



Triple threat

The Mission Operations Directorate is planning a three-pronged reorganization to deal with the 1990s. Story on Page 3.



Ghostly gang

The folks in printing distribution had a ghoulishly good day celebrating All Hallows Eve in Bldg. 227. Photos on Page 4.

Space News Roundup

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Ceremony to officially open 9B

By Pam Alloway

Next Wednesday's grand opening of the Space Station Mockup and Trainer Facility will announce the space station's move from drawing boards and design pads onto the display floor in the newly completed Bldg. 9B.

An opening ceremony scheduled to commemorate the event promises to be a celebration complete with a ribbon cutting, officials' speeches and tours giving JSC and contractor employees, and guests a first-class introduction to the full-scale mockup of the modules and nodes that will comprise Space Station Freedom.

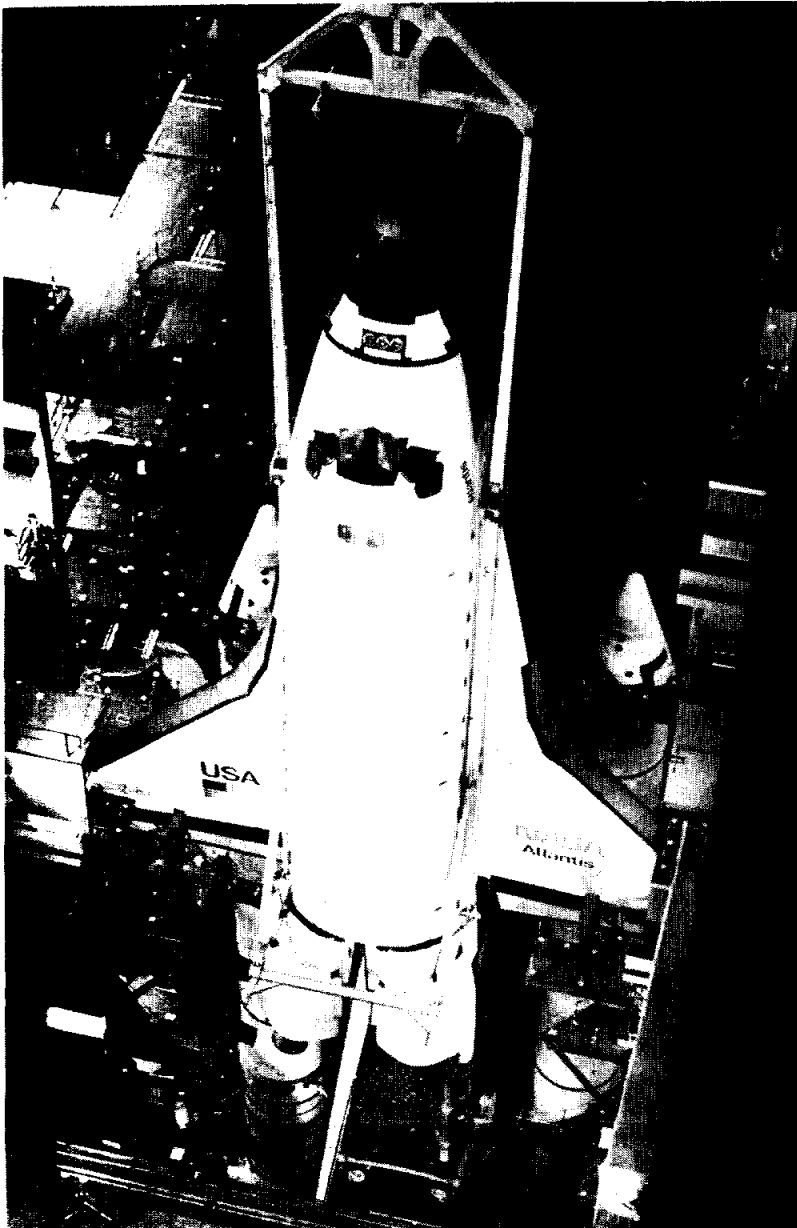
Buildings 9A and 9B will open for general tours and a scheduled program at 2:30 p.m. Wednesday. JSC Director Aaron Cohen, Clarke Covington, manager of the Space Station Projects Office, and Dr. Carolyn Huntoon, director of Space and Life Sciences, are among the NASA officials scheduled to speak. Buildings 9A and 9B will remain open for tours until 5 p.m., said Frances Walls Tewhill of Johnson Engineering Corp. Johnson Engineering is among the five contractors that have supported the space station mockup and will have exhibits at the grand opening. Other contractors that have provided support services to the new mockup and training section are: Lockheed (LESC), McDonnell Douglas, Rockwell International, and Bendix Field Engineering.

