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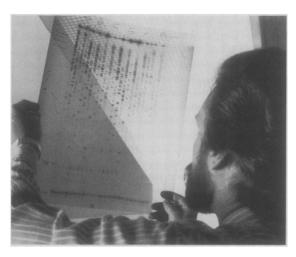
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ISSN 0036-8075 11 February 1983

Volume 219, No. 4585

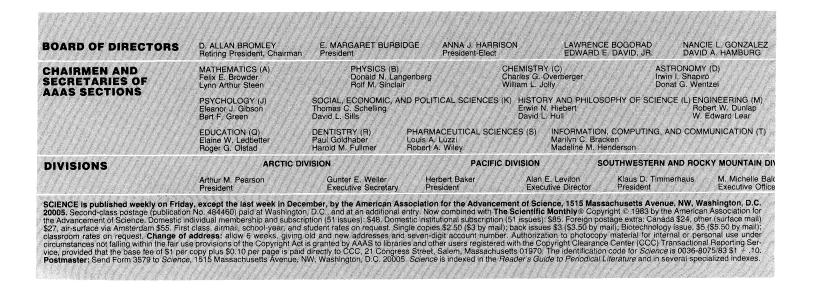
19



Biotechnology

Edited by Philip H. Abelson

EDITORIAL	New Biotechnology Companies	609
ARTICLES	Biotechnology: An Overview: P. H. Abelson	611
	Rabies Virus Glycoprotein Analogs: Biosynthesis in Escherichia coli:E. Yelverton et al.	614
	Secretion of Human Interferons by Yeast: R. A. Hitzeman et al.	620
	Multiple Point Mutations Affecting the Simian Virus 40 Enhancer: H. Weiher, M. König, P. Gruss	626
	Human Insulin from Recombinant DNA Technology: I. S. Johnson	632
	Monoclonal Antibodies for Diagnosis of Infectious Diseases in Humans: R. C. Nowinski et al.	637
	Immunotoxins: A New Approach to Cancer Therapy: E. S. Vitetta et al	644
	Protein Sequence Analysis: Automated Microsequencing: M. W. Hunkapiller and L. E. Hood	650
	Antibodies That React with Predetermined Sites on Proteins: J. G. Sutcliffe et al.	660



Protein Engineering: K. M. Ulmer	666
Prospects in Plant Genetic Engineering: K. A. Barton and W. J. Brill	671
Isolation of Agronomically Useful Mutants from Plant Cell Cultures: R. S. Chaleff	676
Genetic Transfer in Plants Through Interspecific Protoplast Fusion: J. F. Shepard et al.	683
Contributions of Conventional Plant Breeding to Food Production: N. E. Borlaug	689
Biotechnology of Forest Yield: P. Farnum, R. Timmis, J. L. Kulp	694
Genetic Manipulation of Antibiotic-Producing Microorganisms: J. N. Vournakis and R. P. Elander	703
New Applications of Microbial Products: A. L. Demain	709
Bacterial, Viral, and Fungal Insecticides: L. K. Miller, A. J. Lingg, L. A. Bulla, Jr.	715
Immobilized Enzymes and Cells as Practical Catalysts: A. M. Klibanov	722
Bioreactors: Design and Operation: C. L. Cooney	728
Production of Feedstock Chemicals: T. K. Ng et al.	733
Single-Cell Proteins: J. H. Litchfield	740

