

# Perspectives



FROM THE OFFICE OF FACULTY DEVELOPMENT

Children's Hospital Boston

## Perspectives on a Mentor's Mentor: John F. Crigler, Jr., MD

"Those of us who had the good fortune to work with and learn from Dr. Crigler were imbued with his uncompromising commitment to excellence. His thoughtful approach in all of his endeavors has been a model for those who follow in his footsteps," according to Dr. Joseph Majzoub, Chief of the Division of Endocrinology and Dr. Crigler's successor.

True mentors inspire and touch the careers and science of countless individuals for succeeding generations. They "raise the bar," elevating standards by their deeds, words, and processes. They create networks and empower the professional growth and scientific achievements of their students. And so it is with Dr. Crigler.

Gleaned from the remarks of Dr. Majzoub, Dr. Crigler himself, and several distinguished colleagues,\* the perspectives included in this article are meant to paint a vivid portrait of Dr. Crigler's mentoring style. They span the breadth of his roles in endocrinology, the General Clinical Research Center (GCRC), and beyond these perimeters. Always the consummate teacher and scholar, Dr. Crigler's mentoring qualities include a unique blend of insight, humor, integrity, wisdom, passion, precision, generosity, and pathos.

His legacy began at Hopkins, as one of the first endocrine fellows of Dr. Lawson Wilkins, the founder of pediatric endocrinology. Working with Dr. Wilkins, Dr. Crigler defined the

### Director's Perspectives ... S. Jean Emans, MD

Dear Colleagues:

In this issue of *Perspectives*, we are honoring one of our great mentors at Children's (see article on pp. 1 and 2). Dr. Crigler perpetuates the valued tradition of mentoring and sets the tone for succeeding generations. He provided faculty and fellows with the support they needed to build their own initiatives and professional goals. We hope all our faculty and fellows find mid-winter inspiration in his story. This month, we launched our matched mentor pilot program, which will continue for approximately one year.

In 2005, please consider attending one of our upcoming workshops and watch your email for updates on other programs and fellowships. Resolve to take care of yourself and seek a better balance of work and family. Read a book or try a new restaurant. You can let our TIME OUT columnists (Jill Dobriner and Lydia Shrier, MD) know if you agree with their reviews or suggest a favorite book, excursion, or restaurant!

Jean

### The Quintessential Mentor

*For nearly 50 years of Dr. Crigler's tenure as Chief and Chief Emeritus of the Division of Endocrinology at Children's Hospital, he has cared for literally thousands of patients, trained hundreds of physicians in the true art and science of medicine, and extended our knowledge in many areas of pediatric endocrinology. In celebration of the 50th anniversary of Pediatrics, Dr. Crigler's paper on glucocorticoid treatment of congenital adrenal hyperplasia was selected as the journal's most important paper in endocrinology during the first half of the century.* Joseph Majzoub, MD

life-saving properties of glucocorticoids, in salt-losing congenital adrenal hyperplasia. While there, Drs. Crigler and Victor Najjar described the defect in bilirubin metabolism that bears their names.

Dr. Crigler shared a vision with Dr. Charles Janeway to build the division of endocrinology at Children's to serve the clinical needs of the hospital and establish a comprehensive research and training program. Dr. Crigler was Chief of Endocrinology from 1955 to 1989. Under Dr. Sydney Farber's leadership, he was the first Program Director of the GCRC at Children's from 1964 to 1976 and Associate Director from 1976 to 1989.

Dr. Crigler notes that Children's Hospital historically has placed a high value on mentorship -- at the division level, throughout Children's, and with our colleagues. He credits Drs. Robert Gross and Kenneth Blackfan, among numerous others, for their mentoring traditions. As Chief of Endocrinology, Dr. Crigler attracted an impressive array of fellows, and his disciples have become professors of department of pediatrics or medicine, chairpersons, and deans and have made significant contributions to the field.



Dr. John Crigler, Jr.

According to Dr. Crigler, "a few were destined to become leaders in their countries and have realized their goals. Early in development of the endocrinology program, Drs. Roswell Gallagher and Robert Masland, Jr. established an endocrine clinic in the adolescent unit. Fellows trained in both programs have developed long-term careers in both disciplines."

"Dr. Crigler's approach to historical data and physical signs, as well as clear logic, are the hallmarks of his scholarship and teaching," notes Dr. Majzoub. Others echo that Dr. Crigler stressed the value of detailed observation.

(continued on page 2)

*His legacy is precious, powerful, and unique. He envisioned a bright future, encouraged his students by example, and questioned -or challenged- closely. He developed the inter-hospital grand rounds, still in existence today and which he attends. Fellows and professors alike continue to turn to him as "the last word."* Jean Emans, MD

# The Quintessential Mentor: John F. Crigler, Jr., MD

(continued from page 1)

His model was an elaborate history, and he often spent considerable time talking to patients and their families, recognizing abnormal patterns.

