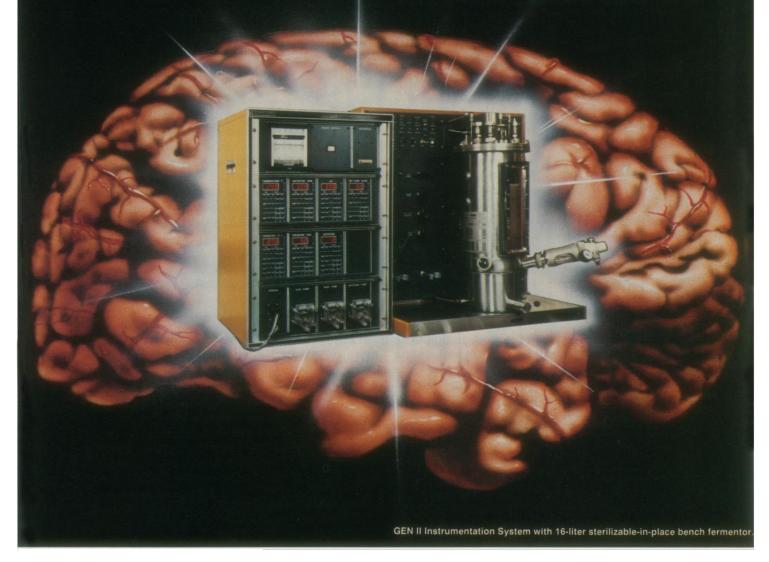
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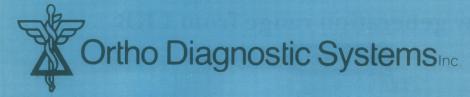
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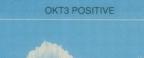




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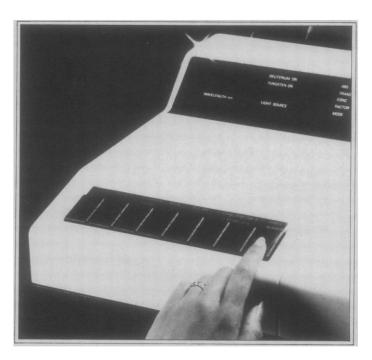


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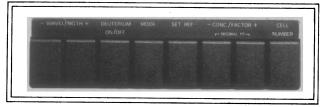


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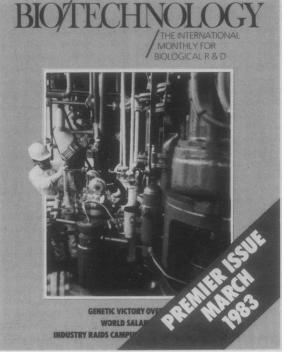
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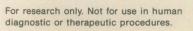


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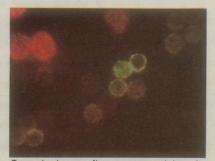


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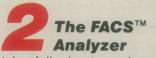
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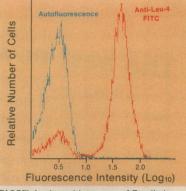
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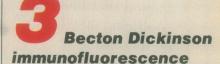


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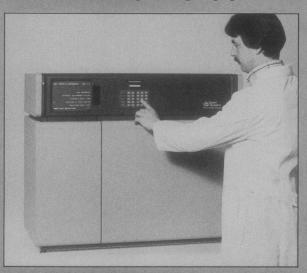
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Colony Stimulating Factor	50	_	27
Erythropoietin	15		32
CNBr Fragment Flavoprotein	30		31
Neuropeptide (Synthetic)	50	13	13
Neuropeptide (Native)	1500 <sup>1,2</sup>	44	40
Mouse IgA (Heavy Chain)	25	_	21
Bacterial Enzyme	150	~1150	20
RNA Polymerase Factor	600	~350	34
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1. Guillemin, et al. Science, 218 pp. 585–587 (1982). 2. Esch, et al. Journal of Biol. Chem. (1983) In Press.



