

# Space News Roundup

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## Goldin: Shared vision crucial NASA can provide inspiration, hope, opportunity

By Kelly Humphries

NASA Administrator Daniel Goldin told NASA employees Tuesday that the agency is facing tremendous challenges but that with a shared vision, NASA could be the force to spark tremendous change in the world.

In his "State of the Agency" address, Goldin pointed out that in earlier decades NASA's goals were in complete alignment with the will of the American people and Congress but that changes in world politics and economic pressures have set NASA a little bit adrift. He said it is important to understand where we have come from, what real issues we face and what possibilities there are for the future.

"The talent at NASA is second to none in the world," Goldin said in the

live NASA Select broadcast. "The possibilities are endless, and if we take a look at what's going on in the world and the need for leadership I deeply believe that NASA could be the shining light, the force that could catalyze and make tremendous change by offering the American people inspiration, hope, opportunity and be a catalyst to bring about world peace."

Goldin shared a videotape that was put together by a team of his top staff members that looked at the agency's past, its current situation and a number of employees' hopes for the future. The tape was put together in three weeks instead of the nine months that was initially predicted, and Goldin said it was a perfect example of what he means by

"empowerment." The team members trusted each other, laughed as they worked, used creativity and peer reviews to go through dozens of proposed scripts and come up with an outstanding final product, he said.

After visiting all but one of NASA's centers, meeting with the red and blue teams he established to look at ways of doing things better, faster and cheaper, talking with some 200 congressmen, employees, minority groups and professional societies, he said he has arrived at four themes that are the essence of NASA's mission. He invited all employees to communicate with him on his conclusions.

"These are the reflected thoughts of things I've heard, and I'm presenting it for purposes of debate and discussion. Please see **GOLDIN**, Page 4



JSC Electronic Photo

NASA Administrator Daniel Goldin makes a point during his "State of the Agency" address, broadcast live to JSC and NASA's other center's on NASA Select television.

## Atlantis to make Saturday debut in East Texas

By James Hartsfield

Weather permitting, *Atlantis* will make an East Texas debut this weekend with an overnight stay at Ellington Field on Saturday, a fly-by of Tyler and a stop at Longview as it makes a piggyback trip to Rockwell's shuttle factory at Palmdale, Calif.

*Atlantis* will be on its way to Palmdale for a series of periodic inspections and upgrades. *Atlantis* is to depart Kennedy at 7:30 a.m. CDT on Saturday; fly by Tyler during its annual Rose Parade about 10:30 a.m.; and land at the Gregg County Airport near Longview about 11 a.m. At Longview, *Atlantis* will be received with Space Day festivities that will include local bands and dignitaries.

*Atlantis* will depart Gregg County Airport at 2:30 p.m. and fly to Ellington Field, arriving about 3:30 p.m. At Ellington, *Atlantis* will remain overnight and the public will be allowed to view the shuttle and carrier aircraft in front of NASA's Hangar 990 until 10 p.m. *Atlantis* is scheduled to leave Ellington at about 8 a.m. Sunday, land at Biggs Army Air Field in El Paso for a brief refueling stop about 10:30 a.m. CDT and arrive at Palmdale about 3:10 p.m. CDT.

For the latest schedule, call the Employee Information Service at x36765.



NASA Photo

The STS-52 crew check's out *Columbia* on Launch Pad 39B during the terminal countdown demonstration test. From left are Payload Specialist Steve MacLean, Commander Jim Wetherbee, Pilot Jim Baker, alternate Payload Specialist Bjarni Tryggvason, and Mission Specialist Bill Shepherd, Tammy Jernigan and Lacy Veach.

## Columbia on track for Thursday liftoff with LAGEOS-II

By James Hartsfield

*Columbia* remains on target for a launch at 10:16 a.m. CDT Thursday on STS-52, a mission that will loft the Laser Geodynamics Satellite-II to orbit and evaluate innovative techniques for using *Columbia's*

Earth back to the ground, providing extremely precise measurements of movements in the Earth's crust. Among the areas LAGEOS-2 will help measure is California's San Andreas Fault.

Elsewhere, workers are completing

The STS-52 crew — Commander Jim Wetherbee, Pilot Mike Baker, Mission Specialists Lacy Veach, Bill Shepherd and Tammy Jernigan, and Payload Specialist Steve MacLean — will fly to Kennedy Space Center on Monday afternoon. With an on-time launch, *Columbia* would land at KSC at 6:02 a.m. CDT Nov. 1.

At Pad 39B this week, technicians installed the space suits aboard *Columbia*; closed out the cargo, shut the engine compartment for flight; and began preparations to close the payload bay doors for flight. The countdown is planned to begin at 3 p.m. CDT Monday.

Once in orbit, LAGEOS will be used to bounce laser beams from



ing preparations for *Atlantis's* piggyback flight to Rockwell's Palmdale, Calif., shuttle factory. *Atlantis* is scheduled to be moved to the Shuttle Landing Facility and be hoisted atop the Boeing 747 Shuttle Carrier Aircraft this morning.

*Discovery*, in the Bay 3 processing hangar, is on track for a move to the Vehicle Assembly Bldg. on Tuesday to be attached to the solid rockets and fuel tank for STS-53, a Department of Defense flight slated for a mid-November launch.

*Endeavour*, in the Bay 1 hangar, is being prepared for a January launch on STS-54. This week, the drag chute was installed, windows, landing gear hatch checked and the main engines tested for leaks.

## Implementing Total Quality: Leadership or coercion?

Employee has concerns about 'lip service'

[Editor's note: The following is a letter written by a JSC civil service employee following a report on the latest Total Quality Survey. The employee's name has been omitted in an effort to concentrate discussion on the issues involved.]

Your lead article in the August 28th edition of Space News Roundup attempts to put a positive spin on JSC's embrace of Total Quality. A careful reading however reveals serious deficiencies in our approach and progress with this effort. Two consecutive sentences expose a fundamental obstacle to implementing the cultural change that must accompany TQM.

"We expect our center's leaders to set the example for all employees, because Total Quality is everybody's business." In the area of leadership, top executives and all levels of managers and supervisors are going to be required to get directly involved in quality improvement activities ...

That is not leadership; it's coercion. It is a poor choice of words to say the least. Our managers will set precisely the wrong exam-

ple for employees if they must be prodded into Total Quality under order from senior executives. The result will be the "lip service" and going-through-the-motions of TQM that is already widespread, but does little lasting good.