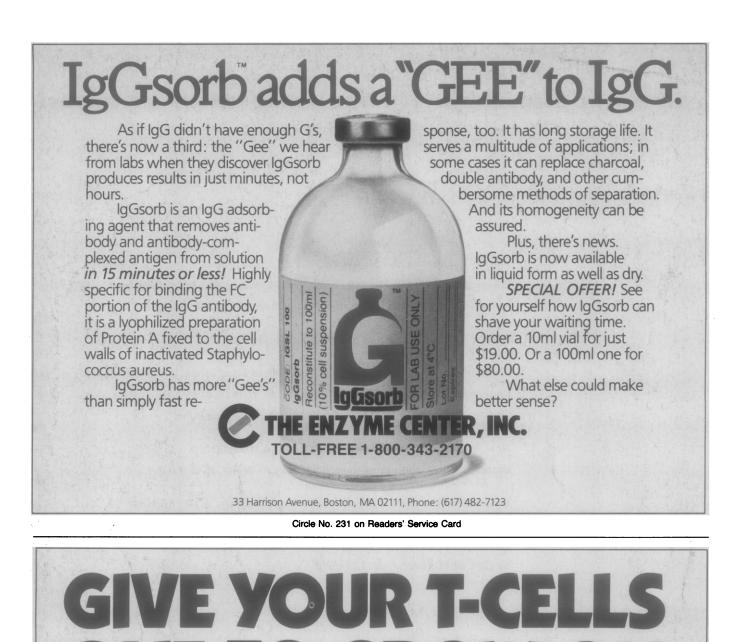
NEWS AND COMMENT

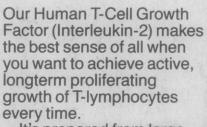
Reagan's Budget Boosts Basic Research	747
What Price Landsat?	752

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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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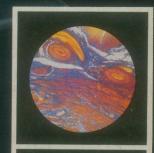
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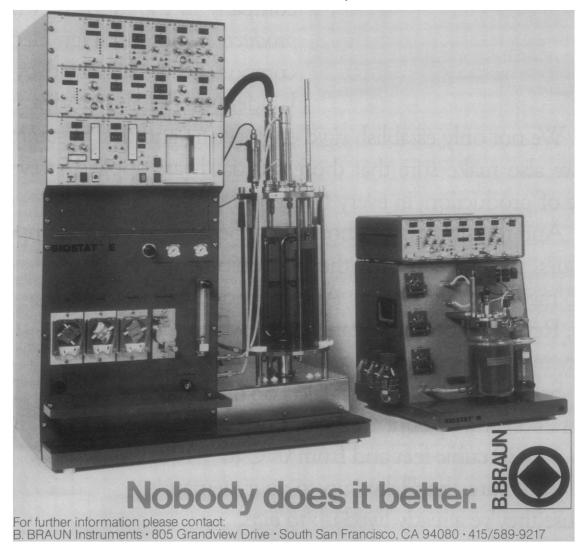
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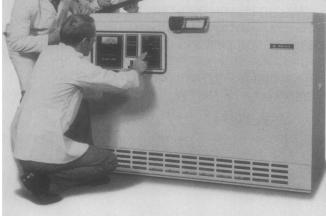


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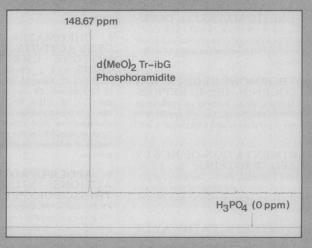
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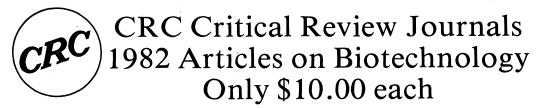


Analytical autoradiogram of the crude isolates of three automated syntheses with their corresponding purified oligonucleotides.

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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.

