



MARSHALL STAR

Serving the Marshall Space Flight Center Community

Feb. 27, 2003

Vision/Mission Statement a 'must read' for Center team

by Jonathan Baggs

A team at the Marshall Center developed the MSFC Mission Statement in the summer of 2002, following the development of a new NASA vision and mission statement.

The Marshall Statement clarifies the role of the Center in the context of the Agency-wide vision and mission statement.

NASA Administrator Sean O'Keefe outlined the NASA Vision — "To improve life here, to extend life to there, to find life beyond" — as well as the Agency Mission — "To understand and protect our home planet, to explore the universe and search for life, to inspire the next generation of explorers ... as only NASA can."

"I believe this framework builds the foundation for an exciting future," said Marshall Director Art Stephenson. "This, along with our incredibly dedicated workforce, and the genuine commitment to our values, will lead to continued success for

Marshall Space Flight Center."

The Marshall Center's mission is to enable, through our values-based culture, the unbounded access to and use of space to benefit humanity. The following summarizes the Marshall mission:

- We advance the state of, and implement technology in space transportation systems, space propulsion, microgravity sciences, and space systems.
- We promote scientific discovery and engineering excellence.
- We conceptualize, develop, integrate, and operate space flight and ground systems.
- We continually improve the way Marshall and NASA do business.
- We promote the benefits of the space program.
- We inspire the next generation of explorers.

To learn more about the NASA and Marshall Mission and Vision, go to "Inside Marshall."

Values-Based Selection Process expanding

from the Human Resources Department

The Marshall Center is expanding a process that it implemented last fall to ensure that persons selected for supervisory positions are evaluated on their demonstrated commitment to Center values and employee empowerment as well as their technical qualifications and experience.

The process now includes all leadership positions from team lead to senior manager. MSFC Form Letter 138 has been revised to reflect the expanded process and is available electronically via the master list of the official MSFC Forms System. Vacancy announcements for team leader, supervisor, project manager, and all other manager positions at the Marshall Center will include

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Photo by Emmett Given, NASA/Marshall Center

Space Shuttle Project Manager Dittmore visits Marshall
Ron Dittmore, right, NASA's Space Shuttle Program Manager, visited the Marshall Center last week for discussions with various project managers. With Dittmore is, from left, Director of Safety and Mission Assurance Amanda Goodson, Marshall Director Art Stephenson and Marshall Associate Director Axel Roth.

Marshall engineer helped tear down race barriers

Dave McGlathery still preaches the gospel of education

by Jonathan Baggs

Dave McGlathery is a complicated man with simple goals. He wants to serve his God and his community as a role model of what someone can accomplish if they are aggressive in the pursuit of education, and aggressive in educating others.

As a senior aerospace engineer in configuration and data management in the Engineering Directorate, he serves as the lead configuration and data management auditor at the Marshall Center. He's also the longest serving black professional at the Center with more than 40 years of service with NASA and 45 years in civil service.

McGlathery, 66, keeps the walls of his office spartan – the better for his fast words to bounce off and stick in a listener's mind. The main focus of the four walls is a framed photograph of his family. It doesn't seem surprising to find out that besides being a NASA engineer, he's also pastor of Pine Grove Missionary Baptist Church in Harvest. He peppers sophisticated mathematical knowledge with quotes from the Bible in one breath, and seems in a hurry even when he's standing still. He's proud of what he's done, but eager to face whatever challenge comes next.

"I am the great-grandson of a slave, and the great-great-grandson of a white slave owner," McGlathery said. "I was actually born on what is now Redstone Arsenal property. The community was called 'Pond Beat' at the time. My family goes back seven generations in Morgan and Madison counties. During high school, I spent 50 percent of the school year working in the field."

McGlathery attended a segregated school and joined the Navy before entering Alabama A&M University on the GI Bill. He was the first member of his family to graduate from college.

Countering stereotypes of black people "in a way that opens doors for other people," was, and is, what drives McGlathery to succeed, he said.

McGlathery faced stereotyped attitudes in the Navy, where he was a jet aircraft mechanic. But he rose to the rank of petty officer second class.