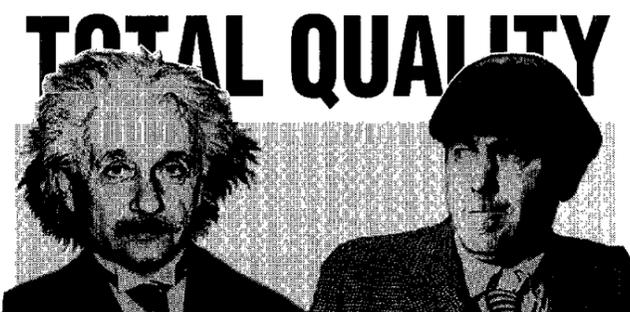
You miss the opportunity to explore why TQM must be forced rather than freely adopted. A good news article should probe beyond the surface and identify the root causes of any problem. That may be too much to ask, though, given the likely unflattering portrait of JSC or our managers that would

Either you're part of the solution, or...

Please see **LETTER**, Page 4

Leadership is about setting high expectations

[Editor's note: The following is a response to the letter by JSC Associate Director Dan Nebrig, who was a key source in the article about the TQ Survey.]



Suggested by Karen Flanagan/LJ

You're part of the problem.

I agree with all of your conclusions. As to your comment about leadership vs. coercion, I believe the paragraph you quoted from the Roundup is about setting expecta-

tions for our center leadership's involvement in TQM, and I strongly believe that leadership is about setting high expectations.

The implied point you make that TQM cannot be forced but must be freely adopted is a good one, and I totally agree with you. But, I think the article on page 3 did a credible job of balancing the good and the bad from the employee survey. It certainly wasn't a white-wash and, as you intimated, does not present a flattering portrait of JSC or our managers when all but two of the seven major assessment areas took a downturn from a year ago.

The problem you highlighted as "perceived lack of active involvement by senior managers" is a very real and disturbing one. Some of our organizations are farther into TQ implementation than others. However, TQ will not succeed totally with only islands of support within a sea of resistance. Obviously, our goal has to be to bring the whole center willingly into continuous improvement.

What I sense in your comments is some uncertainty as to what your role should be in

Please see **SOME**, Page 4

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# Ticket Window

The following discount tickets are available for purchase in the Bldg. 11 Exchange Gift Store from 10 a.m.-2 p.m. weekdays. For more information, call x35350 or x30990.

- EAA Halloween Dance (7 p.m.-1 a.m. Oct. 31, Gilruth Center): \$15 per person.
- EAA Children's Halloween Party (10 a.m.-12:30 p.m. Oct. 31, Gilruth Center): adult, \$1; child, \$4.
- EAA Will Rogers Follies (2 p.m. Nov. 8, Music Hall): \$30.
- Texas Renaissance Festival (9 a.m.-6 p.m. weekends through Nov. 15): adult, \$9.25; child (5-12): \$5.55. Festival bus trip (Oct. 24, Nov. 7): one-day trip; adult, \$15; child (ages 5-12), \$10; child (under 5), \$7.
- Space Center Houston — Commemorative tickets available at \$8.75.
- Metro tickets — Passes, books and single tickets available.
- Fiesta Texas Park (San Antonio): Buy one, get one free. Adult, \$19.50; child 4-11, \$13.55.
- Sea World (San Antonio): Adult, \$18.90 (child free with paying adult); child 3-11, \$13.55.
- Astroworld: \$16.95 and \$14.95 (child under 54 inches), \$44.95 (season pass).
- Six Flags: \$16.95 (one-day) and \$22.95 (two-day).
- Movie discounts: General Cinema, \$4; AMC Theater, \$3.75; Loews Theater, \$4.
- Entertainment '93 coupon books, stamps, Walt Disney Club memberships also available.

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# Gilruth Center News

**EAA badges** — Dependents and spouses may apply for photo identification badges from 6:30-9 p.m. Monday through Friday. Dependents must be between 16 and 23 years old.

**Weight Safety** — Required course for employees wishing to use the Gilruth weight room is offered from 8-9:30 p.m. Oct. 20. Pre-registration is required; cost is \$5.

**Defensive driving** — Course is offered from 8 a.m.-5 p.m. Nov. 7. Cost is \$19.

**Aerobics** — High/low-impact classes meet from 5:15-6:15 p.m. Tuesdays and Thursdays. Cost is \$32 for eight weeks.

**Exercise** — Low-impact class meets from 5:15-6:15 p.m. Tuesdays and Thursdays. Cost is \$24.

**Bench aerobics** — New class meets from 5:16-6:15 p.m. Mondays and Wednesdays. Cost is \$32 for eight weeks; participants must provide their own benches.

**Aikido** — Martial arts class meets Tuesdays from 6:15-8 p.m. Cost is \$15 per month.

**Fitness program** — Health Related Fitness Program includes medical examination screening, 12-week individually prescribed exercise program. Call Larry Weir, x30301.

**Country and western dance** — Beginning class will meet from 7-8:30 p.m. Mondays for six weeks beginning Nov. 2. Intermediate class meets from 8:30-10 p.m. Mondays. Cost is \$20 per couple.

**Intercenter Run** — JSC runners may now participate in the fall Intercenter Run competition among NASA centers. Participants may run or walk a two-mile or 10-kilometer course and turn their times into the Gilruth Center. All eligible participants will receive a free T-shirt.

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# Dates & Data

## Today

**COD Chili Cook-Off** — The Center Operations Directorate will hold its fourth annual COD Chili Cook-Off at 4 p.m. Oct. 16 at the Gilruth Center. Public tasting begins at 7 p.m. The public is invited. Tickets at \$3 through Oct. 13, and \$5 after; contact COD personnel. For more information, call Ginger Gibson at x30596.

**Book signing** — Artist Robert McCall will autograph copies of his new book, "The Art of Robert McCall" from 7-9 p.m. Oct. 16 at Jeremy's Bookshelf, 2441 Bay Area Blvd.

**Mars vehicle** — Volunteers of the Mars Mission International non-profit educational organization will display a one-sixth scale model of their Mars interplanetary vehicle all day Oct. 16 in Rocket Park. For more information, call Donna Maloy at 333-6428, or Joe Moetteli at 283-5060.

**Cafeteria menu** — Special: barbecue link. Entrees: deviled crabs, broiled codfish, liver and onions. Soup: seafood gumbo. Vegetables: buttered corn, green beans, new potatoes.

## Monday

**Cafeteria menu** — Special: chili and macaroni. Entrees: barbecue sliced beef, parmesan steak, spare rib with kraut. Soup: French onion. Vegetables: ranch beans, English peas, mustard greens.

## Tuesday

**BMC meets** — The Bendix Field Engineering Corp. Management Club will meet at 4:30 p.m. Oct. 20 at Louie's on the Lake. Glynn Lunney, president and general manager of Houston Operations for Rockwell International's Space Systems

Division, will speak. For more information, call Jerry Stoner at 283-3462.

beef hash. Entrees: meatballs and spaghetti, liver and onions, baked ham with sauce. Soup: split pea. Vegetables: buttered cabbage, cream style corn, whipped potatoes.

## Wednesday

**Lunch and learn** — The American Institute of Aeronautics and Astronautics Ground Testing and Simulation Technical Committee will meet at 11:30 a.m. Oct. 21 in the Bldg. 3 Cafeteria. Carmel Asuncion of Rockwell International will discuss the "Active Thermal Control Subsystem for the Orbiter." For more information, call Dr. Sivaram Arepalli at x35910.