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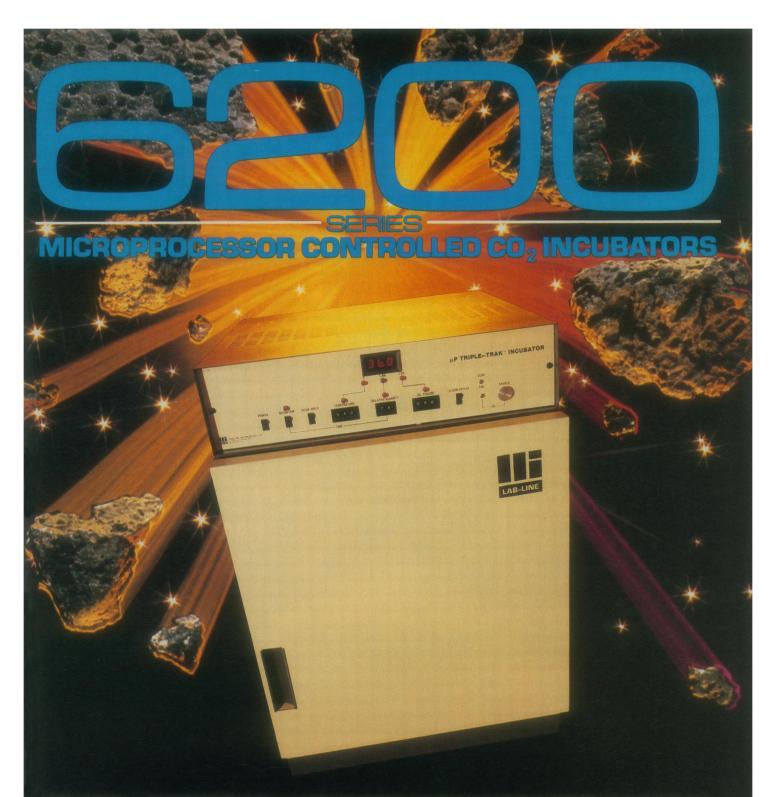
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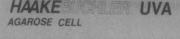
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The selected candidate will have both a Ph.D. in Biochemistry and an MS in Analytical Chemistry, coupled with a background in HPLC, spectroscopy and microprocessor technology. Responsibilities include developing instrumentation and chemistry systems.

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

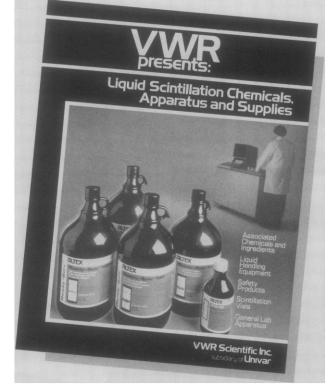


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Presenting the AO Histostat Tissue Embedding Center -- a compact, integrated three-in-one work station that makes tissue embedding faster, easier and less expensive. The AO Embedding Center features a paraffin bath with a 2.5 litre reservoir and illuminated 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.

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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.

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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.

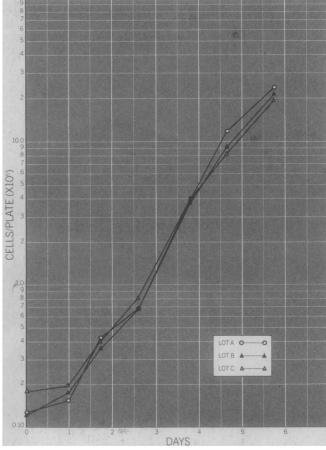
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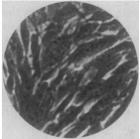


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SCIENCE, VOL. 219

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- 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 ²/₃ 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.

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Rehavid S-30, S.F. is a 30% Bovine Albumin solution processed to optimize its characteristics as a serological diluent. It also has been processed to reduce residual octanoic (caprylic) acid to avoid false reactions in the rare incidence of patients with anticaprylate antibodies.

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Leptalb[®] 7 (for Leptospira growth)

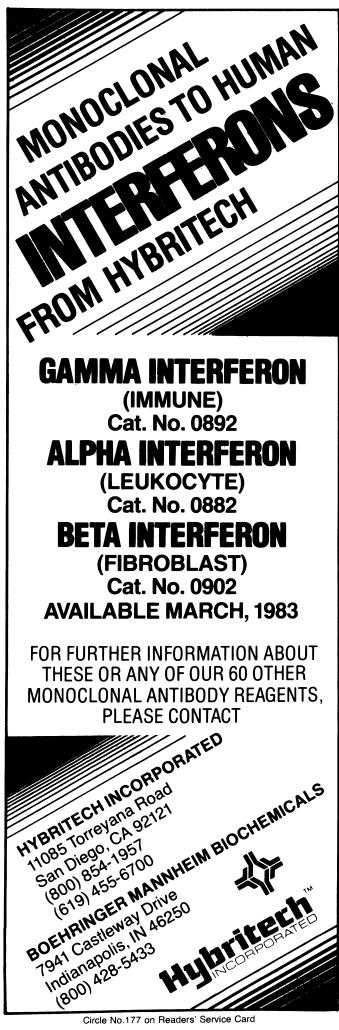
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For an interchange of technical information on Bovine Albumins, call 1-800-435-1852 (in Illinois 1-312-726-6851) or write: Technical Service Manager, Biochemicals, Armour Pharmaceutical Company, P.O. Box 511, Kankakee, IL 60901.