"I had no knowledge at the time of the Tuskegee Airmen," he said of the men who made up the first African-American flying unit in the U.S. Army Air Corps. "The state-supplied history books did not mention anything about the Airmen's valiant, courageous and highly successful experiment as fighter pilots during World War II."

"When I joined the Navy right out of high school, I thought I

was blazing trails that nobody else had ever been down," McGlathery said. "Little did I know that the Tuskegee Airmen had already done that – faced the challenge, performed and passed the test."

Bigger challenges faced McGlathery after he graduated



Dave McGlathery in his office with a family portrait.

Photo by Terry Leibold, NASA/Marshall Center

magna cum laude with a degree in mathematics from Alabama A&M University in Huntsville in 1961. He rated "highly qualified" on the federal service entrance exam. But even though he desperately wanted to work for NASA, no job offer was forthcoming. Instead, he became a mathematician at the U.S. Naval Weapons Laboratory in Dahlgren, Va., with a GS-7 ranking – the first Alabama A&M University graduate to achieve professional status at that federal grade level. After working at the lab for a year, he requested a transfer home to work for NASA and the Marshall Center.

"I was probably the first black hired as a 'full' professional here," McGlathery said. "I think there were about 12 or 13 other blacks, who were college graduates at Marshall then, but were hired as technicians, not full professionals. I was recruited by Dr. Russell Shelton in the Nuclear and Ion Physics Branch of the Research Projects Division."

After he began working with "the big boys" at Marshall, as McGlathery put it, he quickly realized he needed more intensive graduate engineering course work to compete effectively with his colleagues. He tried to enroll at what is now the University of Alabama in Huntsville – something a black man had never attempted at the all-white university, and which took a federal civil lawsuit to accomplish.

See "**Barriers**" on page 3



Photo by Emmett Given, NASA/Marshall Center

Marshall's Community Leaders Breakfast

Mary Jane Caylor, standing at left, a member of the Alabama State Board of Education, compliments Marshall Director Art Stephenson, standing at right, on Marshall's commitment to education during Marshall's annual Community Leaders Breakfast on Tuesday. Stephenson presented a status report on NASA's strategic plans and discussed various programs.

Barriers

Continued from page 2

"I wanted to take graduate courses to try and be a better engineer, a better mathematician – a better scientist," McGlathery said.

Autherine Lucy won admission to the university's Tuscaloosa campus in 1956, but she was chased by a mob before taking refuge in a broom closet. She was suspended after three days and eventually expelled for "causing campus unrest."

Although he was the first black man to try to enroll in the University of Alabama system, McGlathery's lawsuit was consolidated with one filed on behalf of Vivian Malone and James Hood – who are famous as the focus of Alabama Gov. George Wallace's "school-house door stand" to prevent their enrollment at the Tuscaloosa campus on June 11, 1963. Two days later, with little fanfare, save for federal marshals following him from the Marshall Center as he drove to UAH, McGlathery walked onto the Huntsville campus and instantly integrated it. The day before, civil rights activist Medgar Evers had been murdered in Mississippi – a tragedy that added to more anxiety in the McGlathery household.

McGlathery discovered his first UAH course was at a graduate level for which

he was not prepared. He flunked it – making newspaper headlines. He felt targeted. He persevered, took advanced calculus math and made an "A," but it was never reported in the news media. Eventually he earned a master's degree in systems engineering management from the Florida Institute of Technology campus at Redstone Arsenal.

Math had always been McGlathery's weakest subject, but he chose it as a major because he wanted to face the challenge and conquer it. His scientific and technical education has enabled him to author numerous scientific and technical papers in orbital mechanics for Space Shuttle mission analysis, low-thrust electric propulsion and payload development for flight on the Space Shuttle and International Space Station.

McGlathery has spent a lifetime conquering challenges, and doesn't intend to slow down. He plans to write a sequel to W.E.B. Dubois' "The Soul of Black Folk," first published in 1903. "I feel eminently qualified to write such a book because my life's experiences have given me a unique insight into the 'soul of black folk,' with maybe the 'soul of a few white folks' thrown into the mix," he said.

Although he may be considered a

historically significant figure in ending college segregation in Alabama, and in the history of the Marshall Center where he is noted in "Power to Explore: A History of the Marshall Space Flight Center 1960-1990" by Andrew J. Dunar and Stephan Waring, McGlathery is more proud of his wife and family and their achievements.