*Dr. Crigler practiced and mentored an approach to every facet of the patient's life. He was absolutely meticulous in his collection of data, whether historical or biochemical. He taught us never to jump to the facile conclusion but to develop working hypotheses and attempt to prove them. Norman P. Spack, MD*

*He insisted that each point on the growth chart be entered in pencil. If we plotted inaccurately or with incorrect information, we should erase and correct. He was making the point that we should always question what we took for established knowledge so that we could learn. Each patient had something new to teach us. Joan Mansfield, MD*

*May we never become complacent and simply accept what is told to us—Dr. Crigler taught us to examine everything around us. Laurie Cohen, MD*

His insights in young patients with glycogen storage diseases form the basis for the current treatment of diseases as well as many of other metabolic diseases. His early studies changed the disorder from one of lethality in childhood, until today, when under the care of Dr. Crigler's students, Drs. Joseph Wolfsdorf and David Weinstein, these patients are now parents, flourishing in early middle age.

*When I think about the essence of Dr. Crigler, one word always comes to mind – INTEGRITY.*

*Webster's defines the word: 1. An unimpaired condition: soundness 2. Adherence to a code of moral, artistic, or other values 3. The quality or state of being complete or undivided*

*These attributes characterized his life and work, his interactions with colleagues, students, and patients. There were no short cuts; he strove and inspired/demanded his trainees and colleagues to strive for perfection. Joseph Wolfsdorf, MD*

Dr. Crigler stepped down in 1989 (succeeded by Joseph Majzoub) but continued to participate in the clinical program and associations with research studies of patients with GSD-1 and central precocious puberty (CPP) until 1995. Since 1995, Dr. Crigler has continued to attend department and division conferences. In this capacity, without clinical or other responsibilities, he notes that he has experienced "the best of all worlds and has the opportunity to interact with the talented individuals Dr. Majzoub has attracted to the program."

## The Last Word

*To mentor is to practice what you love, just as in medicine. It has been, and is, a tremendous opportunity for my own learning. Mentoring has evolved over the last 50 years and there are now different frameworks and organization of departments and subspecialties. But overall, it is about individual values and valuing the individual. John F. Crigler, Jr., MD*

\*As noted, the following faculty members contributed to this article: Laurie Cohen, MD, Director, Neuroendocrinology Program; Jean Emans, MD, Chief, Division of Adolescent and Young Adult Medicine; Joseph Majzoub, MD, Chief, Division of Endocrinology; Joan Mansfield, MD, Divisions of Adolescent Medicine and Endocrinology; Norman P. Spack, MD, Clinical Director, Endocrine Division; and Joseph Wolfsdorf, MD, Associate Chief, Division of Endocrinology, Director of Diabetes Program. Further insights were obtained through a personal conversation with Dr. Crigler, January 2005, and the Children's Hospital Archives, Interview conducted by The Winthrop Group, October 7, 2001.

## NIH BUDGET PREPARATION GUIDELINES AND TIPS

Dr. Stavroula Osganian, a co-facilitator (with Cheryl Sweeney) at the 12/7 OFD Workshop, "Preparing Your NIH Budget," presented participants with succinct guidelines for successful budget preparations in grant applications. See below:

### DO's

- Write a well organized and detailed budget justification for all personnel and other costs. Reviewers assess reasonableness of the budget separately from the grant and make recommendations for modifications.
- For all personnel, identify their name, title, role on project, % effort for each year, and describe their specific responsibilities-use bullets for staff responsibilities.
- Explicitly describe the responsibilities of all personnel to avoid any confusion with duplication of efforts, especially for data manager/coordinator, project coordinator, and project director roles- the commonly scrutinized personnel.
- Include a detailed task timeline.
- Include a detailed budget justification for subcontracts-demonstrate their work is unique from yours and costs are reasonable.
- Allow for cost of living increase or inflation each year -3% for NIH
- Check on current NIH salary caps
- Use current rates for F&A and fringe benefits-check with OSP.
- Use written quotes for equipment costs and include in justification
- Use published federal per diem rates for travel costs.
- Start early to meet deadlines (1 month minimum), especially if you have subcontracts and consultant agreements and communicate advance due dates to all outside collaborators.
- Work from examples of successful applications and create a template for yourself.