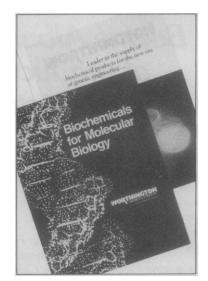


Biochemicals – a commitment to the '80s

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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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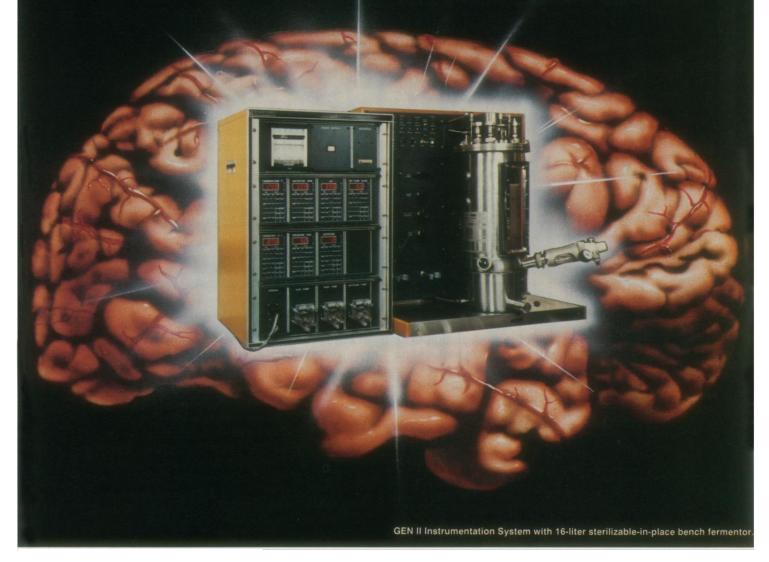
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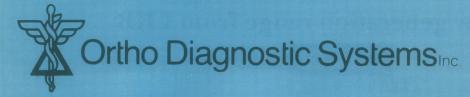
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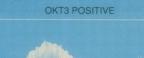




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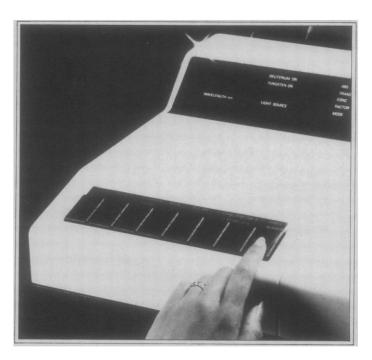


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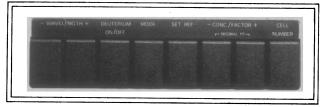


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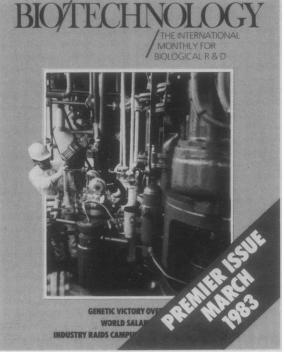
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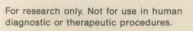


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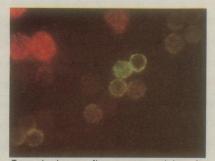


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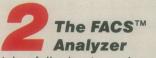
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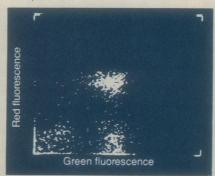
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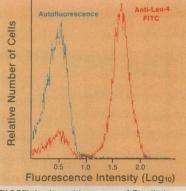
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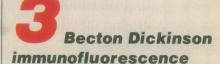