Workers have set up four of the five modules that eventually will comprise the mockup and which will accommodate the crew habitation quarters, the laboratory, the Japanese and the European Space Agency modules. Workers later will set up a resupply or logistics module that will house surplus food and equipment, and a Crew Escape and Return Vehicle (CERV) mockup, said Vernon Hammersley Jr., chief of the Man-Systems Division's Facilities Operations Branch.

The mockup also includes four connecting resource nodes that will provide extra storage space and serve as airlocks between docking vessels and the modules in addition to housing command and control equipment.

Employees who are unable to attend the grand opening in 9A and 9B can

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NASA Photo

HANG TIME— Atlantis is hoisted high above the ground by a 250-ton crane in the Vehicle Assembly Building and carried toward her solid rocket boosters and external tank. The Space Shuttle was rolled out to Launch Pad 39B late Tuesday after mating on Oct. 23.

Atlantis moves to launch pad; 'dry count' set

Atlantis is now on Launch Pad 39B awaiting her third trip into space, scheduled to lift off no earlier than Nov. 28.

The Shuttle was rolled out of Kennedy Space Center's Vehicle Assembly Building (VAB) late Tuesday night and was in place at 39B by 7 a.m. CST Wednesday. Roll out of Atlantis had been delayed two days due to a three-inch piece of wire lodged between a washer and the Orbiter under a bolt that is one of Atlantis' three main connections to the external tank (ET).

The sling that hoists Atlantis to a vertical position inside the VAB was reattached to the Orbiter to take weight off of the connection, the bolt was loosened and the wire removed. By Monday afternoon, technicians had reconnected the Orbiter and ET at the left aft attach point, where the wire problem was located, and again removed the sling.

Early Tuesday, workers finished closeouts of the Orbiter's aft compartment and made minor repairs to the ET's thermal protection system. About 11 p.m. Tuesday, Atlantis began its six-hour, 4.2-mile trip to the pad.

The Rotating Service Structure was moved into place around the Shuttle late Wednesday morning.

Atlantis is to be launched on the 27th Shuttle mission, a mission dedicated

to the Department of Defense, between 5:32 a.m. and 8:32 a.m. CST. Although launch currently is planned for no earlier than Nov. 28, an official target launch date will be determined at a flight readiness review scheduled for Nov. 15 and 16.

At the pad this week, workers have checked the auxiliary power units of the Orbiter and solid rocket boosters (SRBs). A check also is being conducted to verify the connections between Pad 39B and the Shuttle.

A major activity planned at the launch pad in the middle of this month will be the terminal countdown demonstration test (TCDT), or dry count, a dress rehearsal of launch day for the flight crew and launch team. STS-27 will be commanded by Hoot Gibson, piloted by Guy Gardner and include mission specialists Mike Mullane, Jerry Ross and Bill Shepherd.

Atlantis has received the same return-to-flight modifications, begun in March 1987, as Discovery. Atlantis was transferred from the Orbiter Processing Facility to the VAB on Oct. 22.

Stacking of the SRBs for STS-27 took a little less than three months, beginning on July 30 and finishing on Sept. 20. The ET was mated to the SRBs on Sept. 20.



Working group devising centerwide orientation

By James Hartsfield

A working group of representatives from each area of JSC has been formed to devise a centerwide orientation and training program for new employees.

The new orientation program may be along the lines of the Mission Operations Directorate's (MOD's) Phase 1 training program for new hires, said Bobbie Swan, leader of the group. Swan, who normally works in MOD crew training, has been assigned to head the effort to create a centerwide program.