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For literature, write: Eppendorf Division, Brinkmann Instruments, Inc., Subsidiary of Sybron Corporation, Cantiague Road, Westbury, NY 11590; or call 516/334-7500. In Canada: Brinkmann Instruments (Canada), Ltd.

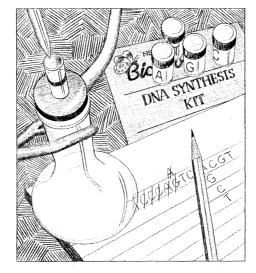
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techniques involved in recombinant DNA research using relatively simple equipment and reagents. 1983, approx. 250 pp. illus. Paperbound ISBN 0-201-10870-4 \$19.95

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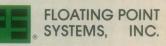
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## What are the benefits to the research workers?

Since the air in the rack is exhausted into the main exhaust system and does *not* re-enter the animal room itself, research workers are effectively isolated from animal dander or other allergens, odor, pheromones, microorganisms, and food and bedding dust. Even with the doors of the unit open, the direction of air flow tends to be *from* the room and *into* the unit which helps to contain contaminated air *within* the unit. Result: virtual elimination of allergic reactions and generally, a cleaner, safer, odor-free work environment for the research people.

#### What are the benefits to research programs?

Because this system greatly reduces the chance of crosscontamination, and because it provides a much less stressful environment generally (e.g., it tends to reduce the amount of animal handling required), the chances of jeopardizing expensive research programs are substantially minimized.

\*Many of these systems are already installed in major research institutions... and conversion to these ventilated animal racks is accelerating.

#### Are there other benefits?

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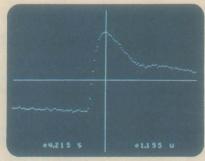


Fig. 2—Expansion of selected area for detailed analysis (up to X 256)

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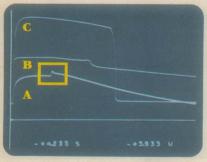


Fig. 1—Tetanic response in avian embryonic muscle after 15 days (A), 17 days (B), and 19 days (C) <u>in ovo</u>.