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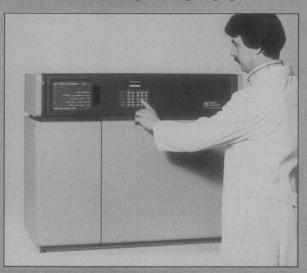
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Neuropeptide (Native)	1500 ^{1,2}	44	40
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RNA Polymerase Factor	600	~350	34
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1. Guillemin, et al. Science, 218 pp. 585–587 (1982). 2. Esch, et al. Journal of Biol. Chem. (1983) In Press.



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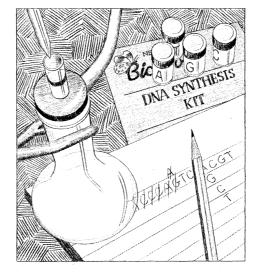
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At Floating Point Systems, we offer five array processors to meet a range of scientific and engineering applications. Attach one to your host computer and offload numericallyintensive calculations easily and cost-effectively ... all for prices ranging from \$40,000 to \$700,000 (U.S.), depending on model and option configurations.

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For large, high-precision applica-tions, the 64-bit FPS-164 offers 15 decimal digits of precision. Our 38-bit array processors provide up to 8 decimal digits of precision -2 digits greater than 32-bit formats - ideal for signal, image and geophysical processing applications.

3 FORTRAN and more, for flexible programming.

For the FPS-164, our ANSI 77 FORTRAN Compiler generates code that optimizes use of the FPS-164's architecture. Our new Single Job Executive (SJE) supports complete job processing in the FPS-164. Our FPS-164 math library offers over 380 FORTRAN-callable subroutines for additional performance.

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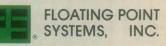
Our array processors have established impressive records for reliability and maintainability, and provide our customers with longrunning, dependable operation. The FPS-164 features error-correcting memory, internal diagnostic system with a diagnostic microprocessor.

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The Ventilated Animal Rack:

Some day soon most research animals, personnel, and research programs will be protected this way.*

What is a "Ventilated Animal Rack"?

It is a portable, totally enclosed animal rack with four separate, independent, isolated-from-each-other chambers. Low velocity air enters each chamber, makes a single pass over the cages, and is exhausted by negative pressure directly to the main exhaust system. This special rack (VR-1) most effectively isolates the animals from the animal room... and the research personnel from the animals.

What are the benefits to the animals?

There are many. Cross-contamination is substantially decreased because air from an infected animal goes to the exhaust system with an absolute minimal exposure of the other animals. Animal stress is also significantly reduced: the enclosed environment is quiet; drafts and thermal and humidity fluctuations are greatly minimized; and animals can be easily observed without inducing stress. The success of this environment is attested to by the fact that the total number of animals born to a species that breeds poorly (DBA/2J mice) is increased and the percent survival is also appreciably higher. Additional evidence: judging by acceleration of weight gain, newly arrived animals housed in this system become acclimated more rapidly. Further evidence? Even multiple species can be successfully housed in the same rack.

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?

The air velocity is variable and is separately adjustable for each shelf. The system offers a choice of bottle watering or a specially designed upfeed serpentine automatic watering configuration that eliminates stagnant water, permits flushing during the day, and significantly minimizes contamination. This rack also permits excellent space utilization since multiple species can be safely housed in the same room. Cleaning is easy; VR-1 can be handled by most standard rack washers. The unit is quiet. And, in summary, it is a most effective isolation system that can actually divide a room into multiple separate, isolated environments.