Swan has been studying orientation

programs at other NASA centers and at various directorates within JSC. Of the JSC directorates that have training programs, MOD's is by far the most extensive, she said. MOD's program includes half-day orientation sessions three days each week for eight weeks. A host of senior employees brief the new workers and quizzes are given each week. While going through the training, the new hires are expected to keep up with their normal duties. MOD's program is somewhat of a model, but the centerwide program may not be as extensive, Swan said. Among the ideas she has studied

from other centers is an orientation panel with all heads of directorates plus the center director featured in an open forum for new hires. "This is going to be a neat project," she said. "I'm really enthusiastic about it. We hope to orient new employees to JSC in a way that they're aware of what the center has to offer, where they are in their organization and where they fit in at JSC."

The benefits of a solid orientation and training program are evident in the successful results of MOD's program. "That program has led to increased performance and em-

ployee involvement," she said. For a centerwide program, the working group will have to determine if all new personnel should go through it or just some, how much time the program will entail and whether or not it should include both on-site contractors and civil servants or only civil servants, she added.

"We want to make the employees feel like a citizen of their organization quicker, instead of feeling like a new employee," Swan said. "We also have to find a way to orient new employees in a way satisfactory to all divisions

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Student's crystals grow differently

Astronaut's quick reaction documents experiment results

By Pam Alloway

STS-26 mission specialist Pinky Nelson's close observation of an on-board student experiment may have helped enable the young designer of the experiment to prove his point.

In the experiment, designed by 24-year-old medical student Richard Cavoli, lead crystals grew differently in microgravity than on Earth. The object of the experiment was to produce purer and larger lead crystals that may help improve X-ray film resolution.

Cavoli's experiment, one of two student experiments on board STS-26, consisted of a plexiglas tube divided into four sections. After reaching orbit, Nelson opened two valves on each end of the tube allowing lead acetate and potassium

iodide to enter the inner chambers that also housed a semi-permeable membrane. When the crystals began growing, they formed a thin layer over the entire membrane, an unexpected result that Nelson noticed and captured on film.

"There is a clear difference between what he (Cavoli) got on Earth and what he got in microgravity," said Neil Christie, an integration engineer for Johnson Engineering Corp. Christie, a NASA contract employee, and John Jackson, NASA's student experiments manager, supervise and coordinate the student experiments destined for outer space flight.

"In the shuttle the crystals formed completely over the membrane and on Earth they form only over the lower half of the membrane," Christie said.

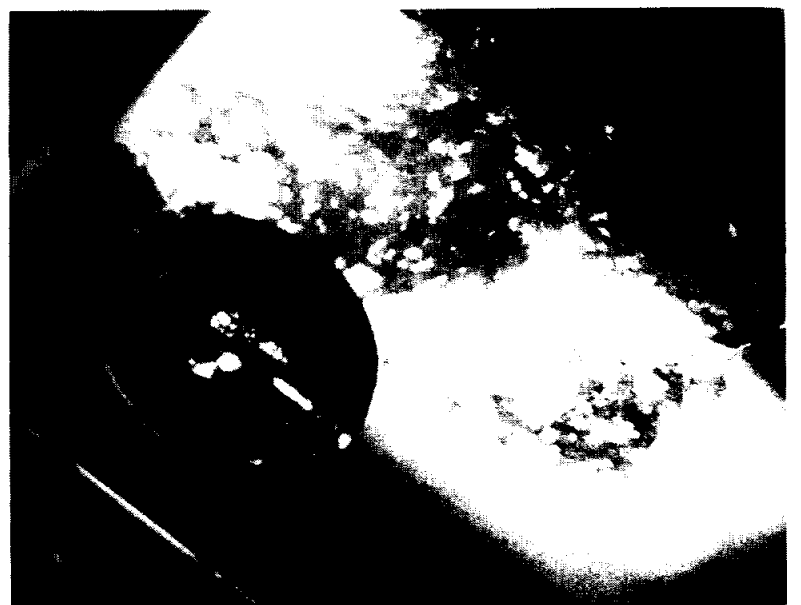
Nelson's observation of the unexpected crystal growth and subsequent photographs provided valuable documentation of the newly discovered phenomenon, Christie said.

