ment money for medical research. Shortly before his inauguration, John F. Kennedy dined at Mahoney's Georgetown home with former President Harry Truman, poet Robert Frost, and Walter Lippmann, the premier political columnist of the day—a typical work evening for Mahoney, whose soirees served as plotting and persuasion sessions for expanding the National Institutes of Health (NIH). Access to power, the gold standard of lobbying, was personified in the unpretentious, mild-mannered lady, a farmer's daughter who married into politics and the press and, most improbably, became a major influence for the phenomenal expansion of the NIH.

In public, however, Mahoney comfortably deferred to her close friend and collaborator, Mary Lasker, the medical philanthropist and New York socialite. "We liked to call her the 'poor man's Mary Lasker,'" a former NIH official explained, 'since she seldom got credit for things because she preferred to work behind the scenes.'" A revealing tour behind those scenes is provided by author Judith Robinson, a former Congressional aide and journalist. The Lasker-Mahoney collaboration has been described before, notably in Stephen Strickland's 1972 *Politics, Science, and Dread Disease,* from which Robinson quotes extensively. Drawing on diaries and interviews in 1998 with Mahoney, now age 102 years and still with us at this writing, Robinson richly rounds out the record in a well-written work.

Mahoney studied at Michigan's Battle Creek Normal School of Physical Education, which she described as "'sort of a minor medical school.'" But it was as a self-appointed political operative that she made her mark on the health establishment.

In the early 1940s, Lasker and Mahoney met through spouses who moved in intertwined circles of politics, business, and journalism. Mary's husband, Albert Lasker, was a millionaire pioneer of mass advertising, renowned for making cigarettes chic for women. Florence's husband, Daniel Mahoney, was the publisher of the *Miami Daily News*, part of the Cox chain. His late first wife was a daughter of press impresario James Cox, three-term governor of Ohio and unsuccessful Democratic candidate for president in 1920 with Franklin D. Roosevelt as his running mate. Cox, the Mahoneys, and the Laskers found easy rapport in politics and charity. With politicians coveting the goodwill of publisher Mahoney, Florence did not hesitate to enlist them in her cause. Among them was President Harry Truman when he vacationed in Florida. An early ally was Florida Senator Claude Pepper, who sponsored a law mandating the inclusion of lay members on the advisory councils that approve NIH grants. For nearly 20 years, Mahoney and Lasker served on such councils.

At the center of their charitable operations was the Alfred and Mary Lasker Foundation, a health-focused philanthropy established by Alfred Lasker after he tired of business. Working the corridors of power in collaboration with the tirelessly scheming ladies was Mike Gorman, a politically savvy ex-reporter. Gorman counseled Congressional witnesses to dispense with such terms as "myocardial infarction": "I say, 'You call it a heart attack or leave the room.'" The trio's wily lobbying was the subject of a 1967 magazine expose from which the book's title was taken: "The Health Syndicate: Washington's Noble Conspirators."

Focusing their early efforts on support of President Truman's ill-fated proposal for national health insurance, Lasker and Mahoney learned a lesson that endures in American health care politics: government health insurance proposals stir the vested interests of the health industry, whereas research is popular and unopposed, apart from anything involving reproductive biology.

Initially, the biomedical amateurs had to overcome the timidity of impressively credentialed mandarins of science and medicine. Accustomed to Spartan funding, some of them feared financial indigestion and a political backlash as the NIH budget accelerated from $2.8 million in 1946 to $170 million in 1958. The "conspirators" shrugged off their concerns and pressed on to found a slew of NIH institutes—each a center of curative promise that provided justification for budget growth. "'One of these days,'" a Congressman remarked, 'we'll have a left-eye institute, then a right-eye institute, and then we'll start on the ears.'" Presidential economizing was countered by assurances of imminent breakthroughs. Against widespread opposition, Mahoney championed the creation of the National Institute on Aging, NIH's 11th institute, signed into law in 1974 by a reluctant Richard Nixon. "'It took five years, and the president, NIH and HEW [the Department of Health, Education, and Welfare] were against it,'" Mahoney recalled. Scientists feared that an impatient quest for cures would retard basic research. Mahoney countered that more money was indispensable for research, basic and applied. For years, cold war festered between NIH Director James Shannon and the intrusive Laskerites.

Robinson's portrait of Mahoney is not always flattering and leaves something of a mixed impression. Sen Lister Hill affectionately referred to her as "Lady Scatterbrain," according to Gorman, who told Robinson, "'I don't know how effective she was from one issue to the next, because she had very little patience with facts and got them fouled up sometimes.'"

Others differed with that assessment. However, the record shows that when a crucial vote was needed, the matter was often favorably settled over drinks and dinner at Florence Mahoney's.