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Digital Precision and the Analog Animal

The study of physiological phenomena in laboratory animals has developed into a precise science involving exacting test techniques. Until recently however, the experimentalist has been severely limited by available instrumentation. Whether studying a transient muscle twitch or repetitive heart pulse, the analog oscilloscope and chart recorder have been the standard tools. Recording of data on such instruments is, at best, a rough and

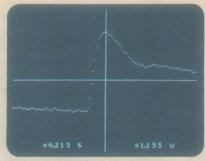


Fig. 2—Expansion of selected area for detailed analysis (up to X 256)

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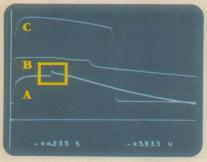


Fig. 1—Tetanic response in avian embryonic muscle after 15 days (A), 17 days (B), and 19 days (C) <u>in ovo</u>.

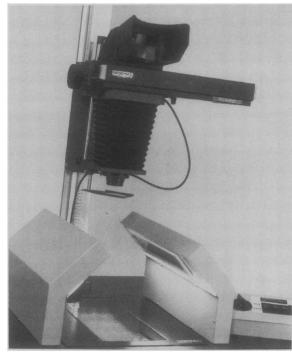
Figure 1 shows tetanic responses from an embryonic chicken muscle after 15, 17 and 19 days in ovo. These responses were captured and stored on a Nicolet digital oscilloscope then recombined on the screen for comparison. The high resolution and expansion capabilities allow detailed examination of small changes as shown in Figure 2. Cursor-interactive coordinate display eliminates the need to estimate amplitude or latency values of a waveform feature. Stored waveforms can be displayed or plotted in XY or YT format, transferred to internal disk memory for permanent storage or output to other computing devices via industry standard interfaces.

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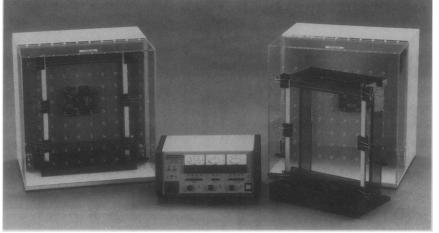
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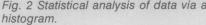
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SCIENCE / SCOPE

The first two satellites to be launched from NASA's space shuttle were placed in orbit for about one-third the cost of a conventional launch, thus saving their owners millions of dollars. This particular model of communications satellite, designed by Hughes Aircraft Company, is relatively inexpensive to launch because it sits upright and snugly folded in special cradles in the cargo bay. This feature saves money because launch costs are based on how much room a satellite takes up and how much it weighs. The cradle contains spring mechanisms that eject the satellite from the bay, after which rocket motors propel it into geostationary orbit. The drum-shaped spacecraft stands 9 feet tall when compacted. But when it reaches orbit, a telescoping solar panel deploys and the antenna unfolds, bringing the satellite's overall height to more than 21 feet.

A compact liquid-crystal light valve is designed to serve as a real-time light modulator for many optical data-processing and projection uses. The Hughes light valve uses liquid-crystal and thin-film technology to combine high input-light sensitivity and high image resolution with low voltage and power requirements. Uses include: graphics projection systems for large-screen displays, high-resolution vision for industrial robots, radar and sonar signalprocessing, identification of moving objects, high-resolution spectral analysis of wide-band signals, and hybrid optical-digital processing systems.

Hughes spends about \$8 million a year in support of colleges and universities, including help to alleviate the shortage of engineering faculty and modern laboratory equipment. For example, Hughes hires faculty consultants part-time during the school year and full-time in the summer. The program establishes a continuous technical interaction and supplements the pay of faculty members. Also, Hughes donates textbooks, software packages, and a wide variety of used equipment -- including electronic instrumentation and components.