**Astronomy Seminar** — JSC Astronomy seminars will host an open discussion luncheon meeting from noon to 1 p.m. Oct. 21 in Bldg. 31, Room 129. For more information, contact Al Jackson at 333-7679.

**SBR meets** — The Texas Space Business Roundtable Houston Chapter will meet at 11:30 a.m. Oct. 21 at the University of Houston Hilton, 4800 Calhoun. Dean Kastel, a senior research fellow at the University of Texas at Austin's Center for Space Research will discuss "A Long-Range Space Strategy for Texas." Cost is \$18 for members, \$23 for non-members; reservations are due to Brian Barnett, 280-0460, by Oct. 19.

**Toastmasters meet** — The Spaceland Toastmasters Club will meet at 7:15 a.m. Oct. 21 in the Bldg. 3 cafeteria. For more information, call Darrell Boyd at x36803.

**Cafeteria menu** — Special: barbecue link. Entrees: cheese enchiladas, roast pork and dressing. Soup:

seafood gumbo. Vegetables: pinto beans, Spanish rice, turnip greens.

## Thursday

**AIAA meets** — The American Institute of Aeronautics and Astronautics Houston Section will meet at 5:30 p.m. Oct. 22 at the Gilruth Center. Charles Bolden, assistant deputy administrator at NASA Headquarters, will discuss "NASA's Blue Team/Red Team." Cost is \$9 for members, \$10 for non-members and \$8 for students; reservations are due at noon Oct. 19. For more information, call 333-6064, 283-4214, x31350, or 282-3160.

**Cafeteria menu** — Special: chicken fried steak. Entrees: roast beef with dressing, fried perch, chopped sirloin. Soup: beef and barley. Vegetables: whipped potatoes, peas and carrots, buttered squash.

## Oct. 23

**Cafeteria menu** — Special: fried chicken. Entrees: fried shrimp, baked fish, beef stroganoff. Soup: seafood gumbo. Vegetables: okra and tomatoes, buttered broccoli, carrots in cream sauce.

## Oct. 25

**Bike tour** — The JSC Bike Club and the Lions Eye Bank of Texas will sponsor the 14th annual Texas Coastal Century bike tour Oct. 25. Starting at 8 a.m. from the University of Houston-Clear Lake, the race will extend for 25, 34, 62 or 100 miles through JSC and along the beaches of Galveston Bay. All proceeds benefit the Lions Eye Bank's sight restoration programs. For more information, call 798-5510.

# Swap Shop

Swap Shop ads are accepted from current and retired NASA civil service employees and on-site contractor employees. Each ad must be submitted on a separate full-sized, revised JSC Form 1452. Deadline is 5 p.m. every Friday, two weeks before the desired date of publication. Ads may be run only once. Send ads to Roundup Swap Shop, Code AP3, or deliver them to the deposit box outside Rm. 147 in Bldg. 2. No phone or fax ads accepted.

## Property

Sale: Ranch 71 acres, La Moca, Webb Co. north of Laredo, TX, 2 ex deer blinds, 2 deer feeders, 2 BR house on 9 ft stilts, water well, elect pwr, mineral rights, \$120k. 326-1833.

Sale: LaPorte 3-2.5-2, 1.5 story, lg deck w/hot tub, cath ceilings in master BR and LR, \$65.5k. 283-5858 or 470-8330.

Sale: Lake Livingston, water front, 70 x 220, cleared except for trees, \$11k OBO. 332-7788.

Rent/Sale: Baywind II condo 1-1, W/D refrig w/ice maker, new paint, dishwasher, avail Oct. Steve, 244-7474 or 486-8047.

Sale: Village Home, Clear Lake, 2 yrs old, 3-2-2A, designer color scheme, \$107k. x32987.

Rent: Galv condo, furn, sleeps 6, Seawall & 61st St, wknd/wkly/dly. Magdi Yassa, 333-4760 or 486-0788.

Lease: Condo on Clear Lake, 2-2.5-2, overlooks marina, attached balconys and patio, W/D, refrig, sec gates, \$875/mo. 474-4922.

Sale: Clear Lake area condo, 1-1, W/D, refrig, alarm sys, FPL, res-cov parking, \$26.9k OBO. 280-9740.

Sale: SW Houston condó, 2-2, W/D, refrig, lg patio, FPL, res-cov parking, \$29.9k. 280-9740.

Sale: Alvin, 2-1-1, 5 acres fenced, lg oaks/magnolia, barn, horse stalls, pecan/pear orchard, \$115k. Scott, 331-6847.

Sale: Clear Lake Shores, 3-2-3, new cpt/vinyl, paint, waterfront, on island, \$129k. 538-1849.

Lease: Univ Trace condo, 1-1-2, all appli, FPL, \$400/mo + dep. Gilbert, 333-4306.

## Cars & Trucks

'88 Trailmanor 28' pop-up trailer, dry wt 2,930 lbs, sleeps 6, tub/shower, heat/air, full kitchen, ex cond, \$12k. 488-4129.

'90 Texson pick-up camper, cab over, pop-up w/refrig, stove/oven, A/C, ex cond, \$3995. 645-7557.

'75 Toyota Landcruiser, 350 V8 conversion, 300 auto, custom roll cage, \$2500 OBO. 333-5596.

'87 Chevy Camaro IROC/Z28, 305 V8, Red, auto, PW, PDL, elect mirrors, pull-out stereo, 4 new tires, \$5k. x28785 or (409) 945-8787.

'91 Chevy Cavalier, auto, A/C, 4 dr, grey, AM/FM/cass, good cond, \$6500. 427-3663.

'87 Pontiac Bonneville, 58k mi, maroon ext, grey int, ex cond, all pwr, loaded, \$6.2k OBO. George, x30434 or 480-2645.

'88 Mazda MX-6, silver/blue, ex cond, new batt/belts/muffler, service records, \$5790. 286-5945 or 488-9020.

'74 MGB-GT, new batt and clutch, 4 spd, good running engine, \$900. 335-1115.

'86 Pontiac Grand Am, V6, auto, 4 dr, tilt, cruise, new A/C compressor, \$3450. Jeri, 333-7552.

'73 Camaro, 350, auto, restored to show car cond in '89, ex cond, \$4k. 488-3265.

'82 Ford Club Wagon XLT van, new motor,

many new parts, ex cond, \$3200. 486-5734.

'82 Ford van, 302 eng, ex cond, 119k mi, no fluid leaks. David, x38179 or 418-2174.

'88 Chrysler New Yorker, fully loaded, ex cond, \$8500. 992-4628.

3.8L V6 eng, car is shot, engine is not, BO. Mike, x36145 or 538-4103.

'77 Cutlass Supreme Brougham, rebuilt trans, \$1100. David, 334-6737.