### DO NOT'S

- Don't exceed 500K direct costs in any year. This requires special approval in advance from the Institute and allows for only one resubmission
- Don't give too much effort to the PI in an R01; 20-40% recommended, higher if new investigator.
- Don't spread efforts of too many senior staff too thin – looks like staff will not be dedicated to the project (no less than 5%)
- Don't use inflated rates for consultants, \$500/day - \$1000/day acceptable.

## OFD Advisory Committee

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**Wit, by Margaret Edson, Dramatists Play Service, Inc., 1993 and 1999**

*Note: The Children's Hospital Library has both the text and video available*

Margaret Edson's acclaimed play on a college professor suffering with terminal cancer conveys many illuminating and contrary angles: at ground level, it etches the gradual whittling of an accomplished woman into clinical trial patient and a chart of symptoms. However, much like the ironic spiraling found in John Donne's metaphysical sonnets, Vivian Bearing's specialization, the play also explores the ambitious strivings of research, both literary and medical, and indicates where intellectual life falls short and human needs loom larger. The hope for relief and comfort comes to out pace the search for truth. Dr. Bearing's scholarly verve is matched by her doctors, particularly the young clinical fellow who studies the mysteries of cancer cells, as she once explored the ironies of Donne.

**Announcement of the Annual HMS Internal Nomination Process for INVITATIONAL AWARD OPPORTUNITIES (The "RED BOOK")**

Each year over 50 Postdoctoral and Faculty Fellowships/Grants are available to the Harvard Medical Community *by invitation only*. The private foundations that fund these grants permit a limited number of individuals to be nominated for these awards. (Individuals CANNOT apply for these, directly, but must be nominated by the institution.) In order to choose candidates that will represent the Harvard Medical Community in the national competitions, an internal review/selection process is conducted by the HMS Faculty Fellowship Committee.

**Updated information on the next cycle of invitational fellowships/grants, will be available online beginning Monday, February 14th, 2005 at: [www.hms.harvard.edu/fa/fellowship2005](http://www.hms.harvard.edu/fa/fellowship2005)**

Hard copies of the Red Book will no longer be distributed, however, the Red Book information will be printable from the website.

**Internal Application DEADLINE** in the office of the HMS Dean for Academic and Clinical Programs: **APRIL 11, 2005**

**Upcoming Office of Faculty Development Workshops:**

RSVP to [ofd@childrens.harvard.edu](mailto:ofd@childrens.harvard.edu) Lunch provided at all workshops

**Getting Your Basic Research Funded**

**Jordan Kriedberg, MD, PhD**

**Cosponsored with the Office of Fellowship Training**

**Tuesday, February 15, 12:00 Noon - 1:00 PM, Gamble Room**

Presenting strategies, tips, and practical guidance for fellows and junior faculty to fund their basic research

**How To Assess Residents' and Fellows' Communication Skills (an ACGME Competency)**

**Elizabeth Rider, MD, MSW**

**March 15, 12:00 Noon - 1:00 PM, Gamble Room**

This interactive workshop will provide participants with a framework they can use or adapt for teaching and assessing communication skills. We will focus on communications assessment, using pediatric film clips and small group discussions.

**Child Care: Concerns and Options**

**Barbara Wolf, Manager, Harvard Medical Center Office of Work and Family**

**April 5, 2005, 12:00 Noon - 1:00 PM, Gamble Room**

Finding the right child care situation for your family can be time-consuming and stressful. This workshop will outline your options, ranging from in-home care to family child care to a child care center.

**A Day and Evening to Honor Alvin F. Poussaint, MD\* Saturday, February 12, 2005**

**11 AM-4 PM:**

**Scientific Sessions and Inaugural Alvin F. Poussaint Lecture**

The inaugural lecture will be presented by Dr. Poussaint. Check the HMS Office of Diversity and Community Partnership web site [www.hms.harvard.edu/dcp](http://www.hms.harvard.edu/dcp) for complete details

To RSVP for the **day time events only, e-mail:**

[rsvp\\_celebratepoussaint@hms.harvard.edu](mailto:rsvp_celebratepoussaint@hms.harvard.edu)

**Evening: Poussaint Tribute Gala**

6:30-9:30 PM, call Edelin Events, 617-363-2695

\*The Alvin F. Poussaint, MD, Visiting Lecture Fund at HMS, established in 2003-2004, was created to host an annual lecture at HMS featuring an underrepresented minority alumnus/a of HMS and/or its affiliated teaching hospitals and research institutions

**Betancourt, J, MD, MPH, Cultural competence – marginal or mainstream movement? N Engl J Med 351: 953-955, 2004.**

Dr. Betancourt, Assistant Professor of Medicine at MGH, interprets cultural competency as a skill set rather than a stereotypic checklist of "do's and don'ts" for health providers on specific ethnic groups. Emphasizing the need to communicate with individual patients and patient families, Dr. Betancourt underscores asking questions concerning the patient's beliefs on illness and health. For instance, opening a dialogue with a Hispanic patient about her hypertension revealed that she did not take the medication as directed because she thought that she knew when her blood pressure was too high. "Asking this patient about her understanding of the cause of hypertension clarified her perspective. This discussion provided an opportunity for reeducation and negotiation about medication" (p.954). Here, cultural competency becomes a dynamic interaction and creates a better outcome for both doctor and patient.