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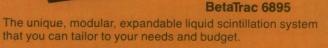
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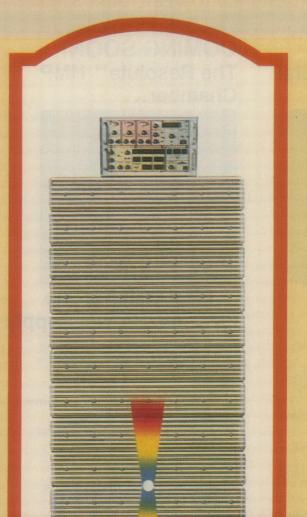
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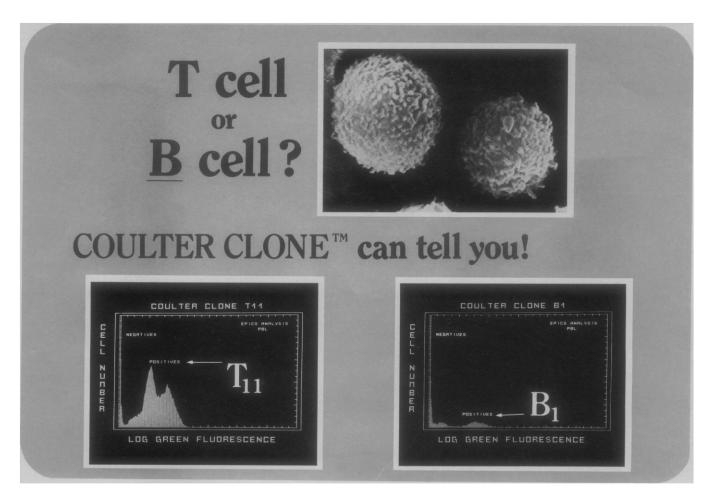
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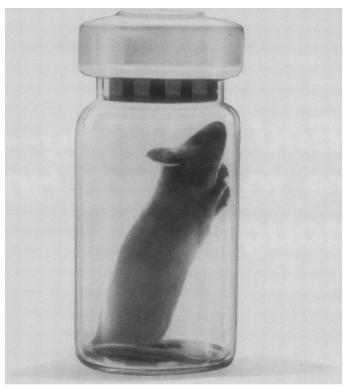
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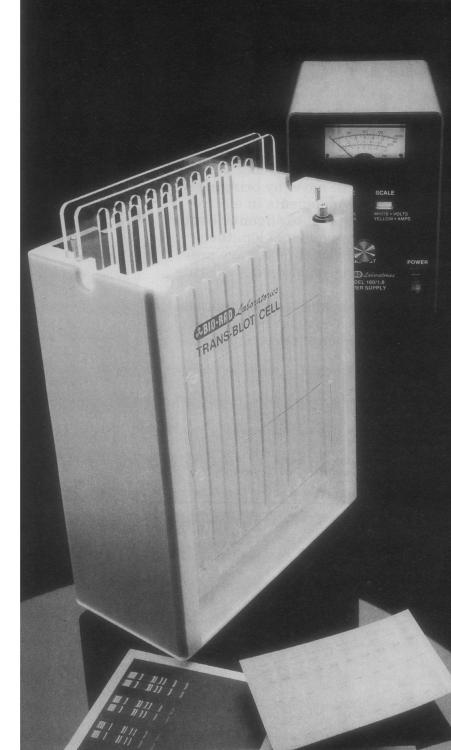
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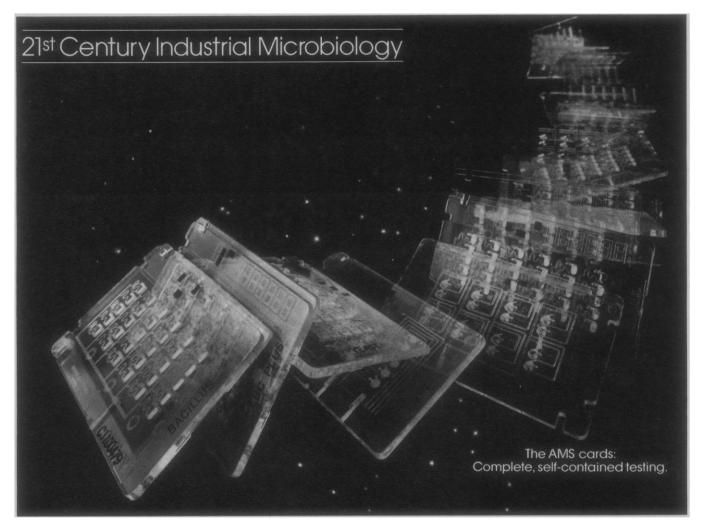
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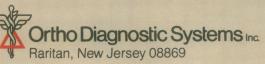