'84 Ford LTD, white, needs minor work, \$1200. x38373 or 866-4890.

'84 Olds Cutlass Supreme, V8, good eng, nice int, real axle, rear left quarter panel and driver's dr damage, good for parts, \$250. x35984 or 486-0127.

'89 Pontiac Sunbird LE 3 dr coupe, ex cond, \$4250. Mark, x30918.

'88 Toyota Supra, turbo, loaded, 37k mi, blue/lt blue, ex cond, ext warr, \$13.6k. 482-6291.

'78 Olds Cutlass Salon, good cond, A/C, new batt, radiator, and fuel pump, \$800. Ross, 475-8053.

'86 Ford Escort, 2 dr, 5 spd, runs good, good tires, 74k mi, \$900. x30766 or 326-1880.

'72 Pontiac Ventura, 4 dr sedan, runs well, \$400. Ray, 283-5824.

## Boats & Planes

Sunfish sailboat, fully equipped, \$1.4K. x38278 or 326-2995.

Sunfish sailboat and trlr, \$450. Gregg, x38845 or 996-8347.

12' O'Brien sailboard, complete rig, ex cond., \$200. x31630 or 480-8381.

'92 Cajun Fish-n-Ski, 120 HP Johnson O/B, 17' w/trlr, spare tire, cover, trolling mtr, ex cond, \$12K OBO. Jennifer, x39977 or 326-5206.

14' Gulf Coast sailboat w/trlr, \$525. Ed, 283-4537 or 333-5848.

'79 Hobie Cat, 18', inspection parts, galv. trlr, \$200 OBO. Andy, x32503 or 334-4988.

19' Aristocrat, Mercruiser I/O 165 HP, v-hull, galv trlr, new eng, seats reupholstered, removable hardtop, access incl, ex cond, \$3.5k. 339-1957.

'75 Hobie Cat, 16' w/jib, mail sail, galv trlr, good cond, \$800. 337-1491.

## Cycles

'87 Honda Spree scooter, 700 mi, new batt, carb overhaul, \$350. Julie, 331-7399.

## Audiovisual & Computers

386-40 motherboard w/8 meg RAM, AMI BIAS, was \$800, sell \$400. Robert, 332-9370.

19.2k US Robotics HST modem, V.42bis, ex cond, \$350. 486-6613.

Macintosh SE, 1 MB, 2 800K disk drives, Apple kybd, ImageWriter II, cables, documents, \$750. x45359 or 326-4679.

Macintosh Classic II, orig owner usage less than 20 hrs, System 7.0, 80 MB HD, 4 MB RAM. x32987.

Sega game gear, 4 games, tv tuner, batt, pack, ac adapter, case, \$300 OBO; Fisher stereo, turntable, tuner, EQ, cass, 2 Fisher spkrs, \$100. Russell, x33862 or 286-7877.

386-33 MHz w/4 MB RAM, 80 MB HD w/18 Ms access, cache mem, 60 MB streaming tape, 2400 baud modem, 3 serial ports, 2 parallel, VHS color, 320i Okidata printer, software, \$1.4K. Ed, 283-4537 or 333-5848.

A100 Amiga w/Macintosh-Plus emulation, color monitor, kybd, mouse, trackball, 1.5 MEG

RAM, external 3.5" drive, external Macintosh 3.5" drive, Amax interface w/128K MAC ROMS, joystick, software, \$1K. Ed Baca, 283-1233 or 474-7158.

Commodore 64, games, CAD package, word processing, disc drive, printer, paper, \$400. 332-0441.

## Photographic

Vivitar photo enlarger for negatives up to 2 1/4 x 2 1/4, \$75; print dryer, \$25; assorted developing/printing eq & supplies, \$25. 283-5892 or 486-5500.

Minolta Maxxum 500i SLR 35mm camera, 28-70 mm f3.5/4.5 auto focus, zoom lens, built-in flash, self-timer, \$400 OBO. 481-8287 or 283-7536.

## Pets & Livestock

AKC Cocker Spaniel pup, born 5-10-92, \$135. Tamela, x36155 or 998-8855.

Corn snake babies, red/white albinos, \$40-50 ea. 479-4323.

Rabbits, mini lops, fuzzy lops. Gailo, 554-6200.

Free to good home, short haired striped cat, spayed & declawed, w/litter box, bowls; AKC reg blk/wht cocker spaniel, 1.5 yrs old, current shots, housebroken. 480-2584.

Cockapoo pups, solid blk, females avail 10-5, \$50/ea. 996-0981.

English Springer Spaniels, AKC, born 9-13-92, dew-claws removed, tails docked, 1st shots, \$125. Connie, x37879 or 996-9712.

AKC reg Doberman pups, all colors, males, females. 585-4101.

Free kitten, approx 2-3 mo old, house trained, Kelley, x38194 or 283-5466.

## Musical Instruments

King trombone and case, school approved, ex cond, \$175. 486-7245.

Elec acoustic 6 string Ovation guitar, Crate amp, \$225. 333-5596.

Lowrey genius elec kybd w/computer s/w cartridges incl bench, 20 music books, ex cond, \$250. 488-6917.

C Bundy flute, \$150 OBO. Jan, x31304 or 280-8096.

Ibanez 6 str, \$250; Fender 12-str, \$250; Crate amp, \$80; custom bass Eagle engraving, \$300; guitars w/cases, negotiable. David, 334-6737.

## Household

17" color tv, 134 channels, remote, ex cond, \$200. Gary, x39552 or 480-4990.

Broyhill china cabinet, lighted, mirrored, lgt finish, \$675; Oriental style area rugs, lg \$70, sm \$30; Twin sleeper sofa, earth tones, \$100 OBO. Joyce, 486-9137.

3/4 sz antique maple bed, box spring, matt, \$35; 36" pine table, \$20; whirlpool vacuum, \$30; all items BO. Stacey, 280-1377 or 286-9921.

China buffet, country French, off-white finish, ex cond, \$350. 992-5745.

Qn sz sleeper sofa. 474-3517.

Infant Rock-n-Ride carrier, \$10; radar detector, \$35; kg/qn sz bed fram, \$30; infant play yard, \$10. x36655.

Ping pong table w/net, 4 wooden paddles, \$60; qn sz Sealy Posturepedic matt without box springs, ex cond, \$100. x31538.

Solid wood brwn deck w/lamp, chair, com-

pond bow w/arrows, case. 482-8490.

Kenmore lrg capacity elec dryer, ex cond, \$150. Darrell, x31496 or 538-1717.

Sofa, loveseat, chair, lgt green plaid, \$200. 488-2271.

Kg sz bed w/hardwood frame, w/brass trim, spread, pillows, sheets, matt cover, \$225; Keg refrig, 20 cu ft, w/icer maker, incl empty keg, gas bottle, hoses, \$275. x39282 or 335-0641.