His wife, LaVerta, is a Marshall employee in the Plans and Systems Analysis Office in the Customer and Employee Relations Directorate. Their three children, Ivan, Chauncey and Kimberly, all are college graduates and work in professional fields.

After 38 years as pastor at his 400-member church, 45 years of public service, a historical figure in ending university segregation, and role model for his family and countless others, McGlathery said there's still more work to be done.

"I have always and consistently felt the need to prove that blacks could compete and excel in academia and the corporate and government work place," he said. "Everything I've done to compete started with education. That's what you have to get. There is no other way."

The writer, an employee of ASRI, is the editor of the Marshall Star.

Job Announcements

MS03C0045, Systems Accountant. GS-510-13 (promotion potential to GS-14), Office of Chief Financial Officer, IFMP Administrative Systems, Implementation Project Office. Competitive Placement Plan. Closes Feb. 28.

MS03C0046, Financial Manager (Accounting/Auditing Services). GS-505-13 (promotion potential to GS-14), Office of Chief Financial Officer, IFMP Administrative Systems Implementation Project Office. Competitive Placement Plan. Closes Feb. 28.

MS03C0047, Visitor Services Information Assistant/Specialist. GS-1001-07, 09, 11 (Promotion Potential to GS-11), Customer and Employee Relations Directorate, Protocol Office. Competitive Placement Plan. Closes March 3.

MS03C0049, Information Technology Specialist (INFOSEC). GS-2210-14, Center Operations Directorate, Office of the Chief

Information Officer, Investment, Management, and Policy Group. Competitive Placement Plan. Closes March 3.

Black History Month: Did you know?

Jack Johnson became the heavy-weight champion of Negro boxing in 1903. Jim Jeffries, the white champion, refused to fight Johnson because he was black. In 1908, Johnson knocked out Tommy Burns in Australia to become world champion, although he was not officially given the title until 1910, when he finally fought and beat Jeffries in Las Vegas. Jeffries had come out of retirement for the match, becoming the first of many “great white hopes” in the boxing world.



Photo by Doug Stoffer, NASA/Marshall Center

NASA Update

Tammy Dennis, program security specialist for Coastal International Security at the Marshall Center, asks NASA Administrator Sean O’Keefe a question during last week’s “NASA Update” program.

Selection

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language advising applicants that the Center is committed to a set of “Core Values” that are the cornerstone for supervisory and managerial decision-making and that qualified candidates will be evaluated on their demonstrated commitment to these values.

“This is a fundamental change in the way we approach selections for leadership positions,” said Marshall Director Art Stephenson. “This is not about checking a block on a form; it is about continuing to develop a culture based on values and employee empowerment.

Employees aspiring to leadership positions should become familiar with the form in order to understand the Center’s expectations for future leaders. Preparation for leadership positions would include, among other things, attending management training classes, reading books on management and leadership, doing rotational assignments within and outside of the Center and seeking opportunities to play a leadership role whenever possible.

“These are the kinds of things that I want selecting officials to look for when they evaluate candidates for positions of leadership at the Center,” Stephenson said. “I also want selecting officials to understand how serious these candidates are about their commitment to the Center’s

values.”

Stephenson said this includes asking candidates about the steps they have taken to learn about the art and science of organizational leadership. Anyone who is interviewed for a leadership assignment needs to be prepared to answer these questions:

- ☛ What have I done to demonstrate a commitment to employee empowerment?
- ☛ What have I done to demonstrate a commitment to workforce diversity (There is also a requirement that the candidate has taken or is currently scheduled to take diversity training)?
- ☛ What have I done to prepare myself for a position of leadership at the Marshall Space Flight Center?

Employees who apply for leadership position vacancies and are called for interviews will be asked to provide specific examples that answer these fundamental questions and to demonstrate their commitment to the Center’s values.

Stephenson pointed out that NASA Administrator Sean O’Keefe also has recently revised the criteria for selection to executive level positions within the Agency to include a commitment to workforce diversity, rotational assignments, and other factors that are consistent with Marshall’s values.

Under Marshall’s revised process, the Human Resources Department will

continue to screen each applicant’s resume and evaluate technical qualifications and experience using the automated NASA Staffing and Recruiting System (NASA STARS). The Human Resources Department will then send a list of the “best qualified” candidates to the selecting official.

