



NATIONAL MANAGEMENT ASSOCIATION

Boeing Aerospace Leadership Chapter

# New Horizons

2nd Quarter, April—June 2008

## Executive Night for BALC

By Dee Thomas

Executive Night on June 18 at the Long Beach Marriott Hotel started off with a lovely, sunny evening registration around the pool area. A drink outside and a balmy afternoon served to be a lovely introduction to an interesting evening with enthusiastic panelists fielding questions about leadership. Jim Phillips, Finance Director for C3Networks, acted as moderator for a panel of 4 leaders, whose background ranged from GPSIIF, TSAT, Business Development, Combat Systems, Launch Services, Advanced Global Mobility Systems, fixed wing, military applications, com-



*Top Leadership Night Executive panel (left to right) Jayne Schnaars, Tom Gurbach, Pat Goggin, and Chuck Box*

munications, command & control Engineering, Phantom Works Structures Technology, unmanned aerial systems, mission analysis, and FCS. Sharing a wealth of experience, Jayne Schnaars and Pat Goggin of Huntington Beach, Chuck Box of El Segundo, and Tom Gurbach of Long Beach discussed answers about tough leadership decisions, career choices, work/life balance, diversity, and suggestions for career advancement – no small task for an audience of 200 from multiple sites, dining over succulent prime rib. Co-sponsored by the Huntington Beach and Long Beach chapters of Boeing’s leadership groups, others from Anaheim and El Segundo joined together to create a dynamic atmosphere of networking and dining. Additionally 3 other executives, Pam Mabry, Paul Geery, and Rick Baily attended,

with a special “Gold Knight of Leadership” award presented to Rick Baily, whose comments about building a capable team that led to success, were well received. Combined, the 8 executive leaders hosted open seating tables for dinner, with the intent to promote interesting and diverse conversation from any member who chose to sit down there.

Dee Thomas, VP of Programs acted as the evening hostess in lieu of BALC President, Theresa DeLeon, and made announcements about the many professional development opportunities via the BALC web site provided by Cindy Tran, VP of Professional Development for BALC. JoYvonne Bragg, VP – Special Events and Corine Kumano, her second in command,



*2008 Gold Knight of Leadership recipient, Rick Baily and Southern California Area Council President, Mike Patricelli*

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## Boeing Aerospace Leadership Chapter

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#### BALC Website

Internal: <http://hb.web.boeing.com/empservices/clubs/balc/>

External: <http://www.boeing.com/nosearch/balc>

Articles contained herein may be reprinted in whole or in part in NMA chapter publications.

## From Your President's Desk . . .

### A May Murder Mystery and Awards Night

The scene for our May dinner meeting was anything but normal, everyone in attendance this evening was a murder suspect. As the networking began you could see there were plenty of suspicious characters looming around the room. When we gathered for dinner we found ourselves sitting next to and dining with these suspects. As the program opened we were told to enjoy the evening and hopefully, we will survive....

Our Awards evening was focused on recognizing those who go the extra mile in their achievements and to recognize those who give extra effort, support, guidance and leadership to our chapter. The chapter level recipients in attendance to accept their well-deserved awards were:

Pam Mabry, 2008 *Silver Knight Award* – This award is the highest award an NMA Chapter can bestow upon an outstanding executive. Pam has been very supportive of our chapter operations and has participated in many of our activities. She has always encouraged others to participate in NMA.

John Duddy, 2008 *Manager of the Year* – John was unable to attend our dinner meeting and accepted his award at a presentation during Management Week in America. Along with being a great leader John has been very active in participating in our chapter and we appreciate his involvement.

Theresa De Leon, 2008 *Leader of the Year* – Theresa has exercised



Theresa De Leon

her many leadership qualities through her many personal and professional accomplishments. For years she has been a leader within her Community, Boeing and most importantly has shown her ability to lead by holding the position of Chairman of the Board for three different NMA Chapters.