Breakfast table, 42 x 42, 4 chairs, \$175; student desk, 46 x 22, swivel chair, \$175. 282-3257 or 334-5291.

Microwave, ex cond, \$75. 996-6907.

Full sz box spring, matt, bed frame, headboard, ex cond, \$150. 488-2101.

Full sz microwave, ex cond, \$65. Katy, x34546 or 280-0951.

Brass/white full sz bed headboard, two wood- en twin sz headboards. 326-2307.

Hide-a-bed, \$250; Danish modern dresser, mirror, \$100; Colonial desk, \$125; Spanish queen sz hdboard, night stand, 2 small dressers, mirror, \$200; qn sz matt, \$150; desk chair, \$25, all in good cond. 488-0189.

Beige sofa, \$75; man's & lady's 10 spd bikes, \$70/ea; lg oil painting, w/wood frame, scenic, \$50; lg print painting w/metal frame, \$10. Mark, x37491 or 335-1494.

Sleeper sofa, off wht, ex cond, \$125; blue recliner, 2 yrs old, ex cond, \$100; brwn leather-look recliner, good cond, \$50. x32077 or 488-5944.

Complete bedroom suite, French Provincial, 2 drawer bedside table, 4 drawer chest w/mirror, 5 drawer check, 5 drawer matching student desk, like new, will deliver, make offer. 331-8063.

Full sz Kenmore washer/dryer, elec, \$400 for both. 283-4258 or 996-5689.

## Wanted

Want Vanpool riders from Northwest Hou to NASA. Wendell, 333-6050 or 466-3203.

Want professional bar type pool table, slot machine video games, pinball machine. Phil, 280-2239 or 486-8400.

Want nonsmoking female roommate to share house in CL, \$250/mo + 1/3 util. Theresa, 333-7772 or 480-6980.

Want female to share home in LC, Newport subdivision, private rm & bath, \$300/mo + 1/3 util., avail 11-1. Tracy, 283-1050 or 332-4177.

Want Appleworks Version 3.0 for Apple IIE. 326-2307.

Want Starwars; spaceships, toys, figures, books. Ron, 482-1385.

Want female roommate for 3-2-2 house in LC, \$275 + 1/3 util. 554-4944.

Want Cello to borrow/lease for 2 mo, Nov - Dec, may consider purchase. Alan, x30008 or 286-0234.

## Miscellaneous

Satellite receiver unit, down converter, \$50. 283-5892 or 486-5550.

# Sneak Preview

## Employees get chance to see if Space Center Houston has 'the real stuff'

**T**housands of JSC employees — both civil service and contractor — turned out this past weekend for Space Center Houston's open house for the community whose story it is telling.

The visitors got a first-hand look at the two large-format movie presentations, "To Be An Astronaut" and "On Human Destiny," walked through a full-sized, high-fidelity mock-up of the space shuttle dubbed "Adventure," tried out an air-bearing floor simulation of a satellite repair mission and even got a chance to land a shuttle on one of several part-task video trainers.

Many employees also took advantage of an opportunity to see their workplace as an estimated 2 million visitors will see it each year through a guided tram tour of the Mission Control Center in Bldg. 30, the Space Environment Simulation Laboratory in Bldg. 32, the space shuttle and Space Station *Freedom* mock-up facility in Bldg. 9, the Weightless Environment Training Facility in Bldg. 29 and Rocket Park.

Space Center Houston opens to the public at 10 a.m. today following a grand-opening ceremony with a host of NASA, government and Manned Space Flight Education Foundation Inc. dignitaries.

Clockwise from top:  
1) An overview of the giant facility shows the space shuttle mock-up, Mission Status Center where visitors get an up-to-the-minute report on what is going on with space flight missions, and Starship Gallery, where NASA artifacts are displayed in surrealistic space surroundings. Note that the walkway leading into Space Center Houston looks like a lighted runway.

2) Vincent and Katie Berend take advantage of the opportunity to try on one of several space helmets in the "Feel of Space" venue.