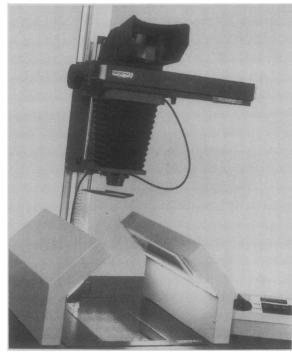
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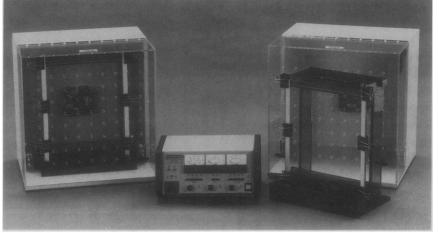
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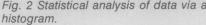
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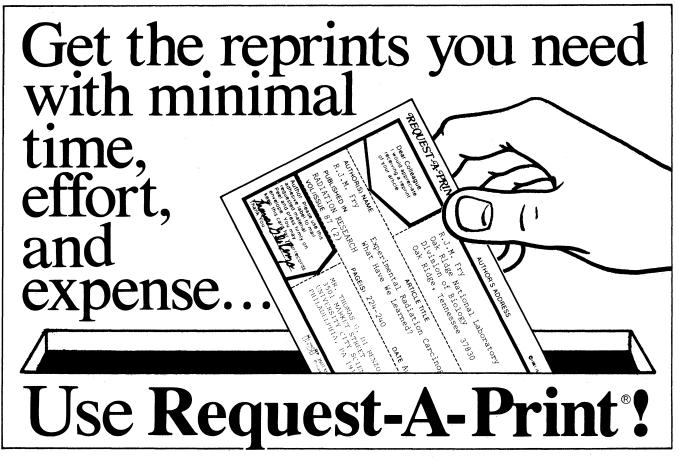
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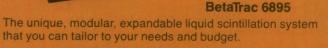
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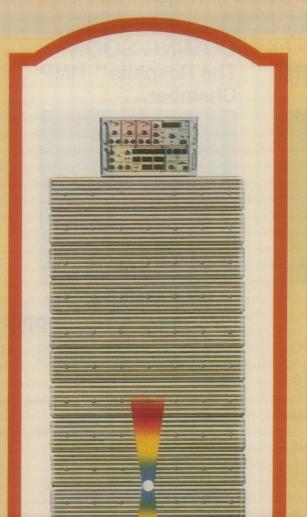
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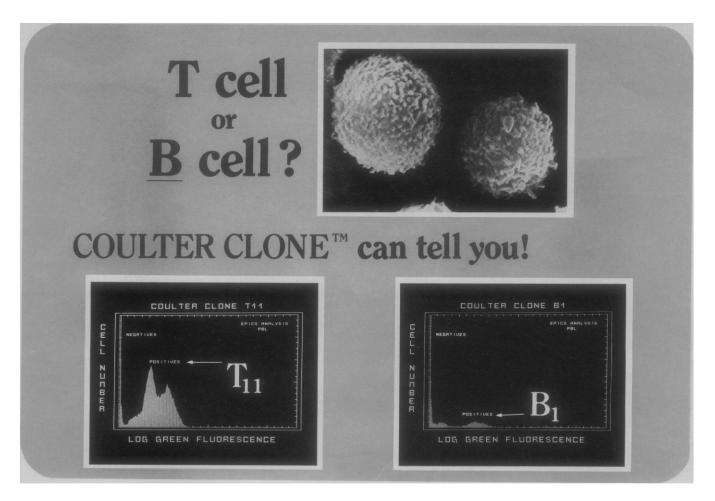
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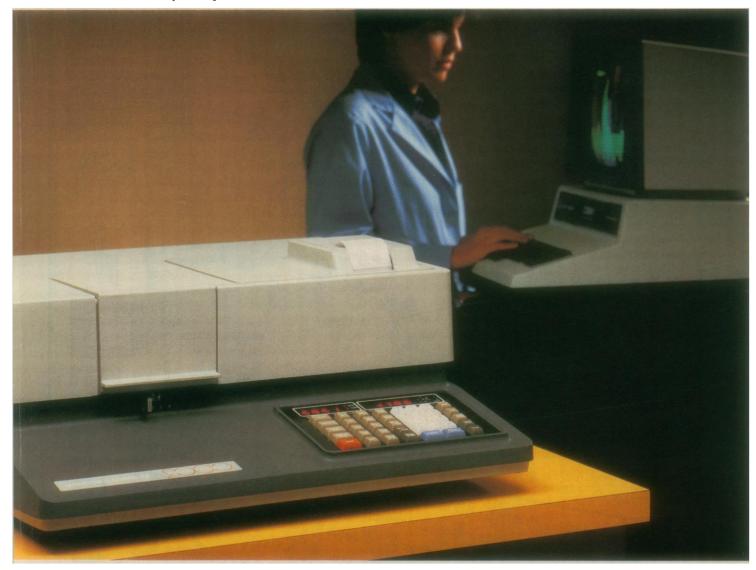
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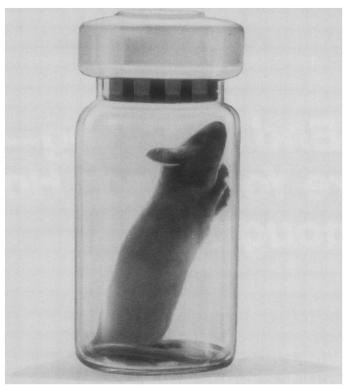
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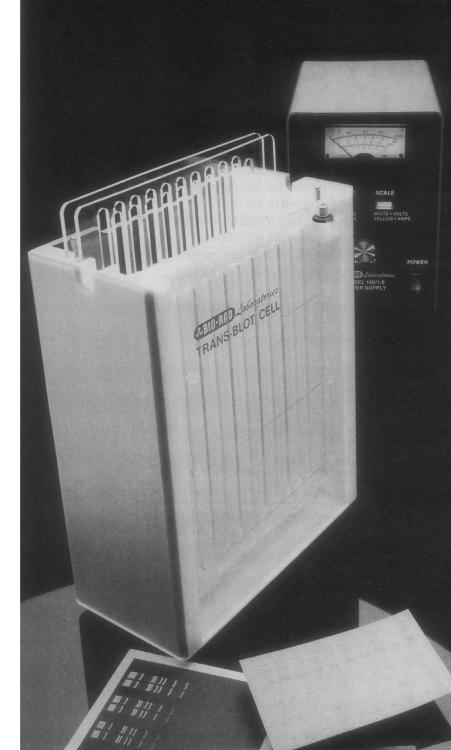
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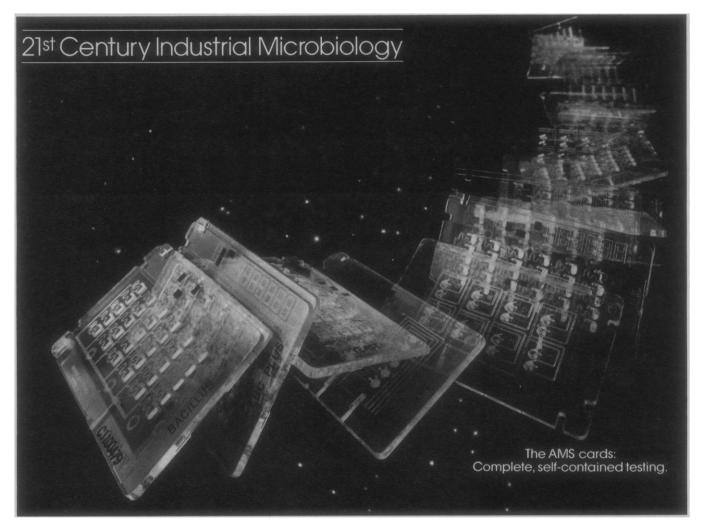
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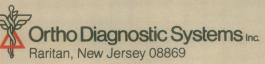