Dave Andersen, 2008 *Member of the Year* – Dave has gone above and beyond in supporting BALC for many years. He has been a member of NMA for 14+ years and has served on the BALC Board of Directors for the past 5 years. His broad range of activity involvement has virtually touched every aspect of our chapter operations and he is especially instrumental in the success of our chapter.

Ron Morse, 2008 *Volunteer of the Year* – Ron has been a volunteer supporting BALC for the past 10 years. He has been an alternate of VPs and currently is the Reception Manager at our dinner meetings. He has always given us more than expected and has done a great job.

The Southern California Area Council (SCAC) of the National

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## From Your National Director's Desk...

This year has been a banner year for BALC on the national front. Thanks to its many activities, BALC continued its proud Outstanding Chapter tradition in the largest NMA chapter category. Driven by the successful BALA/BALC merger last year, BALC membership has now increased to over 1,550—making BALC the fourth-largest chapter in the NMA and the largest chapter in the Pacific South area. The associated increase in total BALC membership made BALC eligible for the NMA Growth Award, to be presented at the upcoming NMA National Conference in San Diego. Thanks to herculean efforts by Dave Andersen, the BALC newsletter *New Horizons* also placed third in the large-chapter newsletter competition—traditionally the toughest competition in the NMA.

BALC, under Joe Morano's leadership, spearheaded the nomination of Jim McNerney for NMA 2008 Executive of the Year, a nomination supported by four current and former Boeing chapters and by SCAC. After a tight competition with nominations for top executives from Lockheed Martin, USA and Blue Cross Blue Shield, the BALC nomination for Jim McNerney was unanimously chosen for the NMA's 2008 Executive of the Year Award, the top honor the NMA can bestow. While Jim will be unable to accept his award in person since he is scheduled to be in Asia on November 3, he has agreed to provide a special video

with his remarks on leadership and to ask Rick Stephens, Boeing Executive VP for HR, to accept the award on Boeing's behalf.

BALC has also had major impacts on NMA professional development products. Led by yours truly, Victor Koman and Gordon Nall, a Boeing Employee Involvement (EI) Team worked with 30 leadership experts from the NMA and Dale Carnegie, Inc. to deploy two prototype versions of a unique new Leadership Evaluation And Development Systems (LEADS), which can extend leadership training to any interested individual. Designated NMA LEADS (<http://nma1.us/LEADS/>) and Boeing LEADS (<http://hbapp.web.boeing.com/boeing-leads/>), these prototypes (which focused on the NMA leadership model and the Boeing leadership attributes, respectively) were formally deployed in April 2008.

Since then, Boeing LEADS has been adopted by a pilot group at Boeing Fort Walton Beach, which is using LEADS to augment its Interim Performance Reviews; and by an IDS Puget Sound HIPO team, which is using LEADS as part of its three-year leadership-development program. Potential application of LEADS for local Leadership Development Teams (LDT) is also being considered.

In parallel, Norm Bartlett, IDS VP for HR and Julie Acosta, Boeing VP for Leadership Development, are evaluating potential upgrading of Boeing LEADS to make it available as a Boeing-wide leadership-



**Pete Kurzhals**

learning tool for any interested Boeing employee. To support this effort, the BALC LEADS EI Team is investigating the feasibility of a LEADS Member Site which could recognize progress and achievements in leadership learning and application; could provide a venue for sharing assessment experiences, leadership applications and leadership issues/solutions; and could enable access to summary LEADS performance and membership metrics across Boeing. This capability, similar to a frequent-flyer program for leaders and potentially available by 2009, could significantly enhance Boeing-wide leadership learning.

In the interim, Cindy Tran is doing an outstanding job in expanding NMA leadership training for BALC by offering NMA LiveOnline courses, and by restarting NMA SMS and CM programs for BALC members.

So we're on a roll...don't miss out! Sign up for Boeing LEADS or one of our other professional development programs now to be the best you can be!!