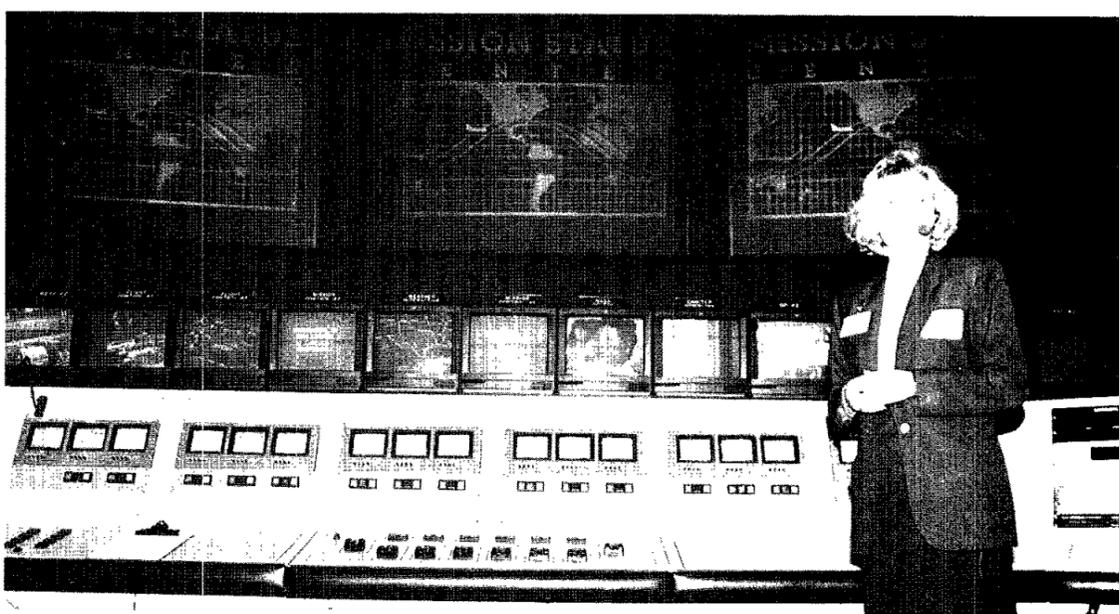
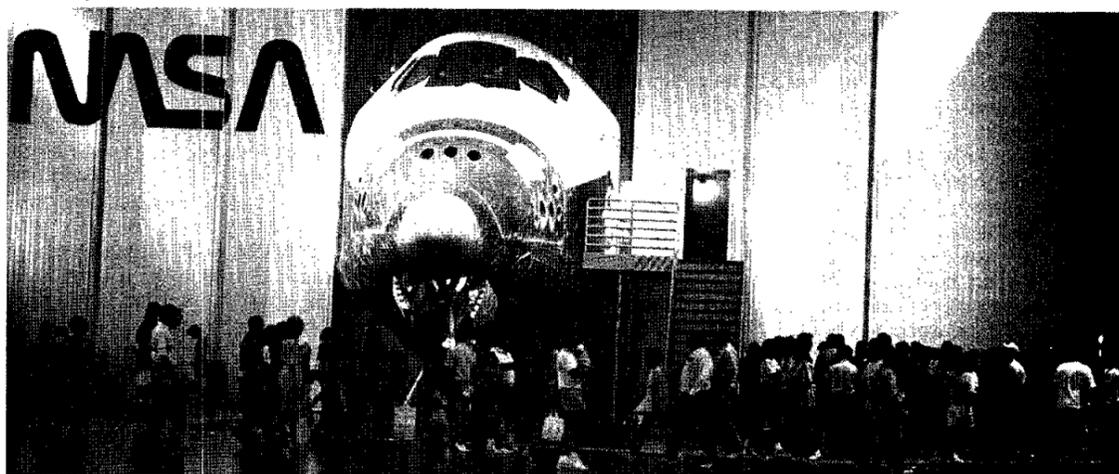
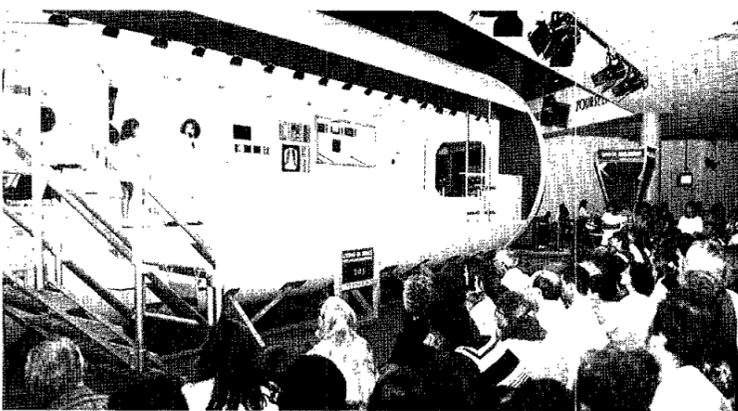
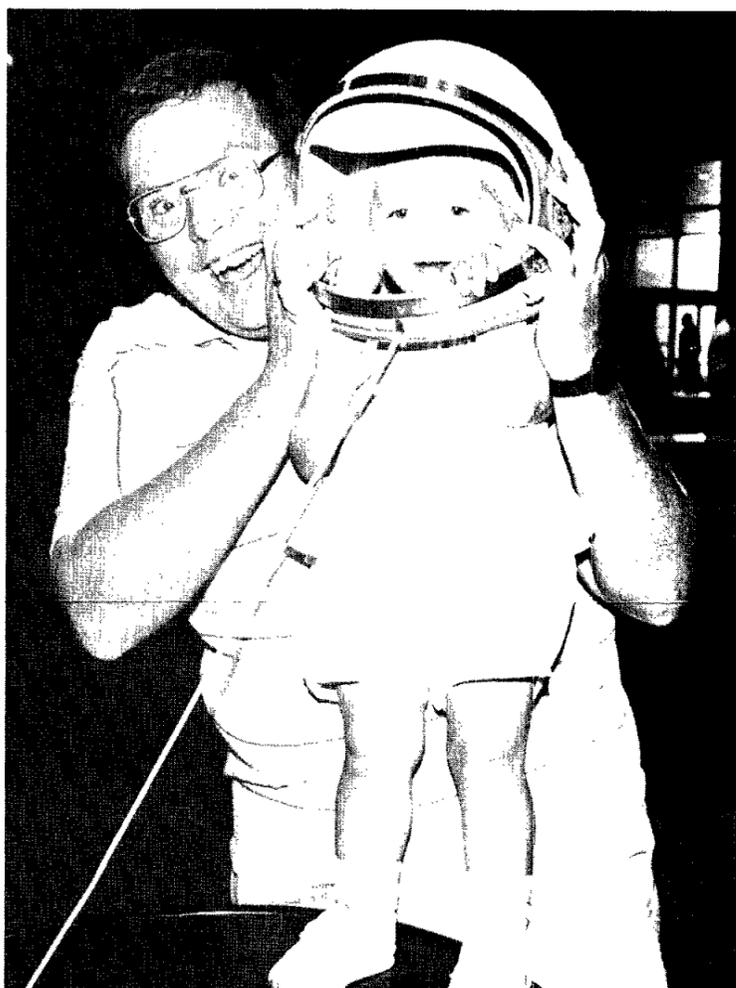
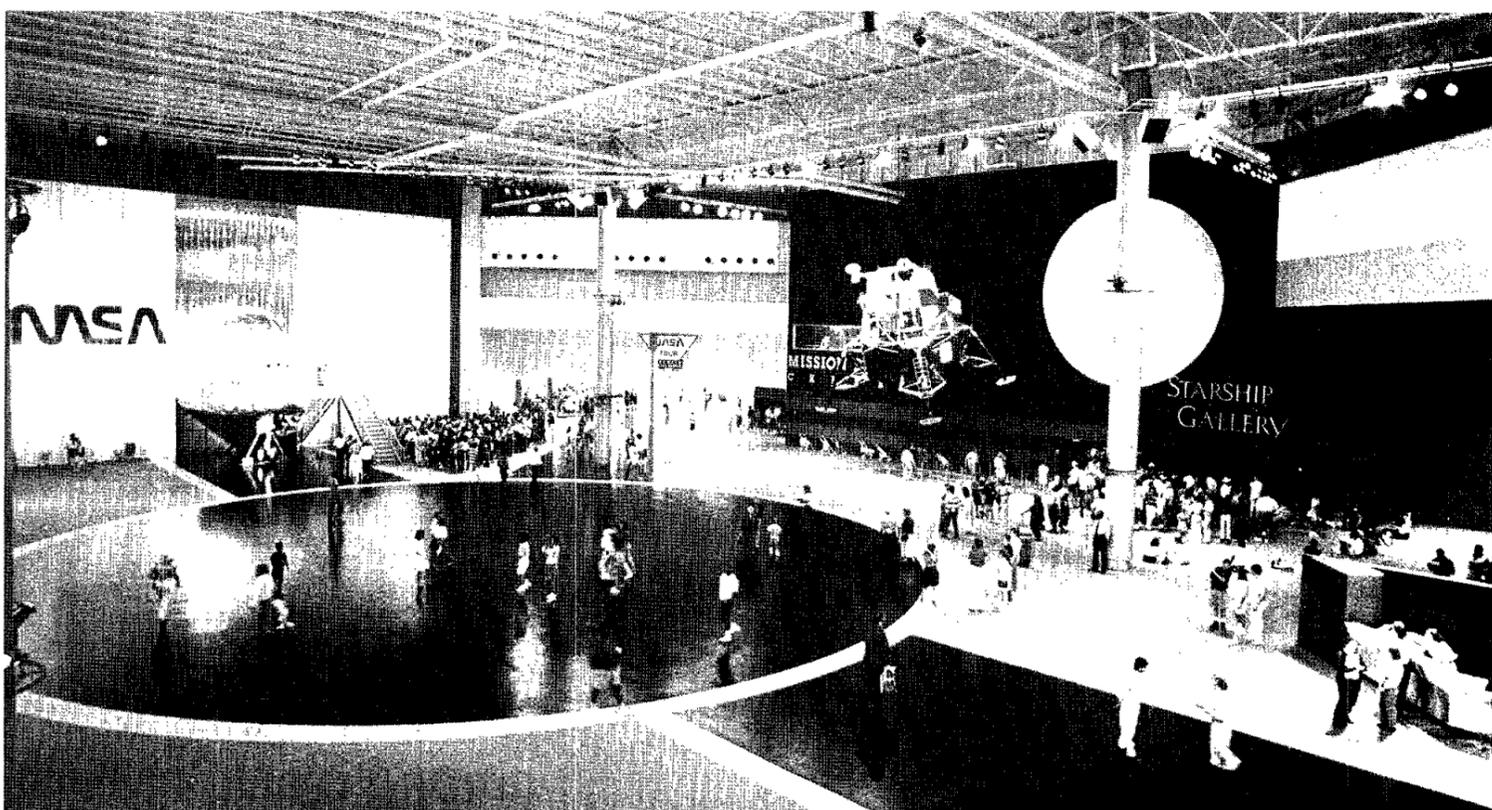
3) Looking as if it is ready to emerge from hangar doors at Kennedy Space Center, the shuttle mock-up drew large crowds.