Selecting officials will then evaluate each candidate’s education, experience, and other technical qualifications for the position as well as the candidate’s commitment to the Marshall values and other criteria mentioned above.

When a preliminary selection for a leadership position is made, the selecting official will complete MSFC Form Letter 138. All selections for project manager positions, as well as other leadership positions made by the Center Director’s direct reports will be forwarded to DE01 for review. In all other cases, an official at a higher organization level must review the selection.

“NASA’s mission, to understand and protect our home planet, to explore the universe and search for life, and to inspire the next generation of explorers can only be realized through inspired organizational leadership,” Stephenson said, “and this process is a first step toward developing the kind of leaders who will make this goal a reality.”

Center Announcements

Program Planning and Control classes available

Class schedules for the Intermediate Program Planning and Control Series will be announced through AdminSTAR. These classes are intended for participants who have completed introductory classes or for those with some previous experience with the subject. Other courses, along with scheduled dates and times, are available by going to AdminSTAR, or for more information, call Janie Moyers at 544-7552 or e-mail janie.moyers@nasa.gov.

Employee Assistance Program open to Marshall employees

The Employee Assistance Program is open to Marshall employees and their family members who may be dealing with issues of stress and depression. Psychologist Dr. Bruce Mathers is available by appointment at 544-7549 during weekdays. The Marshall Center also is offering Employee Assistance Program services through a professional counseling service for after-duty hours and weekends by calling 1-888-807-7997.

NASA College Scholarship Fund seeking applications

The 2003 call for NASA College Scholarship Fund applications is open. The Fund is a non-profit organization that awards scholarships to qualified NASA dependents pursuing study in science and engineering fields. Six scholarships will be awarded. Deadline for applications and supporting documentation is March 21. Applications are available at Bldg. 4315, or at <http://jscppeople.jsc.nasa.gov/nasascholarship.htm>. For more information, call Bill Mayo at 544-7220.

10th annual Great Moonbuggy Race volunteers needed

Volunteers are needed for the 2003 Great Moonbuggy Race set for April 11-12 at the U.S. Space & Rocket Center in Huntsville. Volunteers are needed for two shifts each day -- 8 a.m.-12:30 p.m.

and noon-5 p.m. Positions include obstacle judging, score keeping, reporting, pre-race qualifying and start/finish line activities. T-shirts and lunch will be provided for volunteers. To sign up, go to <http://ntf-2.msfc.nasa.gov/tgmr2003.nsf/reg> or call Joel Farbman at 544-2319.

Marshall Association membership drive open

Membership in the Marshall Association is open to all current and former Marshall civil service employees. The Association provides distinctive speaker events for the exchange of ideas and information and sponsors two annual college scholarships for Marshall dependents. Dues are \$25 per year and checks should be made out to the "Marshall Association" and sent to AD01, Cliff Bailey.

Nominations for Full-Time Study Program open

The call for nominations for the Full-Time Study Program is open. For details, contact administrative officers.

SHARP application deadline extended

The student application deadline for the Summer High School Apprenticeship Research Program has been extended to March 10.

MARS Tennis Club membership open

The MARS Tennis Club 2003 membership drive is open until March 31. NASA employees, retirees, on-site contractors and family members are eligible to join. Membership includes use of the four MARS Tennis Club courts -- which are lighted and surfaced with artificial turf and sand -- tournament participation, club activities and eligibility for the singles and doubles leagues. To join, or for more information, call Amy Hemken at 544-7097 or go to <http://inside.msfc.nasa.gov/MARS/clubs.html>.

'Take Our Children to Work Day' volunteers needed

Volunteers are needed to serve as tour bus chaperones and workshop monitors for the Marshall Center's "Take Our Children to Work Day" activities April 24. For more information, or to volunteer, call Billie Swinford at 544-0087.

AIAA 2003 Engineering Scholarship Program open

The American Institute of Aeronautics and Astronautics Alabama-Mississippi Section 2003 Engineering Scholarship Program is open for high school seniors. Three scholarships will be awarded in the amounts of \$1,500, \$1,000, and \$500 to promote career study in the aerospace industry and the pursuit of a related engineering or science degree at an Alabama or Mississippi university. Applications are due by March 31. For more information and applications, go to <http://www1.msfc.nasa.gov/AIAA/> or call 721-2422, 544-7684 or 782-5972.