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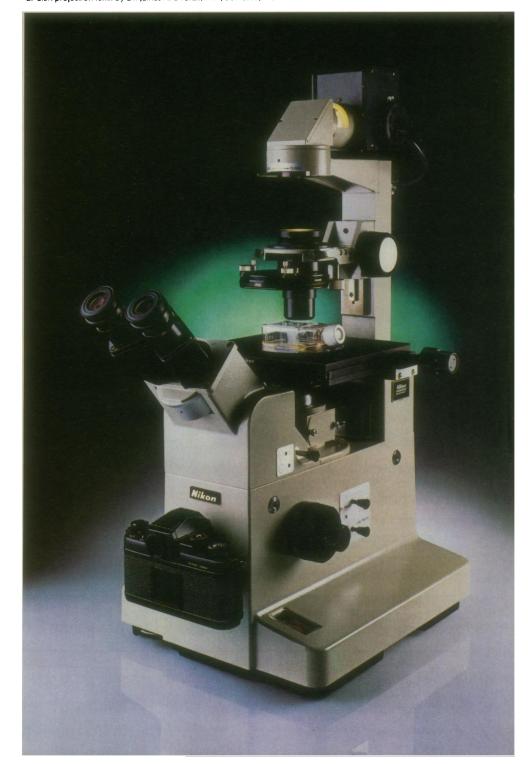
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EDITORIAL CORRESPONDENCE: 1515 Massachi-setts Ave., NW, Washington, D.C. 20005. Area code 202. General Editorial Office, 467-4350; Book Reviews, 467-4367; Guide to Scientific Instruments, 467-4480; News and Comment, 467-4430; Reprints and Permis-sions, 467-4483; Research News, 467-4321. Cable: Ad-vancesci, Washington. For "Information for Contribu-tors" write to the adjustical office or see access via tors," write to the editorial office or see page xi, *Science*, 24 December 1982. BUSINESS CORRESPONDENCE: Area Code 202.

Membership and Subscriptions: 467-4417

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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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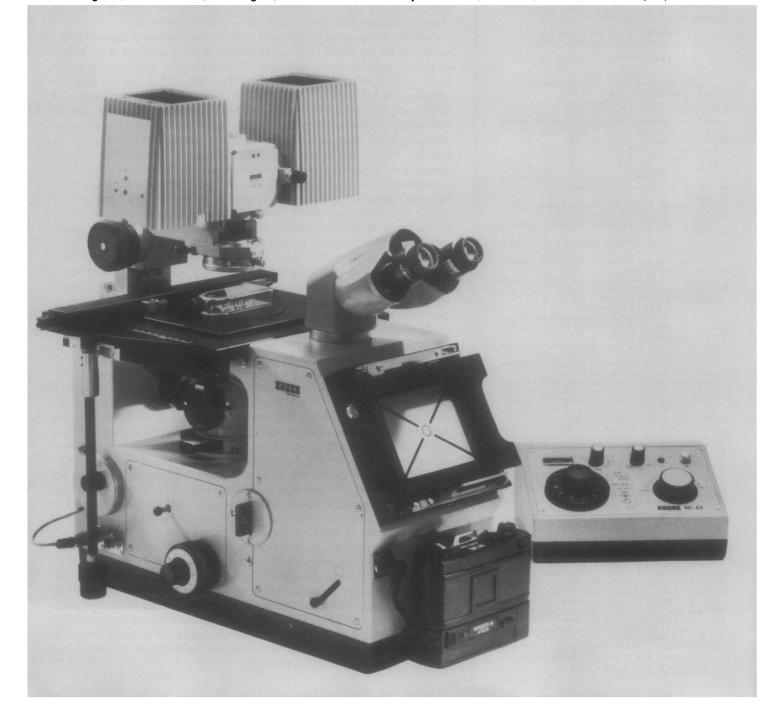
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