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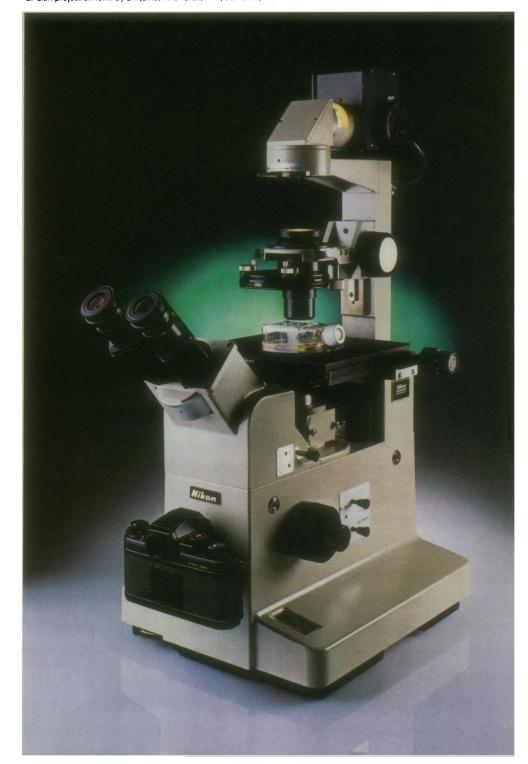
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#### **New Biotechnology Companies**

We are now in a period of especially rapid progress in applied biology. Important useful advances have already occurred employing recombinant DNA and hybridomas. Synthetic human insulin is being sold commercially and other major pharmaceuticals for human or domestic animal care are being tested. Antibodies produced by hybridomas have been approved for diagnostic use. Prospects are excellent that viral diseases soon will be conquered by use of interferon or vaccines.

Key ingredients in the dynamism of applied biology are more than 150 small companies, many of them new. Most of them were formed several years ago at the time of the great excitement over the then untapped potentials of recombinant DNA and hybridomas. Some of the companies have already gone bankrupt and others will disappear. A few months ago most observers guessed that there would be a further great mortality of other companies. But prospects of survival have improved.