Astronomy chat and 'star party' set for March 8

The Von Braun Astronomical Society will host "Aurorae: Tapestries of their Night Sky" at 7:30 p.m. March 8. The program on the Northern Lights features Dr. Jim Spann at the Wernher von Braun Planetarium in Monte Sano State Park. Admission for non-members is \$3 for adults and \$2 for children 12 and under. Weather permitting, a "star party" using the planetarium telescopes will follow the presentation. For more information, call Mitzi Adams at 961-7626.

Annual 'Software of the Year' competition nominations open

The annual call for nominations for the NASA Software of the Year Award is open until April 18. The award is for recognition of software developed and owned by NASA. The recognition includes a Space Act award of up to \$100,000. For details, see "Inside Marshall" or call 544-0013 or 544-0014.

Employee Ads

Miscellaneous

- ★ Silver dollar, 1879 AV, \$16. 256-883-5114
- ★ Antique manure spreader, \$300; for Toyota pickup: bed cap, \$100; Penda-liner, \$75; miscellaneous. 256-778-9149
- ★ Shotgun shell reloaders, MEC 600 Jr., 12 & 20 gauge w/hulls, primers, \$80. 883-0244
- ★ Sunbeam warming mattress pad, full size, new sealed, 20 settings, \$50. 468-3749
- ★ Packard Bell, 233MHz, 32MB memory, 4.3GB, CD-ROM, Canon printer, \$150. 772-4984
- ★ Magnavox TV, \$25; pine entertainment center w/ glass door/shelves, \$50; papasan chairs, \$25 each. 880-9025
- ★ Aquarium, 44-gallon, corner unit, \$350; fitness flyer w/video, \$65; tiger fitness roller w/video, \$50. 654-4240
- ★ "The Sims" game in jewel case w/savings offer on expansion pack, \$39.99. 457-9940/leave message
- ★ Brunswick Paragon Oak pool table, leather-wrapped pockets, Cherry finish w/navy blue felt, \$2000. 509-3392
- ★ Logitech Pagescan Color Pro for Windows 95 24-bit, 800bpi, manual & diskette, \$10. 461-8369
- ★ Wooden train table, wooden train set w/accessories & BRIO battery-powered engine, \$75. 830-5285
- ★ Fisher Price baby swing, battery-operated, adjustable seat swivel, \$45. 874-7667
- ★ Pentium II 300Mhz PC w/speakers, 15" KDS monitor, 64Mb RAM, 6Gb, CD ROM, \$175. 489-0830
- ★ Four "Gone with the Wind" collector's plates, original boxes & certificates, \$80. 233-4142
- ★ Electric bed, adjustable, twin, \$150 obo. 651-8224
- ★ Sofa, 7.5', floral design, navy background, matching 8'x5.7' rug, \$100 for set. 971-5935
- ★ King waterbed, light Oak/Oak veneer, semi-waveless, 12-drawer pedestal, lighted display headboard, \$300. 461-8721
- ★ Maytag washer/dryer, \$200 for pair. 256-885-2509
- ★ Two twin beds, mattresses, and bedspreads with two matching cushions, \$250. 533-4824
- ★ Two tickets to see Tim McGraw, Nashville, March 11th, lower level, \$200 obo. 256-247-3929
- ★ Two lots in Valhalla Memory Gardens, make offer. 256-430-4349
- ★ T-ball tee and bat, \$15. 837-8003
- ★ Two each NordiRider dual motion exercise equipment, \$75 each. 256-498-3674 after 5 p.m.