Daniel S. Greenberg
Washington, DC

NEW MEDIA

Statistics

JMP Statistical Discovery Software, ver 4 (SAS Institute), CD-ROM, five manuals included, minimum system requirements: Mac OS 8.6, 9.x;

Windows 95/98/NT/ME/2000 with 32 MB memory and 40 MB free disk space for full installation, $895 (single user, professional, full version); $395 (discount price for academics, full version), ISBN 1-58025-631-7, ISBN 0-534-35966-3, Cary, NC, JMP, http://www.jmpdiscovery.com, 2001.

JMP IN, ver 4, student version (SAS Institute), includes *JMP Start Statistics: A Guide to Statistics and Data Analysis,* by John Sall, Ann Lehman, and Lee Creighton, 2nd ed, 480 pp, paper, system requirements as above, $64.95, ISBN 0-534-35966-3, Cary, NC, JMP, http://www.jmpin.com, 2001.

GOOD RESEARCH IS OFTEN AS MUCH about solid statistics as it is about other factors. Some believe that a significant *P* value can be extracted from almost any data set, while others claim that statistics should best be left to the biostatisticians and epidemiologists. However, those who wish to submit their data to statistical analyses, in real time, should give *JMP* serious consideration. Since most research labs have students on a temporary basis as their chief workforce, an ideal statistical package should have a steep learning curve, call for no programming skills, and require only basic statistical experience.

JMP, pronounced "jump," allows new users to jump quickly into deep waters. A product of the SAS Institute, *JMP* is a powerful statistical software package with several unique features. Originally a Macintosh product, it is graphically enhanced, so that every statistical test, from a simple mean to a complex survival analysis, yields a graphical representation alongside numerical data. We find this feature of the software very helpful for both beginners and experienced users, leading novice users smoothly toward statistical discoveries.

JMP provides basic statistics, such as distributions, fitting a response by a factor, regression analysis, and correlation analysis (including multivariate correlation). More advanced features include survival distribution, analysis of a recurring event, quality control charts, and time series. These can be fitted into either a linear model or a complex experimental design. This last feature, "Design of Experiments" (DOE), assists in ranking factors underlining a multifactorial response.

JMP picks automatically which statistical test to use based on the type of analysis chosen by the user. Paradoxically, this is both *JMP*'s strongest asset and its biggest weakness. While in most cases the choice may very well be the correct one, lacking statistical judgment may lead novice statisticians to use tests irrelevant to their data, completely unaware of their mistake.

A wide selection of graphs can be exported into the word processor or presentation software of your choice using the "journal" export feature. Improvements in version 4 include more flexible options for modifying graphs prior to export. While, with earlier versions of *JMP,* we used *Excel* for producing simple graphs, this is no longer necessary with the current version, although, on the whole, *Excel* still provides a more flexible graph generating environment.

Various data file formats can be imported into *JMP*. While any data set can be imported in one of several generic formats (tab delineated, comma delineated, etc), both SAS and *Excel* files can be opened by *JMP*. Occasionally, we find it useful to toggle data files back and forth between *JMP* and *Excel*, to utilize the strengths of both. For example, while global editing and replacement are best done in *Excel*, transposing rows for columns, stacking and splitting columns, and creating subsets of the data are best done within *JMP*. Other features introduced in version 4 include enhanced platforms for "Design of Experiments" and "Time Series" and a new, friendlier, on-screen window layout. "JMP Starter" is a simple entry screen, leading new users by the hand, somewhat like the "wizards" of other software packages. On the whole, version 4 has a simplified user interface. For heavy users, a new script language has been implemented, which makes repetitive analyses faster, especially when performed on multiple databases.

A significantly discounted version, *JMP IN*, is available for students from Duxbury Press/Thomson Learning. For all practical purposes, *JMP IN* includes all of the functions of the *JMP* professional version that you are ever likely to use (unless ternary plots and Pareto charts are part of your vocabulary). *JMP IN* is accompanied by a 480-page guide (*JMP Start Statistics*, 2nd ed, Pacific Grove, Calif: Duxbury, 2001), while the full documentation is provided in nonprintable Acrobat PDF files. Hence, *JMP IN* is a very reasonable substitute for the full version.

JMP's documentation is very extensive (more than 1000 pages), including an introductory guide, a user's guide, a graph guide, a guide for DOE, and a guide for scripting. The full documentation is also accessible electronically as PDF files. Besides the comprehensive documentation accompanying the software package, and the book accompanying *JMP IN* (which can also be purchased separately), we found the book *Data Analysis With JMP IN 4*, by Johnson and Berk (Pacific Grove, Calif: Duxbury, 2000) to be an excellent introductory guide. Technical support is available via phone, e-mail, or the Web site.

We believe that *JMP* provides a solid statistical approach, with a steep learning curve, that can fulfill the needs of even a large research group.

Shahar Frenkel, MD, PhD
Eytan Z. Blumenthal, MD
Hadassah University Hospital
Jerusalem, Israel