Although Cavoli and his adviser, Charles Scaife, a Union College chemistry professor, continue to study the results of the experiment and further test the crystal growth, they are pleased with the unexpected development, Christie said.

Such a result appears to support Cavoli's hypothesis that lead crystals grown in a weightless environment would be purer and larger, Christie said.

Improved crystals could be used to improve X-ray imaging and lessen the doses of potentially harmful

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NASA Photo

Lead crystals trapped in an STS-26 student experiment test chamber unexpectedly cover both halves of a semi-permeable membrane. On Earth, the crystals form only on the lower half of the membrane.

'The stuff of dreams'

Kranz: The next decade will contain MOD's most challenging years ever

The members of the Mission Operations Directorate (MOD) at JSC heard a plan outlined Friday that will reorganize them into three distinct areas to meet the flight operations demands of the 1990s in the Shuttle program, the space station program and other initiatives.

MOD workers were congratulated on the Space Shuttle's return to flight and told they will face more simultaneous challenges, and more opportunities, during the next 10 years than ever in their history. During the coming years, MOD's organization will change to, essentially, a three-pronged directorate: a mission-specific STS operations area, a mission-specific space station operations area and a multi-program operations area that will serve some coordinating functions for both of the others and include all crew training.

A 10-year plan to posture MOD for the challenges ahead is already in hand and was developed more than a year ago. Mission Operations Director Eugene Kranz told his charges at a special, "all-hands" briefing. "Without your diligence, your talents, your pursuit of a dream, there could be no United States manned space program," Kranz said. "The STS (Space Transportation System) is and always will be our number one priority. The STS is the key to our future; without it, no other manned program could exist."

Kranz said program operations during the past year have mushroomed, with the Shuttle returning to flight, continuing support of payloads, funding of the Orbital Maneuvering Vehicle (OMV) project and the start of work on space station mission operations. "All of these are very near-term, now jobs," he said.

The Shuttle and Space Station *Freedom* are national commitments, he added, and Space Station *Freedom* will be a milestone signifying the United States' first permanent manned presence in space.

"This capability (a permanently manned station) is the stuff of dreams," Kranz told a capacity crowd in Teague

Auditorium. "It rivals the colonization of America, and historically it will be remembered as the beginning of our voyage to the stars. You people are the ones that will make it all possible."

Soon, Kranz said, it appears that NASA may establish a new initiative, possibly a lunar base. And to support all of these various programs and developing initiatives, MOD must evolve, he explained.

MOD Deputy Director John O'Neill, instrumental in developing the 10-year plan, presented the goals and objectives and the progress already made toward meeting them. The plan includes five major goals, the first of which is to set a course for planning, training and flight control of the coming programs, O'Neill said.

Objectives under that goal are to return the Shuttle to flight and establish its performance, an objective already well on its way to being fully accomplished; to lay a foundation for space station mission operations, a task under way with the recent creation of MOD's Space Station Mission Operations Office; to provide support to new initiatives by providing mission operations concepts and other data, a job that has resulted in the naming of Bill Eggleston as assistant to the director for advanced projects in MOD; and to promote good working relationships with the Department of Defense (DOD), an objective that has been exemplified by MOD's extensive training and preparedness for STS-27.

A second major goal under for the next 10 years is for the MOD to focus on people, "our primary asset," O'Neill said. That goal's achievement will be seen by maintaining the current strong core of skills already in MOD and by ensuring that MOD personnel are offered the challenges of being on "the cutting edge of technology" in the new programs, he added.

New training concepts, such as an enhanced training guide already in the works, also must be developed.

The third goal entails developing a management system and organizational structure that will function well

for a multi-program MOD. Maintaining unity within a directorate that will be focused on so many different areas will be a prime concern, O'Neill explained.

The fourth goal is to refurbish, develop and eventually build new facilities that will be needed to accommodate MOD in the future. "We must come up with concepts and facilities that make the best possible use of common assets," he said.

The final major goal for the MOD is to develop the contract management needed for the various programs. "We simply want to continue to build the team relationship," O'Neill explained.