- ★ 1996 DS-80 Suzuki trail bike, \$700. 256-728-5861
- ★ NASCAR collection, including 1:64 & 1:24 die-cast cars, various drivers, cardboard stand-ups, novelty items. 858-6746
- ★ Ariens riding lawn mower, 28" cut, mulching kit, three seasons old, \$450. 656-0461
- ★ One week Space Camp tuition, age 9-12, includes spacesuit, good through 12/03. 722-4069/682-8851

- ★ New Sony portable mini-disc MP3 player, \$125. New Sony studio headphones, MDRV600, \$95. 489-0136
- ★ King waterbed, Oak/Oak veneer w/mirrored bookcase and glass doors. 351-6066/656-2965
- ★ Certainteed Landmark 40 dimensional shingles, hunter green, 10 squares, 40 bundles, \$20 per square. 837-8087
- ★ Rickenbacker 350V63 "Liverpool" John Lennon-style guitar. Triple toasters. Jetglo. Mint w/case, accessories. \$1,550. 306-0700

Vehicles

- ★ 1994 Ford Crown Victoria, 4-door, auto, air, power locks/windows, one-owner, 75K miles, \$4,500. 880-6254
- ★ 2002 Jeep Liberty Limited, select Trac 4x4, CD, moonroof, \$20,000. 256-931-4678
- ★ 1993 Chevy 3500 crew cab work truck, one-ton, 241K miles, new engine, \$4,500 obo. 256-426-0090
- ★ 1994 GMC SL truck Z71, 4x4, black, CD, auto, \$7,250. 256-796-5136
- ★ 2000 Mustang, V6, loaded with options, \$8,450. 256-753-2278
- ★ 1998 Bronco II, 5-speed, 1.9L, 2WD, \$600. 722-2821
- ★ 2000 BMW K12LTC, 3K miles, heated seats/grips, elec. cruise/windscreen, 48 mpg. 256-882-9407
- ★ 1999 Dodge Stratus, 4-door, 14K miles, green, 2.4L/4 cyl., ps/pb, 4-speed auto w/cruise, \$8,900. 881-6679
- ★ 1996 Jeep Cherokee Sport, 4x4, 4-door, auto, pw/pl, CD, 105K miles, 4L/6-cyl., \$7,000. 256-325-3684
- ★ 1998 Ford Taurus SE, V6, pw/pl/ps, tilt, dark green, 98K highway miles, \$5,400. 772-6769
- ★ 1999 Honda CR-V EX, EC, CD, AWD, power windows/doors, \$11,250. 864-8183
- ★ 1999 Toyota Sienna XLE van, black/silver, loaded, 80K miles, \$17,100. 256-828-2832
- ★ 1999 Honda CRV-EX, automatic, AWD, CD

- player, keyless entry, one-owner, 46K miles, \$13,500. 353-0370/565-3022
- ★ 1979 BMW 320i, 4-speed, rebuilt engine, good paint/body, needs minor maintenance, \$900. 883-6444
- ★ 1992 Ford Econoline high-top customized conversion van, TV/VCR, 121K miles, \$7,500. 256-586-8483
- ★ 1997 Dodge Grand Caravan SE, 89K miles, alloy wheels, 2-side doors, rear a/c, \$8,000. 883-6496
- ★ 1972 Boise motorhome, 32K miles, \$5,000; 1980 Datsun, 5-speed hatchback, \$1,500 obo. 256-881-9150
- ★ 2002 Honda Civic LX, 4-door, auto, all-power, 34-41 mpg, 15K miles, \$12,500. 828-6213
- ★ 1993 Grand Caravan, 165K miles, non-smoker, A/C. 920-7000

Found

- ★ Avon silver bracelet, Parking Lot South of Bldg. 4200. 544-0514 to identify/claim

Free

- ★ Popular tree log for cutting boards or lathe turning; Maple tree log for turning. 881-6040
- ★ Metal storage shed, 10'x10. 922-0845

Wanted

- ★ Mobile dog pen for backyard, preferably 10'x10'. 464-9055
- ★ Chrono Trigger and Final Fantasy II for Super Nintendo entertainment system. 534-7691
- ★ Mantis tiller and any other Mantis products. 881-5397
- ★ Information for adopting a Standard Poodle; breeders' names, and other possibilities. 353-4922
- ★ Doberman puppy or older Doberman dog. 852-5446
- ★ Exercise bicycle, stationary. 539-2572
- ★ Bed extender for 2000 Nissan Frontier crew-cab pickup. 880-9025
- ★ Hammered Dulcimer, 15/14 or more. 256-539-2572
- ★ To buy, aluminum baseball bats for 14 yr. old team. 828-3181
- ★ To buy, large wooden drafting table w/flat tile drawers. 256-464-2383

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