## From Your President's Desk . . .

*Continued from Page 2*

Management Association presented the 2008 Chapter Innovation Award to Pete Kurzhals, Victor Koman and Gordon Nall in the development and deployment of the Leadership Evaluation and Development System, or LEADS. This system was implemented in response to a 2006 recommendation by an NMA Leadership Development Advisory Panel consisting of top executives from companies across the US. They concluded that a web-based tool for assessing and accelerating their employees' understanding of leadership attributes and elements were their top leadership training priority.

Jonathan Andersen, the BALC scholarship chairman presented scholarships to the recipients of the annual BALC scholarship competition. This year, BALC was able to award \$12,000 in scholarships to six very worthy graduating high school students.

**1<sup>st</sup> Place  
\$6,000  
Award –  
Mr. Colton  
M. Tom**

Colton is the son of Jeffrey Tom, who works at the Boeing Commercial Aviation Services center in Long Beach. Jeff works in the Airframe Engineering area, specializing in Aging Airplanes. Colton has an older brother, Donovan Tom, who was a 2005 win-



ner of Boeing's National Merit Scholarship.

Colton will graduate this June from University High School in Irvine. He plans to attend UCLA, undertaking a course of study in Biology. Besides being our top place scholarship winner, Colton has been in the Boy Scouts of America for twelve years and recently achieved the rank of Eagle Scout. He has played on his school's varsity wrestling team, is a National Merit Commended Student, has achieved two silvers and a bronze in the National Latin Exam, and, in his spare time, participates in leadership roles in the University High School Science Club, MedClub, and Model United Nations.

**2<sup>nd</sup> Place  
\$2,000  
Award –  
Ms. Celia  
Ludwinski**

Celia is the daughter of Rosy Ludwinski, a Structural Analyst in Huntington Beach for IDS Engineering. Rosy has a combined 13 years with Boeing. Celia's father is Tom Ludwinski, who works with the Boeing IT Support Systems group of Southern California.

Celia will graduate in June from Troy High School in Fullerton with an International Baccalaureate Diploma. She will be attending Carnegie Mellon University and plans to study Biomedical Engineering with a double major in either Chemical or Mechanical. She also would like to minor in Spanish. Celia has been in the



Girl Scouts of America for twelve years and recently achieved her Gold Award. She is a member of the National Honor Society, an AP Scholar with Distinction, and plays in the Marching Band as Section Leader for the Alto Saxophone Section.

**Tied for 3<sup>rd</sup>  
Place \$1,500  
Award –  
Ms. Madeline  
"Mimi" Bury**

Mimi is the daughter of Mark and Cindy Bury. Mark is a Manager of Loads and Dynamics, at the Boeing Huntington Beach facility.

Mimi will graduate from Newport Harbor High School. She will be attending Stanford University and will pursue a major in Product Design and Engineering. Mimi has also received a National Letter of Intent to join Stanford's Water Polo Team. At Newport Harbor, Mimi led her team as Team Captain to a victory as 1<sup>st</sup> Team in Division 1 CIF. She was a two year member of the National Honor Society and a four year member of the California Scholarship Foundation. Mimi has shared her passion for swimming with others by working as a Swim Instructor for the city of Newport Beach.



**Tied for 3<sup>rd</sup>  
Place \$1,500  
Award – Ms.  
Stacy S. Kim**

Stacy is the daughter of Sharon and Tae



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## From Your President's Desk . . .

*Continued from Page 4*

Kim. Sharon is in the Financial Planning and Control section of the Advanced Information Systems group base out of the Anaheim Boeing facility. Stacy's brother, Justin (20) is attending Yale University and received a scholarship from the NMA-Anaheim chapter in 2005.

Stacy will graduate from Troy High School in Fullerton. She will be attending USC with the Trustee Scholarship, the USC University Scholarship, and the Boeing National Merit Scholarship. Stacy

will study Fine Arts with a double major in Business. She has served as the Photo Editor of the school newspaper and as President of the Make-A-Wish Club. Stacy's artwork has been put on display at the California African-American Museum and at the 2007 Affair of the Art event.