MOD's three-area reorganization plan could adapt or be changed as it is implemented in the future if it appeared necessary, O'Neill said. "But for the present time, this is our approach, and we need an organization concept that can be our baseline against which to measure intermediate organization steps as we transition to a multi-program structure in the future."

A main feature of the reorganization will be the creation of three new assistant director positions within MOD, one each for STS operations, space station operations and multi-program operations. Flight directors will be under STS operations while mission directors will be under space station operations, he said. Also, two new divisions are to be added, a systems division and an operations division in both space station and STS.

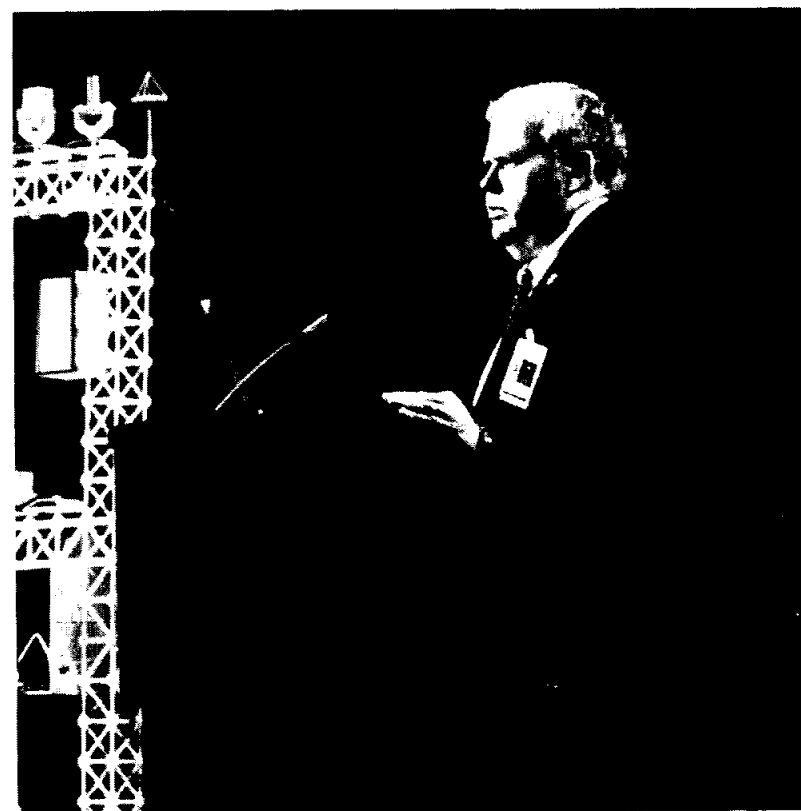
"They will be working in very, very different environments: STS with 14 flights a year progressing through as we do now and space station with seven days a week, 24 hours a day operations," O'Neill said.

Multi-program operations will encompass scheduling of production flows from both the space station and STS areas. The office also will handle facilities and production activities, such as flight operations documentation. Crew training also will be under the multi-program organization.

