

Beak Sends...

A MESSAGE FROM CENTER DIRECTOR LT. GEN. JEFFERSON D. HOWELL JR.



Improving our culture

Since the *Columbia* Accident Investigation Board report was released last summer, much has been said about our culture and its contribution to the environment that allowed the accident to occur. Some of us are in denial that culture had anything to do with the mishap; however, findings by the CAIB as well as local surveys and activities such as Safety and Mission Success Day have all resulted in a realization that our organization, our Center, our team has inherent flaws that stymie healthy communication at all levels. In too many cases, employees feel that they are unable to speak honestly or present a different or opposing view because of fear of retribution.

Something has to be done about this. The demands of human spaceflight with its inherent risks require that we, as a team, work at peak efficiency and at the highest level of professional excellence. This cannot be done in a workplace that does not allow open communication and trust at all levels. Be assured that our Administrator is taking proactive measures to fix this problem. He has made this a priority issue for the NASA senior leadership team to address.

One of our first actions has been to hire BST, a company of experts in identifying organizational weaknesses and assisting in improving leadership skills at all levels in the workplace. They will be working throughout NASA and will be joining us at Johnson Space Center in the near future to help us enhance our teamwork. Let us welcome them and use their expertise to best effect.

Our JSC Senior Staff has also partnered with contractor senior management to find ways of improving trust and better communications between civil servants and contractors. We have already had several productive meetings and have built a plan of action to help improve our effectiveness as a leadership team.

Improving culture isn't easy! However what I have just described to you are some initial first steps in the right direction. I hope it is clear to you that we realize leadership must improve before we can expect the organization to improve. You will be the best judge on whether or not that happens. I'm looking forward to getting your feedback as we go forward. Keep the faith and remember:

It's great to be alive and in Houston!



Stellar

A W A R D S ★ 2 0 0 4

Johnson Space Center employees and contractors achieve "Stellar Awards" Neil Armstrong receives the National Space Trophy

by Debbie Nguyen

Those who go into the space industry go in reaching for the stars – recently a select few were able to obtain them.

Each year the nonprofit organization Rotary National Award for Space Achievement (RNASA) receives nominations from NASA, the military and industry leaders in human and crewless spaceflight companies to honor those who have made eminent contributions in the field of space exploration with the Stellar Award.

Previous winners of this prestigious honor include International Space Station and Shuttle Flight Director John Curry, Space Station Program Manager Bill Gerstenmaier, the NASA KC-135 Reduced Gravity Student Flight Opportunity Program and the JPL Mars Pathfinder Team.

Among the 600 people who attended this year's black-tie event were Johnson Space Center Director Lt. Gen. Jefferson D. Howell Jr., former Astronaut Neil Armstrong and NASA's first flight director Christopher Kraft Jr. Miles O'Brien, CNN space correspondent, entertained the crowd as the Master of Ceremonies. Astronauts Sandra Magnus, Ph.D., and James F. Reilly II, Ph.D., presented the awards.

This year's recipient of the RNASA National Space Trophy was Astronaut emeritus Neil Armstrong, the first human to walk on the Moon. RNASA's Board of Directors awards the National Space Trophy annually to an individual who has made a substantial impact in the aerospace industry. Past honorees include Astronaut Capt. John Young, former

Space Shuttle Program Manager Tommy Holloway, the President's Commission on Moon, Mars and Beyond Chairman Edward C. "Pete" Aldridge Jr. and former President George H.W. Bush.

Kraft, the 1999 National Space Trophy recipient and former Manned Spacecraft Center Director, presented the award to Armstrong "for his contributions to the U.S. space program as the first explorer to land a manned spacecraft on the Moon and the first human to step on the surface of the Moon."

During his speech, Armstrong, who rarely makes public appearances, voiced his support and urged unity for the Vision for Space Exploration.

"The success of the endeavor will also be dependent on the degree to which the aerospace community, all of us – government, industry, and academia – can coalesce their forces and converge on a common goal," Armstrong said. "Our economy can certainly afford an effort of this magnitude, but the public must believe the benefits to society deserve the investment. We know the advancement of knowledge and the rate of progress is proportional to the risk encountered...but to limit the program in the name of eliminating the risk is no virtue."