### 4<sup>th</sup> Place \$500 Award – Ms. Jennifer L Prescott

Jennifer is the daughter of Randy Prescott, a Software Engineer from Boeing El Segundo.

### 5<sup>th</sup> Place \$500 Award – Mr. Christopher M. Miranda

Christopher is the son of Ed Miranda, an Architecture & Technology Manager from Boeing Anaheim.

Tragically, not all survived the evening. A murder did take place and murder suspects from each table were exposed, but blissfully each table was rewarded for their conclusion. It truly was a murder mystery and a night of awards. Congratulations to all our Winners!

# NMA

<http://nma1.us/LEADS/>

**\$35**  
BUY NOW

## New from NMA LEADS

### Assess Your Leadership Skills

NMA's confidential, online leadership assessment tool is available to all employees.

NMA LEADS is a complete personalized system:

- Take a multiple choice 120 question assessment to evaluate your understanding of industry best practices related to the NMA leadership competencies
- Receive an electronic Leadership Analysis immediately after taking the assessment. It will identify areas of strength and potential areas for improvement
- Acquire assessment-related suggestions for reading, training, and work assignments as part of your Analysis



# Professional Development Courses

## Scheduled Seminars

Month	Date	Event Description	Location	Presented By	Times
June	11	6. Become a Top Gun at Multi-tasking	WebEx	NMA	11:30-12:30
June	14	CM Program Start			8:00-11:00
June	17	7. "We don't have that much time..."	WebEx	NMA	11:30-12:30
June	17	Financial Management	HB Boeing - Bldg 11-1- Conf.Rm 1C100	Adam Wass	12:00-1:00
June	24	8. So That's How You Do That! MS PowerPoint	WebEx	NMA	11:30-12:30
June	25	Financial Management	Anaheim Boeing - Bldg 299- Op Center	Baltazar Villalba	12:00-1:00
June	26	Investment Strategies	Long Beach Boeing- Bldg 54-Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30
July	9	9. Pressure Driven Performance	WebEx	NMA	11:30-12:30
July	10	Employment Transitions	Anaheim Boeing- Bldg 235- Op Center	Adam Wass	12:00-1:00
July	16	10. Storyboarding - A Presentation with a Message	WebEx	NMA	11:30-12:30
July	23	11. So That's How You Do That! MS Excel	WebEx	NMA	11:30-12:30
July	30	12. The Difficult Conversation	WebEx	NMA	11:30-12:30
July	31	Retirement Plan Distributions	Long Beach Boeing- Bldg 54-Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30
Aug	9	SMS Program Start			8:00-11:00
August	14	How to Handle Multiple Demands on Your Time	B201 OPS Center	Dale Carnegie	12:00-1:00
August	28	Contribute Your Ideas With Confidence	HB Room 13-3-C	Dale Carnegie	12:00-1:00
Aug	28	Investment Strategies	Long Beach Boeing- Bldg 54-Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30
Sept	10	Retirement Plan Distributions	Anaheim Boeing- Bldg 235- Op Center	Baltazar Villalba	12:00-1:00
Sept	11	How to Build Employee Loyalty	B201 OPS Center	Dale Carnegie	12:00-1:00
Sept	16	Retirement Plan Distributions	HB Boeing - Bldg 11-1- Conf.Rm 1C100	Adam Wass	11:30-12:30
Sept	25	Retirement Plan Distributions	Long Beach Boeing- Bldg 54-Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30
Oct	15	Turbulent Times	Anaheim Boeing- Bldg 235- Op Center	Baltazar Villalba	12:00-1:00
Oct	21	Turbulent Times	HB Boeing -Bldg 11-1- Conf.Rm 1C100	Adam Wass	12:00-1:00
Oct	30	Investment Strategies	Long Beach Boeing- Bldg 54-Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30
Nov	12	Estate Planning	Anaheim Boeing- Bldg 235- Op Center	Baltazar Villalba	12:00-1:00
Nov	18	Estate Planning	HB Boeing -Bldg 11-1- Conf.Rm 1C100	Adam Wass	12:00-1:00
Nov	27	Retirement Plan Distributions	Long Beach Boeing-Bldg 54- Cafeteria Exec. D.R.	Malcolm Roane	11:30-12:30