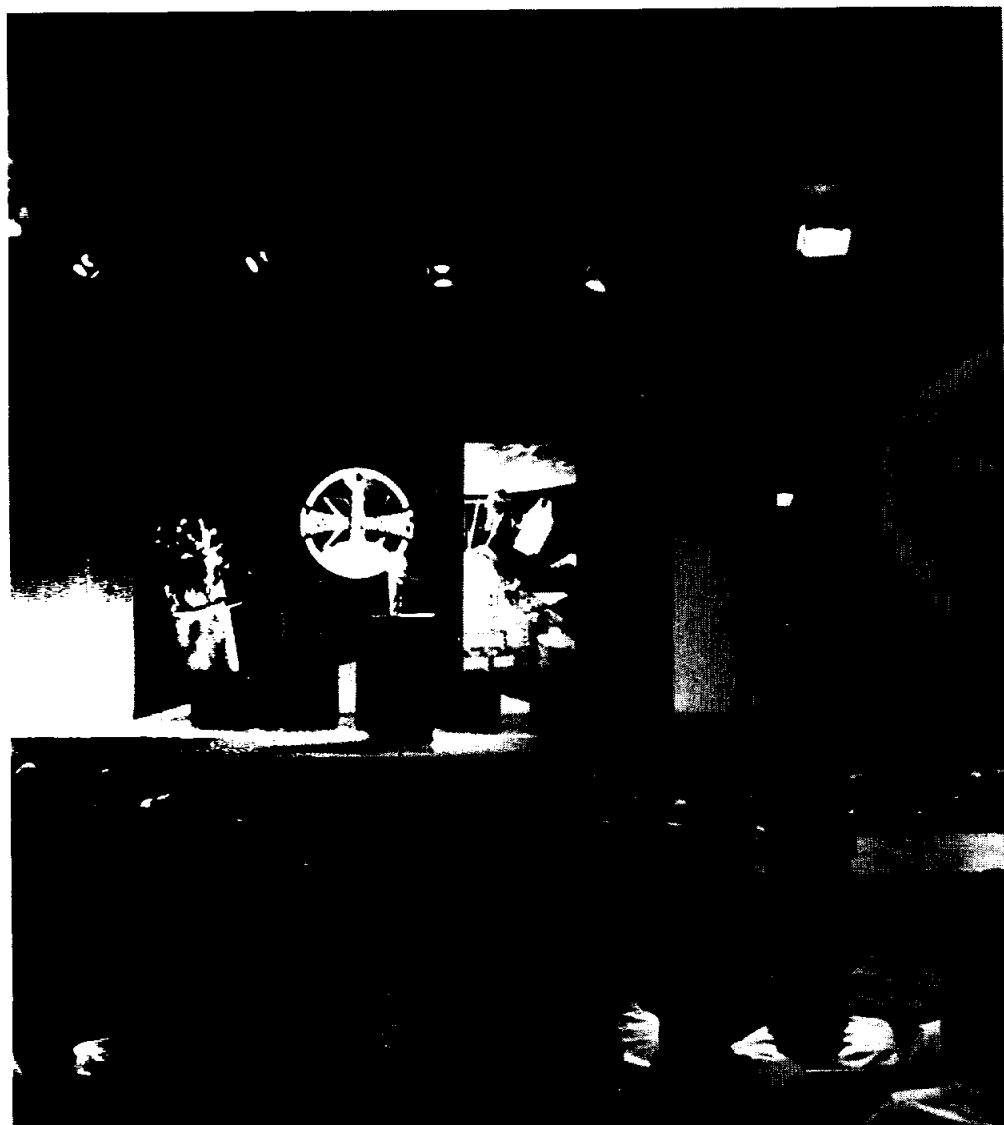


JSC Photos by Benny Benavides

Mission Operations Director Eugene Kranz gave all members of his directorate a special preview of the future at a Friday gathering.



John O'Neill, deputy director of mission operations, outlined a 10-year plan for the future, a period that will see more programs in action than ever before.



Flanked by a model of Space Station *Freedom*, officials from mission operations explain a three-tiered approach to the future of the MOD: Shuttle operations, space station operations and a multi-program office that coordinates some functions of both.



Mission operations personnel packed Teague Auditorium to be congratulated for their work on the Shuttle's return to flight and hear an outline of the many challenges facing them in the various programs of the coming decade.

New team analyzes control, structures tradeoffs

A team of experts from government, industry and academia has been assembled to tackle a dilemma that traditionally has plagued the engineering disciplines of controls and structures—finding the proper tradeoff between a spacecraft's control requirements and its weight, size and structural flexibility.

NASA believes the answer can be found in controls-structures interaction (CSI) technology, which offers potential for greatly improved spacecraft designs of the future.

The CSI program will be directed from NASA Headquarters, and combines the talents and resources of

Langley Research Center, Marshall Space Flight Center and the Jet Propulsion Laboratory. Specialists in structures and controls will work side by side to advance an interdisciplinary technology for spacecraft of the year 2000 and beyond.

In conjunction with the establishment of the CSI initiative, NASA has selected eight companies and universities for negotiations leading to award of contracts and/or grants for the first phase of the CSI guest investigator program. This phase one program is a 2-year effort at a total funding level of \$2 million.