Awards and nominations are organized into four categories based on age and length of service. Beginning on page 4 are the winners from JSC.

EARLY-CAREER: UP TO AGE 33



Elizabeth Bauer of JSC

Bauer, who graduated in mechanical engineering from Texas A&M, started her first cooperative education student tour at JSC in 1990. Her role as engineering project manager has been instrumental in the development of the International Space Station Human Research Facility, which celebrated its third anniversary on March 8.

★ Bauer said, "I'm in front of people who are just like me who are trying to do their job day in and day out. But at the same time, I'm also in front of these significant historical people. One of the reasons why I wanted to go was to 'share air' with Neil Armstrong and Chris Kraft."



Natalia Robarge of TechTrans International

Robarge's leadership and implementation of operational concepts and training programs for Mission Control Center interpreters has assured international mission safety and success.

★ Beth Williams, President of TechTrans International, said, "If any company had a Natasha (Natalia), they'd be the number one company in the world. She is the most amazing young woman...she can do anything!"

MID-CAREER: AGE 34-50



Paul S. Hill of JSC

For his leadership and technical expertise of the Early Sighting Assessment Team, and leadership during the early stages of the on-orbit maintenance of the Orbiter Thermal Protection System.

★ Paul F. Dye, Lead Flight Director in the JSC Space Shuttle Operations Division, said, "Paul is exceptionally sharp, and an outstanding leader. Not only does he see the big picture – he is very good at the detailed level."

LATE-CAREER: OVER AGE 50



Royce G. Forman of JSC

In the 45 years that Forman has been at JSC, he has played a significant role in developing the NASGRO Fracture Mechanics software package, which is now internationally accepted as the standard code for fracture control analysis of space hardware.

★ José M. Hernández, Branch Chief of the Materials and Processes Branch at JSC, said, "Having Royce in the Materials and Processes Branch has certainly been a pleasure. Especially when one realizes he's the same Forman my college fracture mechanics textbooks referred to when they talked about the Forman and Mettu crack growth rate equation!"

LATE-CAREER: OVER AGE 50 *continued*



Larue J. Jones of United Space Alliance

For his superb leadership and thorough planning for the Shuttle Avionics Integration Laboratory (SAIL) at JSC, including coordinating the implementation and testing of Space Shuttle upgrades in SAIL, which will provide a safer and more reliable Shuttle for future spaceflights.

★ Jones said, "I was very, very, surprised when I heard my name called for an award in the Late Career category. I guess I was in a state of shock for several seconds until a couple of people at the table I was sitting at brought me back to reality by reminding me that I needed to go to the stage to receive the award."

TEAM AWARD



Chuck Campbell, accepting on behalf of the team

STS-107 Aerothermodynamics Investigation Team

The combined efforts of many talented and capable people across the nation provided extremely technically complex and highly innovative reconstruction of STS-107, a critical contribution to the findings and recommendations of the Columbia Accident Investigation Board.

Team members include: Stan Bouslog, Chuck Campbell, Jose Caram, Steve Fitzgerald, Randy Lillard, Chris Madsen, all from JSC, and others from Ames Research Center, Langley Research Center, Marshall Space Flight Center and the Boeing Company.

SPACE COMMUNICATOR AWARD



Bob Jacobs, accepting on behalf of the team

NASA-Contractor Communications Team

For demonstrating "integrity, excellence in performance, and commitment to the importance of human spaceflight...by meeting the most extreme challenges with courage, fortitude, dedication and compassion. Each individual's efforts presented a human face to the public that represented the Agency long after the cameras left."

This is a special award given to a professional communicator who has made an important contribution to the public's understanding of and appreciation for the accomplishments of the American space program. This is the first team recipient.

Congratulations to everyone on their achievements.

"She is one of the most dedicated and hard-working people I've ever been around. This dedication is fueled by her intense commitment to the human spaceflight dream and to the vision of human exploration of space."