4) Mission Briefing Officer Margit Pearson uses 12 live video feeds to tell employees about the latest happenings in the space program.

5) Space Center Houston crew members Cheryl Watson, left, and Andy Hu, right, give Jonathan Kraak instructions on how to complete his mission to rescue a satellite with the manned maneuvering unit simulator on the air-bearing floor.

6) Mission Briefing Officer Jennifer Casey explains the workings of the Space Station *Freedom* module mock-up during a "Living in Space" program.

7) Casey allows her volunteer to try out the bicycle ergometer that will help astronauts stay fit and counteract some of the harmful effects of long-duration space missions. □



JSC Photos  
by  
Bob Walck

# NASA experiment saves first life in Alaskan wilderness

A satellite-aided search and rescue team in Alaska recorded its first save on this month while using an experimental beacon, officials at NASA's Goddard Space Flight Center reported Tuesday.

Rescuers saved John Brower, a 41-year-old native Alaskan hunter, who developed abdominal cramps that immobilized him for four days after leaving Barrow, Alaska, on his snowmobile.

In severe pain and unable to move, Brower actuated the experimental Personal Locator Beacon provided by the North Slope Borough Search and Rescue Department, the organization conducting the experiment.

"It worked just like it was supposed to work," explained Chuck Caldwell, project coordinator for the borough.

Caldwell and Charles Stalker flew the helicopter that picked up Brower on Oct. 4.

Brower's tiny emergency transmitter sent a distress signal that was picked up by an overflying Russian satellite. The satellite relayed the information to a recently upgraded Local User Terminal in Fairbanks. From there, the information was forwarded to the Air Force Rescue Coordination Center in Anchorage and to the borough rescue officials.

NASA, the National Oceanic and Atmospheric Administration, the U.S. Air Force and the U.S. Coast Guard are supporting the Satellite Search and Rescue program.

There are six satellites with search-and-rescue equipment — three Russian and three U.S. — circling the

Earth in polar orbit. The Russian satellites primarily are navigational satellites for that nation's merchant marine. The U.S. satellites are meteorological satellites operated by NOAA.

The first distress signal was received in Fairbanks at 8:45 p.m. Oct. 3. Caldwell and Stalker got the message at 9:52 p.m. and were off the ground in their Jet Ranger at 10:42 p.m.

The coordinates given the pilots turned out to be only two-tenths of a mile from the ill hunter's location. They were over him at 11:33 — only 2 hours and 48 minutes after the first distress signal was received.

In spite of the fact that this particular time interval represents an amazing response, according to search and rescue officials, Caldwell said that

Brower's first words were, "What took you so long?"

Caldwell and Stalker faced a 200-foot ceiling, blowing snow and icing conditions for the landing. "And it was pitch black," Caldwell said.

"He was all bent over when we got to him, and he obviously was in a lot of pain," said Caldwell. Brower told Caldwell he had started feeling bad in the afternoon and when the pain got so bad that he couldn't move, he set off the beacon.

They arrived back at Barrow at 12:24 a.m. and immediately took Brower to the hospital. Doctors there determined that he was suffering from an intestinal blockage, Caldwell said.

"This experiment was intended to show the value of these emergency devices," said Ron Wallace, NASA's

search and rescue mission manager at Goddard. "The short rescue time certainly points out how effective they can be."

The PLB experiment is designed to prove the need for a lightweight beacon that can be carried and used in an emergency by campers, hunters, boaters and outdoors people. Before it is available for widespread use, it must be approved by the Federal Communications Commission.

The North Slope area is a good location for the experiment because of its remoteness. The borough covers 92,000 square miles (235,520 sq. km) — an area the size of Utah — and has only eight towns and villages. There are almost no roads and travel is by amphibious vehicles in the summer and by snowmobiles in winter.

## North-south traffic stops at Avenue D

The stop signs at the intersection of Avenue D and Third Street were moved Thursday to reflect changes in the traffic flow caused by Space Center Houston trams.

Traffic traveling north and south on Third will be required to stop and give right of way to trams and other traffic traveling east and west on Avenue D. Street markings will be added at the same time the stop signs are installed.

Space Center Houston trams begin running on a regular schedule today and will be sharing the streets and parking lot avenues with JSC employees' vehicles throughout the center.

JSC's Security Office is urging all drivers to operate their vehicles safely and courteously, especially around trams and at tram stops.

## Mission Control viewing room, cafeteria hours

The Mission Control Center viewing room will be open to JSC and contractor badged employees and their families during portions of the nine-day STS-52 mission.

Based on a Thursday launch, employees will be allowed to visit the MCC on Friday, from 11:30 a.m.-2:30 p.m.; Sunday, from 1-4 p.m.; Monday, from 11:30 a.m.-2:30 p.m.; Tuesday, from 11:30 a.m.-2:30 p.m. and 5-7 p.m.; Wednesday, from 11:30 a.m.-2:30 p.m.; Thursday, from 11:30 a.m.-2:30 p.m. and 5-7 p.m.; and Oct. 30, from 11:30 a.m.-2:30 p.m.

Employees must wear their badges and escort family members through the public entrance on the northeast side of Bldg. 30. Viewing hours may be changed or canceled without notice. For the latest schedule, call the Employee Information Service at x36765.

Special cafeteria hours also will be in effect during the mission.