The companies and principal inves-

tigators selected from a field of 62 submittals were:

- Boeing Aerospace Co., Seattle, Dr. J. Michael Chapman;
- DEI-Tech, Inc., Newport News, Va., Wilmer H. Reed III;
- Harris Aerospace Systems Division, Melbourne, Fla., Dr. David C. Hyland;
- California Institute of Technology, Pasadena, Calif., Dr. John C. Doyle;
- Massachusetts Institute of Technology, Cambridge, Mass., Dr. Wallace E. Vander Velda;
- Purdue University, W. Lafayette, Ind., Dr. Robert E. Skelton;
- University of Cincinnati, Ohio, Dr.

Randall Allemang; and

- University of Texas, Austin, Dr. Bong Wie.

Guest investigator programs provide a mechanism for strong interaction of ideas and techniques between university, industry and government researchers, often resulting in significant technology advances. The immediate focus for the CSI guest investigator program is on ground-based testbed activities with future in-space flight experiment opportunities to be defined in subsequent phases. The next announcement of opportunity for the CSI guest investigator program is planned for Spring 1989.

The CSI initiative is an outgrowth of the control of flexible structures element of NASA's Civil Space Technology Initiative program. The prime objective of the CSI program is to develop and validate the technology needed to design, verify and operate spacecraft in which the structure and the control system complement each other to meet the requirements of 21st century space missions. Emphasis is on increased analysis and ground testing, with a conservative flight experiment schedule to verify the analysis and ground test data. CSI-focused mission categories include large optical systems, large space



DRESSED UP DELIVERY—The printing distribution folks in Bldg. 227 got their work done in spooky style Monday and celebrated Halloween with a costumed luncheon. Above: Both NASA and Omniplan employees joined the fun, including Branch Chief Harry Porter, in the cave-man suit. Best costume winners were Rebecca Sutton as the California raisin, Marie Pierce as the dark monk, and Sylvia Michael as Mary of little lamb fame. Right: Gregory Castro, a platemaker, wore one of the more diabolical costumes.



JSC Photos by Sheri Dunnette

Armendariz named top businesswoman

Lupita Armendariz, manager of JSC's Hispanic Employment Program, has been named one of this year's top 10 businesswomen by the American Business Women's Association (ABWA).

Earlier this year, Armendariz was selected from more than 100,000 ABWA members nationwide as one of 2,000 ABWA Women of the Year for 1988 from local chapters. From that group of 2,000, she was selected by a three-judge panel as one of the top 10 businesswomen.

She received the honor before 4,000 of her peers at the ABWA national convention in October. Armendariz was selected for her outstanding professional achieve-

ments and civic contributions.

As Hispanic program manager, Armendariz is responsible for implementing equal opportunity policies and procedures, and assists in the execution, support and promotion of equal opportunity within JSC and with outside groups and agencies.

She has been a member the Clear Lake Area Chapter of the ABWA since 1979 and has held a variety of offices, including president. She also is active in the Mexican American Engineering Society, the JSC National Management Association, the League of United Latin American Citizens and the Federal Executive Board.

Armendariz received an associate degree from San Jacinto College in 1983, a bachelor's degree in public management from the University of Houston at Clear Lake this year and is now working toward completion of a master's degree in 1990.



Armendariz

Spacesuit contract awarded

NASA recently awarded a contract to the Hamilton Standard Division of United Technologies Inc. for hardware and program and design support of the Extravehicular Mobility Unit (EMU) spacesuit.

The contract, valued at \$84,698,800, is a cost-plus-award-fee agreement.

The contract provides for the production of hardware to replace one EMU; for program management and support; and for the design, de-

velopment and implementation of operational utilization enhancements to improve ground-turnaround operations and on-orbit maintainability.

Work associated with the agreement will be performed at the contractor's facility in Windsor Locks, Conn., at JSC and at various subcontractor facilities. The contract was negotiated non-competitively with Hamilton Standard, the prime contractor for the EMU.

Ceremony recognizes years of work

(Continued from Page 1)

tune in to NASA Select Television and watch the ceremony on monitors throughout JSC.