Greg Hayes, Director of External Relations

Sue Garman



After more than 30 years, Susan H. Garman retired from the space program in April. Garman began her career in 1967 with the Federal Electric Corporation, and from 1983 to 1987, she served as the Director of Administration for Hernandez Engineering, Inc. In 1987, she joined JSC in the Business Administration Directorate. Since then, Garman has served in numerous key Center and Agency positions, including temporary assignments on the NASA Administrator's staff both as the Executive Assistant to the Administrator and as the Deputy Chief of Staff; in various Center procurement positions; and since January 1994, in various positions in the Office of the Director at JSC – most recently as the Center's Associate Director.

Below, she shares her thoughts about her Johnson Space Center career.

What have you enjoyed about your career at JSC?

I don't know anyone who could have had more fun than I've had working for NASA! I started working at JSC as a contractor in 1967 for the old Mission Planning and Analysis Division and met my husband, Jack, while working a simulator for Apollo 8 in Mission Control. Through the years, I've worked for some great, interesting people – Dee Lee, Dan Goldin, Darlene Druyun, George Abbey, Courtney Stadd, Beak Howell – and have been fortunate to have always been surrounded by dedicated people who are committed to achieving NASA's incredible mission.

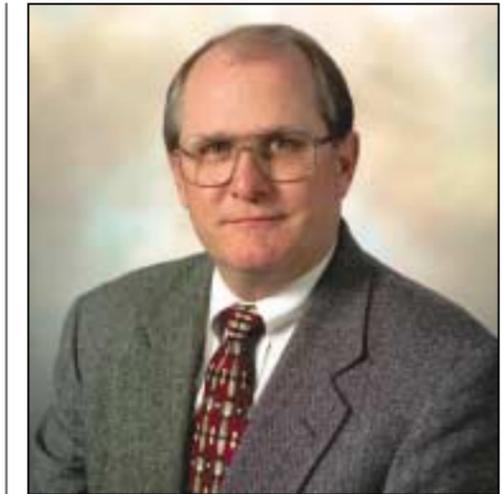
What will you miss about working at JSC?

The people are, undoubtedly, what I'll miss most when leaving JSC. My only regret is that I cannot begin to express my thanks and appreciation for the support and friendship I've received through the years. Wherever you are, I'll be cheering from the sidelines and hoping that our paths cross again.

What are your plans for the future?

My first order of business is to welcome a granddaughter into the world in July! Beyond that, only time will tell.

Randy Stone



Brock "Randy" Stone recently retired from NASA following a remarkable 36-year career that included work on the Apollo lunar missions, Skylab, the Space Shuttle and the International Space Station.

A native Texan, Stone began his career with NASA in 1967 when Johnson Space Center was known as the Manned Spacecraft Center. He started out working as a systems engineer supporting landing and recovery of the Apollo spacecraft.

He was a flight controller and flight director in the Mission Control Center for almost 30 years and was named Chief of the Flight Director Office in 1989. From 1992 to 2001, he served as Director of Mission Operations, where he was responsible for oversight of Space Station and Space Shuttle missions before assuming the role of Associate Director, Management (acting). He was named Deputy Director in November 2001. Below, Stone shares his thoughts about his JSC career.

What NASA experiences stand out the most?

My participation in the recovering of the Apollo astronauts on Apollo 7, 8, 9, 11, 12 and 13.

The biggest thrills were handling the Apollo 11 Moon rock box when it was flown off the *USS Hornet*, being in the MQF with Pete Conrad, Al Bean, and Dick Gordon and lastly seeing the parachute open on Apollo 13.

"I will miss him both personally and professionally. All of us wish Randy and his family the best in his retirement."

Lt. Gen. Jefferson D. Howell Jr., Center Director

Getting ready to fly STS-1, having to say we were "no go for launch" on the first real attempt and then feeling the unbelievable relief and elation when John Young and Bob Crippen called "wheel stop" after landing.

Being selected as a Flight Director in 1981, Director of MOD in 1992 and being asked to be Deputy Center Director. Those were jobs that had been held by my heroes. To this day I have to pinch myself to know that it was really me who had the honor of following in the footsteps of such great people.

What are you going to miss?

I am going to miss the daily interaction with so many extremely talented people all working together to solve difficult problems.

What are your plans for the future?

Right now my plan is to spend time with my family, build a great home workshop, fly model airplanes and fish. If I get bored I may poke around and see if I can still contribute to one of the world's greatest endeavors – human spaceflight.