# Executive Night for BALC

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shared the external events such as a venture to Hollywood Bowl to see Neil Diamond, and offerings for baseball tickets. Dee also acknowledged community service participation by a few Boeing employees including Kelli Chen of Global Staffing and Pam Mabry, HR Director, C3 Networks. Also mentioning that there will be no July meeting, the next BALC dinner will be Wednesday, August 27, at

the Lakewood Sycamore Center, with Dr. Zahi Hawass, Egypt's Secretary General of the Supreme Council of Antiquities and Giza Pyramids, as the guest speaker.

With billions of dollars of Boeing business represented by capable leaders with extensive careers, the evening was ended by 8:15, although several leaders and members stayed longer to chat, probably the best gauge of a successful evening.



*Top Leadership Night moderator,  
Jim Phillips*

## Welcome New Members!

*By Deborah Barchichat, VP Member Services, BALC*

Hello and welcome to the Boeing Aerospace Leadership Chapter (BALC), a chapter of the National management Association. By now you should have already been assigned a booster and have started receiving information from them regarding upcoming calendar events and seminars/workshops.

Also, you will be receiving, if you haven't already, a BALC badge and a new member packet- if you don't receive that soon, please contact Deborah Barchichat, VP Member Services.

You will find that our calendar year is packed with thrilling events and great speakers. We are glad that you've joined us in BALC, and we look forward to seeing you at an upcoming event.

Again, welcome - and see you soon.

### **April 2008**

Tracy Rico  
Antonio A Macias  
Sandy Massoth  
Kim Kaston  
Helene Pappas  
Philip A De Teresi  
Kirk L. Myers  
Jeffrey S Bissell  
Rikki Boyle  
Kenneth Riecker  
Amy Guder  
Lisa Ross  
Yvonne Theriault  
Sharon Woodruff  
Lawrence Dimeo

Julie Coombs  
Fabiola Camacho  
Elenor Cook  
Denise Tambe  
Armida Lansner  
Alison Mejia  
Dalia Guizar  
Lynda Buitrago  
Michael Perez  
Adrian "Chip" Atilano  
Alfredo Lopez  
Douglas G. Crocker  
Ronald M. Remo  
Behyar Goudarzian  
(resigned, June 2008)  
Matt Johnson

Denise Smith  
Elizabeth Montague

### **May 2008**

Martha Sterbens  
Constance Perry  
Mary Kerns  
Blanca Lara

### **June 2008**

Keith Arnett  
Rhonda Litwin  
Wendy Zettell  
Nishad Varghese  
David Crowell

# Special Events

current as of June 2008

Mark your  
calendars!

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
Lakers/Clippers	Staples Center	2/23/2008	7:05pm	TBA	\$30/\$32	1/18/2008	Corine Kumano
Ducks/Montreal	Honda Center Anaheim	3/9/2008	5:05pm	411	\$38/\$40	2/28/2008	Corine Kumano
Lakers/Grizzlies	Staples Center	3/28/2008	7:30pm	326 1 & 2	\$32/\$34	3/4/2008	Corine Kumano
Ducks/Stars	Honda Center Anaheim	3/30/2008	5:05pm	409 M & N	\$38/\$40	3/14/2008	Corine Kumano
Phantom of the Opera	Orange County Performing Arts Center	04/06/08	Sun 1pm	Orchestra, row G	\$75/\$77	03/15/08	Corine Kumano
Wicked	Pantages Theater	04/12/08	Sat 2pm	Orchestra	\$100/\$105	11/02/07	Erik W. King
Lakers/Spurs	Staples Center	4/13/2008	12:30pm	322 5 & 6	\$42/\$44	4/1/2008	Corine Kumano
My Fair Lady	Orange County Performing Arts Center	June TBA	Sun 1pm	Orchestra			Corine Kumano
Chorus Line	Orange County Performing Arts Center	Aug TBA	Sun 1pm	Orchestra			Corine Kumano
The Color Purple	Ahmanson Theatre	02/08 TBA	Sun 1 pm	Orchestra	\$90/\$93		Corine Kumano
Celine Dion	Honda Center Anaheim	11/28/08	Sat. 8:00pm		\$80/\$80		Corine Kumano