NASA officials began planning for the housing of a space station mockup and trainer facility in 1984 and construction of 9B began in the spring of 1986. Workers began moving the

modules and nodes into the expanded building in late September, said John Trebes, manager of building's mockups. Crews will begin training in the mockups two years before NASA launches the first flight carrying space station materials, said Trebes. Training in the modules could begin in 1993 according to current projections.

Crystals from student experiment still being evaluated

(Continued from Page 1)

radiation. In astronomy, improved X-ray film also could provide finer resolution that would allow astronomers to refine their measurements of a planetary body's position and motion through electromagnetic radiation emissions.

Discovery carried three working sets of equipment for Cavoli's experiment while a fourth set of cylinders was used as a control test on Earth.

Cavoli is a 1987 biology graduate of Union College in Schenectady, N.Y. and currently is a student at the State University of New York's Buffalo Medical School.

Cavoli first proposed the experiment as a high school student in Marlboro, N.Y. when he entered a NASA-sponsored competition. Officials chose 20 experiments out of 2,800 entries. Experiments designed by Cavoli and fellow student experimenter Lloyd

Bruce of St. Louis, Mo. were among those few that officials selected.

Bruce, a senior at the University of Missouri-Columbia, and his corporate sponsor, McDonnell Douglas, are analyzing his experiment, which investigated the formation of titanium grain in a weightless environment. Bruce is working toward a general studies degree in computer science, mathematics and classical studies.

The object of Bruce's experiment

was to subject a titanium alloy filament to recrystallization temperatures in an attempt to determine whether such a technique would increase grain size, thus resulting in a stronger alloy. STS-26 mission specialist Mike Lounge activated Bruce's experiment during the third day in flight.

"The experiment operated well in orbit," Jackson said. "They are very pleased with preliminary results and now are involved in an analysis of the

actual experiment."

If successful, Bruce's experiment could result in a stonger, lighter metal that could be used to construct more fuel efficient airplanes.

The next student experiments scheduled for in-flight testing will investigate the effects of weightlessness on chicken embryo development and bone healing in rats during STS-29. Launch of STS-29 is tentatively scheduled for mid-February

Group using employee input

(Continued from Page 1)

without bogging them down."

Swan said she looks forward to input from center employees, and she's already talked with many workers to find out their individual experiences as they were brought on board at JSC. The ideas and experiences of workers could be very helpful, she said, and any employee who has such information is welcome to call her at x32528.

The JSC Orientation Program Working Group consists of 16 representatives. They include: Joe Atkinson, Equal Opportunities Program Office; Hank Flagg, Legal Office; Norma Kersman, Public Affairs

Office; John Thiel and Grace Martinez, Administration Directorate; Rhea Seddon, Flight Crew Operations Directorate; Cindy Draughon, Engineering Directorate; Donn Sickorez, Mission Support Directorate; Jay Honeycutt, NSTS Program Office; Lyn Gordon-Winkler, New Initiatives Office; Bill Larsen, Center Operations Directorate; Beth Beck, Space Station Projects Office; Bobby Martin, Safety, Reliability and Quality Assurance Directorate; Rob Tillet, White Sands Test Facility; Don Robbins, Space and Life Sciences Directorate; and Phil Deans, Orbiter and GFE Projects Office.

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Editor..... Kelly Humphries
Asst. Editor... James Hartsfield
Staff Writer..... Beverly Green

For five-year term

NASA negotiates with Pioneer for support services contract

NASA will open negotiations with Pioneer Contract Services Inc. of Houston for a five-year, cost-plus-fixed-fee contract for logistics support services at JSC.

The five-year contract includes a one-year basic performance period, beginning on or about Dec. 1, and four one-year options. The proposed cost for the five-year program is approximately \$60.3 million.

Contracted services include identification, cataloging, receipt and inspection of property; acquisition

and inventory management; warehouse operations for stores stock, bondroom operation of program stock and operation of a temporary storage program; logistics plans and analysis; packing shipping and transportation of support services; and redistribution and utilization, supply documentation processing and NASA Equipment Management System documentation processing.

Also submitting a proposal was Staffall Inc. of Houston.