The Bldg. 3 cafeteria will be open from 7 a.m.-2 p.m. weekdays. The Bldg. 11 cafeteria will be open from 6:30 a.m.-2 p.m. weekdays, except launch day, and 7-10 a.m. weekends, except landing day.

## Letter advocates total effort in Total Quality

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emerge.

Your feature article on the Total Quality Survey alludes to a deeper problem by noting the "perceived lack of active involvement by senior managers" in promoting a TQM culture at JSC. Behind all the rosy language on page 3 lurks a troubling picture of the lack of new thinking about our quality and our work processes, especially in the minds of our managers. Unfortunately, real focus on this issue is politely avoided.

One of the tenets of continuous improvement, a part of TQM, is an atmosphere open to criticism. Total Quality will never work here unless we clearly identify the obstacles confronting it, and willingly make a sincere, collective effort to proceed.



**MAMMOTH MOVE**—Riggers for Space Tech Services Inc. hoist the mammoth Saturn 5 F-1 engine onto a truck in preparation for its move to Rocket Park. The family of rocket engines from the Apollo launch vehicle — including a J-2 engine used in the Saturn 5's second and third stages, and an H-1 engine used in the Saturn 1B — were moved last week from the old Visitor Center patio to be displayed for Space Center Houston tram tourists on the east side of the Saturn 5 in Rocket Park. The remaining RL-10 engine, used in Atlas-Centaur vehicles, will be loaned out.

JSC Photo by Benny Benavides

## Lunch-time forums to foster dialogue among black leaders

JSC's Black Employment Program Council will present the first in a series of brown-bag lunch-time forums Thursday designed to encourage dialogue among successful black aerospace managers and key community leaders.

Dr. Betty Goldsberry of Lockheed Engineering and Sciences Co. will share her three key ingredients for personal success at 11:15 a.m. Thursday in the Gilruth Center, Rm. 206. She will explain her belief that "what you bring to your work allows your life to be fulfilling."

Goldsberry is manager of one of the largest human factors engineering departments supporting the United States space program. Under her leadership, the organization has grown from six to more than 50 psychologists, engineers and computer scientists in support of human interface and analysis issues. She is currently pursuing international involvement in the space program and recently traveled with delegations to China and Russia to learn more about their space programs.

All JSC employees are invited to attend as their work loads permit. For more information, call Black Employment Program Manager Charles Hoskins at x30607.



Goldsberry

## Goldin envisions NASA of inspiration, hope, opportunity

(Continued from Page 1)

sion," Goldin said. "There are four basic themes: inspiration, hope, opportunity and the possibility for catalyzing peace."

In terms of inspiration, Goldin said humans need intellectual nourishment as much as they need food, sleep and emotional sustenance.

"I can think of no other organization in the world that satisfies that need for intellectual nourishment than NASA," he said.

In terms of hope, Goldin said the country looks to NASA to pull society out of its introspective climate and doubts about its ability to continue to prosper. A shining example is NASA's Mission to Planet Earth that will do fundamental research to help us understand the world ecology and resources so that enlightened policies to preserve it can be created. NASA has a moral obligation to the world to provide such information.

"We exist to offer future generations hope that their life could be just as good or better than the lives we have now," he said. "We don't just reach out one or two or three or four years, we reach out decades and centuries into the future."

In terms of opportunity, Goldin said, NASA must couple its mission to society and have a pay-as-we-go

plan, transferring technology to society and generating new industries and jobs.

"The possibilities are endless, they're wonderful, but they will not be there if we want to play it safe, stay 10 years in the past, fly old technology and feel comfortable to make it through this year's budget cycle," he said. "In order to give opportunity to the present generation of Americans we've got to live on the cutting edge of technology and we've got to transfer that technology back into society."

NASA also must live on the managerial cutting edge, he said, capable of reviving and revitalizing how America manages its enterprises.

The changes will take five to 10 years, but NASA employees must keep their minds focused on the goals, he said.

Goldin said he's convinced NASA can't operate by itself, that it must work with other countries to help develop worldwide cooperation and to help find solutions to the world's economic problems. NASA can help bind countries together as a stronger, healthier world society, he added.

The economic challenges that NASA itself faces are healthy and should be looked upon as an opportunity.

"In times of economic difficulty, there are a whole bunch of forces that come to bear — conflicting forces — forces that look at the NASA budget in some cases for an entitlement program. In this last budget cycle we've seen a series of programs we have but didn't necessarily need, but we're going to have to perform on them. We see people that look upon NASA for the opportunity for jobs working on a NASA program, but that isn't what NASA's about. There's not a complete alignment between NASA, the Congress and the American people. That, too, creates confusion."

The NASA budget situation may loosen up a bit after a couple of years, but it will not grow by leaps and bounds, he said. The agency must take to heart a message being made by Dr. W. Edwards Deming, a disciple of the Total Quality principles that NASA is ascribing to, and learn to eliminate competition within itself and channel all energies toward common goals.

"Before we do anything else, we in NASA can show the world how a very complex, cutting edge technology organization spread across the country and the world working with a quarter of a million contractor in people, broadly based from all places

can come up with a shared vision, a set of objectives, an alignment," Goldin said.

Goldin urged all employees to read and study the NASA Vision/Mission Values Statement that was mailed to all employees earlier this year after being developed by a team led by Associate Administrator for Exploration Mike Griffin. He said he has discovered recently that in spite of all of the reviews that statement went through, some people still may not agree. He has asked Deputy Associate Administrator for Safety and Mission Quality Charles Pellerin to take the statement back to the employees and work on it until there is a consensus.

"I implore all of you, go back and look at this. If you don't like it, speak up. Challenge it. It's OK," Goldin said.

Goldin also stressed the need for NASA to reflect the full cultural diversity of America. He said he was appalled when he discovered how few minorities have made it into the Senior Executive Service through NASA.

Videotapes of the address are available for loan in JSC's Film and Video Distribution Library. Employees may contact the library at 486-9606, or visit it in the Zeta Bldg. on Bay Area Blvd.

## Space News Roundup

The Roundup is an official publication of the National Aeronautics and Space Administration, Lyndon B. Johnson Space Center, Houston, Texas, and is published every Friday by the Public Affairs Office for all space center employees.

## Some JSC organizations farther along

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all of this and a certain level of frustration with the role of some of our leaders.

Your feelings, if I'm correct, are not unique. Many of our employees have shared similar concerns with me, although you have probably been more open and forthright with your concerns than anyone with whom I've had contact.

We're dealing with a problem called change — one that comes about slowly, beset with fear and uncertainty and often even passive or active resistance. But it is inevitable, and that process of change called "continuous improvement" is sorely needed within NASA.

To quote an old saw, "We can lead, follow or get out of the way." I

hope you'll decide to lead.

To end on a point of total agreement, you are absolutely correct when you say, "Total Quality will never work here unless we clearly identify the obstacles confronting it and willingly make a sincere collective effort to proceed." I'm willing to make such an effort and I trust you are too.