Corine Kumano (714-372-6975) ❖ Joyvonne Bragg (714-372-4129)  
Erik W. King (714-280-1696) ❖ Dwayne J. Henry (714-791-4172)

Please visit our Boeing Aerospace Leadership Chapter Website

Internal <http://hb.web.boeing.com/empservices/clubs/balc/>

External <http://www.boeing.com/nosearch/balc/>

**NMA Breaktime—An Electronic Newsletter**

<http://nma1.us/breaktime/>

**MANAGE Online—A Management Magazine**

<http://nma1.us/manage/2005-08/index.htm>

# Spotlight Member

By Jennifer Garrett

Meet Pete Kurzhals who is Director of Systems Engineering and Software for Boeing Space Exploration HB. Pete started his career at NASA Langley, and later worked at NASA HQ and NASA Goddard before taking an early retirement from his Senior Executive Service position to return to his first love – manned spaceflight. Hired by McDonnell Douglas in 1985, he served on the proposal team that won the Work Package 2 contract for Space Station Freedom, and subsequently held director-level positions in Utilization and Operations, Supplier Management and Product Support on the International Space Station program before taking his present job.

Pete has been a member of the Huntington Beach Management Association (HBMA) since 1985; and served as the last HBMA President in 2000, and as the first President of the newly-formed NMA Boeing Aerospace Leadership Chapter (BALC) in 2001. Subsequently, he also served as President of the NMA Southern California Area Council (SCAC) and as Chairman of the NMA Pacific South Area. During the past six years, Pete



**Pete Kurzhals and wife Trina**

*Portrait sketched April 11, 2008  
Las Vegas, NV*

has served as BALC's National Director, and currently sits on the NMA Executive Board as Chairman for NMA Professional Development. During his tenure as National Director, Pete has introduced many new NMA products including the NMA Outreach Webservice (NOW), NMA QuickTools, NMA LiveOnline, NMA LeaderLabs and the new NMA Leadership Evaluation And Development System (LEADS).

Pete is married to his lovely wife Trina, who runs her own fashion design business. He also has one son, Eric, from his first marriage who served this country as an airborne ranger and is currently a project manager at SRA in Virginia. Pete's past hobbies have included martial arts training, horseback riding and traveling, although his present extracurricular activities are keeping him pretty busy. He currently serves as President of the Orange County Engineering Council, an organization focused on fostering and recognizing engineering activities in Southern California.

Pete holds a Ph.D. in Aerospace Engineering from Virginia Polytechnic Institute, and was elected as a Fellow of the American Institute of Aeronautics and Astronautics (AIAA). He is also a registered Professional Engineer (PE) and a Certified Manager (CM); and his primary goals are to help others to succeed by sharing his experiences and lessons learned. BALC is a great venue for this, and he hopes that all of you will take advantage of the many leadership opportunities that the NMA offers.

## Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

# Awards Night with a “Who Done It?”

By Stan Barauskas

BALC President Theresa Deleon welcomed members and made a few announcements regarding upcoming events. Mary Kosalka, our VP of Operations, led the attendees in the invocation and pledge of allegiance. Following the formalities, the master of ceremonies for the meeting, Suella De Ville (aka Susan Macias) described the evening’s program. The highlight of the BALC dinner meeting on May 22, 2008 at the Lakewood Center, was the presentation of scholarship and recognition awards with a “Murder Mystery” setting. The tables were organized with eight participants at each one that would take on a role he or she would play as the murder mystery drama unfolded. The guests followed a Players Manual they each received as they arrived for the dinner meeting. The Players Manual set the scene and included a short biography describing his or her character. Some of the character’s names were very colorful; there was Lance Sallot, a young aristocrat, Damselynn D’Istress, a sister of the pretender to the estate, detective Sheer Luck Holmes and a distinguished doctor, Snoop E. Watson. A murder had transpired earlier and the intent of the game was to discover “who done it”. The instructions also specified facts they were to tell the others about

themselves (reveal) and things that would remain hidden (conceal). While a delectable roast prime rib dinner was served, each character, in turn, was required to explain why he or she was the deserving person who should inherit the title of Duke and a magnificent estate. The title was in question in light of the untimely passing of the previous title holder who left no heir.

In setting the scene, it was made clear at the outset that, as a result of the demise of Lofton Aires, the twelfth Duke of Airesborne and his son, in a ballooning accident, the duke’s brother, Drafton, would assume the title. Since Drafton was unmarried and had no children it was unclear who would be the next heir to the title and his estate. He called for all his relatives to meet at Airesborne Castle where he would make the selection of an heir. But, before he could make his decision, he was murdered. A doctor, Snoop E. Watson, was called to the scene and, after careful examination, gave a report as to the cause of the murder. He discovered that a poison “lay-em-down” along with an antidote “fix-em-up” was cleverly used to do the evil deed. The murderer poisoned the tea with “lay-em-down” (a bitter tasting hazelnut flavored poison) while carefully providing the innocent with antidotes. The killer was thus

able to zero in on his/her target – the wealthy heir, Drafton, to the Airesborne fortune.

Many of the “suspects” came to the event dressed in character for their parts. There were fashionably dressed ladies, cigar-wielding aristocrats and even someone fresh from a hunt in Africa (Victor Koman). There was a saber-wielding man, Lance Sallot (aka Dean Davis), with his Olympic prized sword and boa-clad women.

After a respite to acknowledge scholarship and recognition award winners, the Murder Mystery game resumed with quite a bit of reading, accusations and conversations at each table before the final clues were distributed and the real killer was revealed. It was Gwendolyn who did the dirty deed! She knew that she would not inherit the Airesborne fortune through marriage since her marriage to her husband, the Duke, was failing and he threatened to “cut her off without a penny”. She knew the only way she could claim the inheritance was to do away with him. But, through the careful attention to the clues and evidence presented by the doctor, our superior BALC sleuths found her out. Those that correctly identified the murderer at each table were rewarded with a California lottery “scratcher” with an opportunity to extend their good luck.

# Golden Corner

by Stan Barauskas

## Quarter-Scale Space Shuttle Model

December 11, 2007—At the outset of the Space Shuttle Program a Ground Vibration Test of the individual and mated Shuttle elements was included in the overall test and verification planning. The production schedules and availability of the flight Shuttle elements made it desirable to consider sub-scale rather than full-scale vibration testing. A decision was made to use a one-fourth scale model which was large enough to duplicate all primary structure and joints while meeting the size limitations of the available test facilities. The design and fabrication of the test article were initiated in mid-1974; the testing began in late 1976 and was concluded in December 1977.

The vibration test program concentrated on the dynamic environment of the mated Shuttle configuration associated with the initial phases (from lift-off through main engine cut-off) of the Shuttle mission profile. The vibration testing included verification of the dynamic math model of individual single elements (External Tank, Solid Rocket Boosters and Orbiter) under four launch conditions:

- 1.0 On the launch pad - the heaviest assembly
- 2.0 A lesser weight simulating conditions at a critical boost phase
- 3.0 Least weight assembly at the end of boost phase