*Dr. Joseph Betancourt*

**Upcoming Workshops, cont.**

Whether you're planning for a new baby or looking to change your current situation, there are issues to consider, questions to ask, and resources to be gathered. Come with your questions and take this opportunity to hear what's available and what solutions have worked for other working parents.

**Giving Reflective Feedback to Trainees: What to Do When You Only Have Five Minutes**

**Elizabeth Rider, MD, MSW**

**April 19, 12:00 Noon - 1:00 PM, Gamble Room**

This interactive session is designed to highlight the importance of reflective practice in teaching and learning, when giving feedback to fellows and residents.

## Time Out with . . .

Lydia-“Not-the-Famous-Chef”-Shrier

### Istanbul Café

With (Turkish) delight, I'd like to introduce you to **Istanbul Café** (1414-1418 Commonwealth Ave., Brighton, 617-232-1700), offering authentic Turkish cuisine in a large yet warm space adorned with handicrafts and sporting a TV in the bar broadcasting news from the homeland. The menu is long and will be unfamiliar to those new to this flavorful, filling Mediterranean fare, but the descriptions are thoughtful and the staff eager to help. Start with soup (\$4.50) or salad (\$6-8.50), or dive right into the appetizers (\$6-7.50). I'd recommend the sampler plate (choice of any 4, \$13). Our platter of sigara börek (wheat pastry stuffed with feta cheese), taze fasulye (green beans), tarator (spinach in a creamy yoghurt sauce with walnuts), and patlican soslu (fried baby eggplant with onion, pepper, and tomato sauce) was nicely complemented by an order of dolma (stuffed grape leaves, zucchini, tomato, and paper), gently spiced and beautifully served. Our palates all a-tingle, we were thrilled with the even better entrees (\$14-24). I had the hünkar begendi, tender lamb marinated in tomato sauce and served atop heavenly pureed eggplant (like Turkish mashed potatoes, only better!). The iskender kebab – traditional döner kebab (thin slices of marinated grilled lamb) served over pita bread with luscious tomato sauce and yoghurt - was superb. If you're not into lamb, the mainstay of Turkish cuisine, rest assured that chicken is also treated well at this restaurant (it's all in the marinade) and there are plenty of fish and vegetarian offerings. Portions are large enough without being obscene and leave a little room for the delicious desserts (\$3.50-6.50). The baked rice pudding was surprisingly creamy and wonderfully comforting, but the dessert star was künefe, thin layers of rolled pastry that are finely shredded, baked, and topped with a sugar syrup (think shredded wheat meets baklava) – sweet and crunchy and quickly gone. Istanbul Café is open every day 11 am – 11 pm, is conveniently located on the Green 'B' line, and has valet parking, so you have no excuse for not visiting this tribute to one of the most intriguing and tantalizing cuisines in the world.

## Leisurely Learning

by Jill Dobriner

Porter Square Books

25 White Street – Porter Square Shopping Center  
Cambridge, MA 02140

Tel: 617-491-2220

Web: <http://www.portersquarebooks.com>

With the local independent bookstore rapidly disappearing from the American landscape, the emergence of Porter Square Books in a busy Cambridge shopping center has drawn much attention from the foot traffic. Opening for business in October 2004, the bookstore gradually built its inventory of books, gifts, and special events and has swept Porter Square shoppers off the streets and into its enclave. Readings by local writers, such as Geoffrey Maguire (author of *Wicked* and *Confessions of an Ugly Stepsister* – re-configurations of the *Wizard of Oz* and *Cinderella*) have headlined Porter Square Books' weekly gatherings. Check the website often for information on upcoming events, staff book recommendations, and its customer appreciation program.

If you have little spare time a week and would rather not add further scheduled hourly units to your life, an impromptu visit to Porter Square Books might serve as an intellectual yoga class. The large room is set up for comfortable browsing with old school wood shelves and retains a neighborhood atmosphere. The inventory, carefully selected, ranges from children's books to current fiction. One extra bonus, if you live in the Cambridge, Arlington, Somerville area -- your grocery shopping at the Porter Square Shopping Center will become more pleasurable just for the chance to drop in!

## Perspectives

### *Perspectives*

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