Genentech is generally considered to be the leading new company. It is a south San Francisco firm that has pioneered in the creation of about a dozen protein products by recombinant DNA techniques. Employees number about 350, of whom 70 have Ph.D.'s. The budget for research and development is \$21 million. This is small in comparison with the budgets of larger companies, some of which spend ten or more times as much. Yet, in its creation of new major products, Genentech has a record that no other company in the pharmaceutical business has matched in recent years. In part this success is due to the fact that Genentech was early in applying recombinant DNA to create new products. In part success has arisen from its judicious choice of projects to tackle. But probably most important have been the company's policies with respect to personnel, which enable it to attract and retain high-quality people. The best features of an academic environment, including encouragement of publication, are retained. Scientists have equity positions in the company.

Other smaller companies have also succeeded in establishing their own special enclaves in which loyalty and creativity are fostered. In ordinary circumstances at universities, in government, or in industry, a scientist typically manifests only a small fraction of his or her potential. This is due to distractions, multiple responsibilities, interruptions, personality clashes, conflicts with management, and less than complete motivation. An organization that can foster a culture that brings out the best in its people can outdistance its rivals. A number of the new companies are succeeding in doing so. Their rate of progress is now comparable to that of Genentech.

Synthesizing a new product on a laboratory scale is only a short step toward marketing a profitable product. The process must be scaled up, costly clinical tests performed, clearance obtained from the Food and Drug Administration, and then the product must be successfully marketed. These steps require 4 years or more and ten or more millions of dollars. But there are other ways to obtain a faster financial payoff from new techniques or knowledge. There are diagnostic aids, specialty chemicals, and items for animal care. Many of these items are small in volume but high-priced. There are fees for contract research and potential royalties from patents. The successful small companies are carefully selecting viable and limited ecological niches in which they can survive and grow.

The big pharmaceutical, chemical, petroleum, and other industrial firms are intrigued by the potential of biotechnology. They believe that their financial strength, production skills, legal capabilities, and marketing knowhow will later prove essential. Many of them are slowly building up their internal research competence. But, in the meantime, the small companies will be moving ahead rapidly to exploit the potentialities of the knowledge base and to extend it. They will be important engines of progress, crucial in establishing and maintaining a fast tempo for the biological revolution and its applications.—PHILIP H. ABELSON

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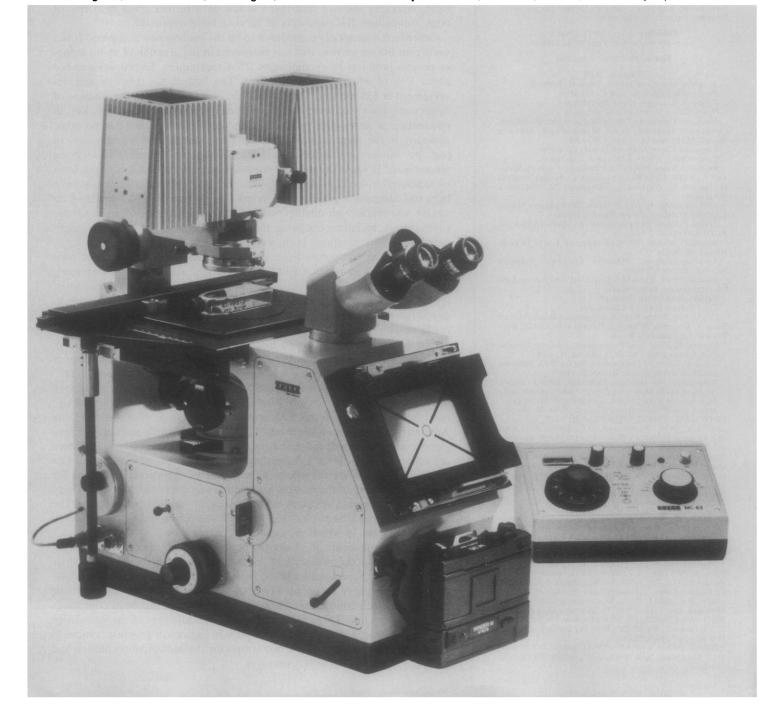
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