4.0 External Tank tilted at 13 degrees to simulate post SRB separation

Three pairs of SRB's were created to simulate three different configurations: one pair was completely filled simulating lift-off, a second set simulated the propellant level at max Q and a third set simulated the SRB empty condition at burn-out. The External Tank Oxidizer was simulated with deionized water with the level adjusted according to

the mission phase being simulated. The liquid hydrogen fuel quantity was considered small enough to be omitted from the model for test purposes. The design, fabrication and assembly were accomplished by Rockwell International's Los Angeles

Division Model Shop with ~90% of the machined detail parts and subassemblies subcontracted to various aerospace manufacturers. Once completed, the entire assembly measured 46 feet from the bottom of the SRB boosters to the tip of the External Tank and 19.5 feet wide, Orbiter wing-tip to wing-tip. The weight of the entire assembly simulating the lift-off configuration was 62,853 lbs.

The test fixture was assembled in the high-bay of Downey's Bldg 288 and consisted of an open, rectangular, bolted steel framework anchored to the facility floor concrete slab. Ten vibration tests were performed in the facility simulating various Shuttle Element and Assembly configurations and ascent flight phases.



*Quarter-Scale Orbiter suspended from the ceiling at the Calgary International Airport*

# Quarter-Scale Space Shuttle Model

*Continued from Page 11*

The quarter-scale Shuttle dynamic test program met its objectives of providing verification of predicted dynamic response characteristics early in the Shuttle effort. The program confirmed the benefits of the use of dynamic scale models to verify math models and assist in the analysis of vibration environments of future space flight launch vehicles.

Subsequent to the completion of all testing required to support the Space Shuttle Program, the Shuttle Quarter-Scale Assembly was retired as a test article and downgraded to its status as a museum display artifact. The External Tank and the SRB's were shipped to NASA JSC and are currently stored there. The Orbiter element was provided to Canada's SpacePort Museum in Calgary for display on a 10-year loan basis (expires in 2010) and is currently suspended from the ceiling of the Calgary International Airport (see photo). When the National Air and Space Museum of the Smithsonian Institution takes possession of the Space Shuttle Quarter-Scale model it intends to have the Orbiter, the External Tank and SRB elements transferred to its facility in Washington D.C. They are destined for possible future display as a complete Shuttle Assembly once the loan period of the Orbiter for the SpacePort Museum expires. There is a possibility that Downey might be the eventual home for this impressive model if certain conditions



*Quarter-Scale Shuttle Test Article positioned in the vibration test fixture, Downey Bldg 288*

are met. Dr. Neal, Space History Curator at the National Air and Space Museum, stated "...please be assured that future display of the model at Downey may be possible when (a) the artifact is transferred to NASM custody and (b) you have a museum-like facility open to the public. As the original home of the orbiters, Downey is certainly an appropriate location for Shuttle artifacts."

In the meantime, the SpacePort Museum is also considering requesting an extension of its loan for the Orbiter element.

The Quarter-Scale Model was an incredible engineering achievement and its temporary stay in Downey during dynamic testing certainly adds to the rich history of major space achievements that this site has witnessed over many decades.

## **Acknowledgements:**

- 1.0 Technical information was obtained from a paper written by D.H. Emero, Project Manager, Shuttle System Project Engineering, Integration and Operations Division. The paper "Quarter-Scale Space Shuttle Design, Fabrication, and Test", was published in the Journal of Spacecraft and Rockets, 1980, 0022-4650 vol. 17, no. 4 (303-310)
- 2.0 NASA-JSC and Museum information were provided by the following:
  - 2.1 Julie Kramer-White, Chief Engineer, Crew Exploration Vehicle Project
  - 2.2 Dr. Valerie Neal, Space History Curator at the National Air and Space Museum of the Smithsonian Institution in Washington D.C.
  - 2.3 Kim Sinclair, Commercial Properties Coordinator, Calgary Airport Authority

## Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

**We believe** in the highest standards of personal and organizational integrity and respect for the individual.

**We believe** in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

**We believe** management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

**We believe** that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

**We believe** that individuals and organizations have a community and civic responsibility.



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