WILLIAM J HUGHES TECHNICAL CENTER



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Inside

Creating Aviation History

By Stan Ciurczak

Gen. Elwood R. Quesada (Ret) was the head of the Airways Modernization Board when he established NAFEC. James T. Pyle, who soon become FAA's first deputy administrator, two Navy officers and Quesada, who soon became the first head of the FAA, are shown near the podium at the ceremony where the Navy transferred their land over to NAFEC on June 27, 1958.

Southern New Jersey. Home of the first international airport in North America. Landing site of America's first hot air balloon flight. Site of the top Lighter than Air development center in America (and perhaps the world). Home of America's first defense airport, and at the heart of America's air group-training program during World War II.

That's right, South Jersey has had an interesting, and very significant, role in aviation history for more than two centuries. The FAA William J. Hughes Technical Center has played a starring role in that history for the past 45 years, nearly half the history of powered flight. The Center has had a tremendous impact on the work of the FAA, this region and the aviation industry, at home and abroad, since "NAFEC" opened its doors in 1958.

But first, let's go back in time to the era when George Washington was President

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Celebrating Achievement and Excellence

By Ginger Cairnes

Commitment is when you perform a note like it's the last note you'll ever play on earth. And you play every note that way. — Thad Jones

This sentiment seems to be shared by those who were recognized for their achievements during last month's William J. Hughes Technical Center Awards ceremony. These individuals were nominated by their peers for the way they performed their jobs and inspired their coworkers.

In many cases, these individual overcame great odds to perform as they did. In this year of economic challenges and budget cuts, they still excelled. Some of these devoted employees were highly visible while others worked diligently behind the scenes. Many often worked on their own time with few resources.

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Aviation History

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and Philadelphia was the capital of the United States.In 1793, before an audience of President George Washington and other dignitaries, aerialist Jean Pierre Blanchard left 6th and Walnut streets in Philadelphia, on America's first aerial flight. Blanchard traveled 15 miles and 46 minutes, propelled by a breeze, before landing in a Deptford Township, NJ clearing. The personal letter Blanchard carried from President Washington allayed the fears of the startled pig farmers who had just witnessed the landing of America's first balloon flight.

Fast-forward a little more than a century to 1903. The Wright Brothers are making their historic flight in Kitty Hawk, NC, and the first century of powered, sustained flight has begun. Before very long, people will begin to imagine the civilian and the military potential of aviation, and will ask the federal government to regulate this new industry.

Skip ahead a few decades to 1935. Since there was no privately owned airship terminal in the United States, German operators applied to use the Navy's facilities in Lakehurst, NJ, on a temporary basis. The American government agreed, making Lakehurst the first international airport in North America; it also set the site for one of the worse air disasters in aviation history. The luxury passenger airship, the Hindenburg, the largest aircraft ever to fly, was, on the final stage of its trans-Atlantic flight from Frankfurt to Lakehurst on May 6, 1937. It stopped 80 feet above the ground near the mooring dock, at 7:25 p.m., when a pink flame appeared in the rear area of the airship. The Hindenburg was doomed. It took barely 30 seconds for nearly 7 million cubic feet of hydrogen to incinerate. Although 36 people died in the intense fire, 62 survived.

Navy Opening Day:Opening ceremonies for the Naval Air Station Atlantic City on April 24, 1943. Huge Navy landing craft were used to deliver fighter planes to Captain Starn's Inlet Pier in Atlantic City for transport to Pomona over the next 15 years.

It is 1939, and war clouds are gathering as World War II begins. The War Department decides that Millville Airport would become America's first defense airport, Millville Army Airfield. It was also decided that the municipal airports in Pomona, NJ and Rio Grande, NJ would become Naval Air Station Atlantic City and Naval Air Station Wildwood. These stations would also see their share of disaster; Fifty-six pilots died while training for war duty while at Atlantic City, Millville and Wildwood.

That same year, Uncle Sam was establishing the Civil Aeronautics Agency's (CAA) Technical Development Center in Indianapolis, IN where, engineers would work on aviation technologies such as the instrument landing system, very-high-frequency radio ranges, transmitters, receivers and airport-lighting methods. However, 20 years later, not entirely pleased with the direction of CAA's research and development program, the government decided to shutdown the facility and transfer most of its assets to a new National Aviation Facilities Experimental Center (NAFEC).

The Airways Modernization Board (AMB) established NAFEC at the site of a just vacated Naval Air Station in Pomona, NJ, on July 1, 1958. Four months later, the Federal Aviation Agency, the precursor to the Federal Aviation Administration, assumed all AMB functions, including control of NAFEC.

From balloon flights to transatlantic blimp flights, from preparations for air war to the complete overhaul of the Federal government's aviation research and development efforts, South Jersey occupies some of the most interesting and important pages of aviation history.

Employee Profile: Kimberly Tweedle

By Stan Ciurczak

If anyone wants to know if the William J. Hughes Technical Center is an employer of choice, they can just ask **Kimberly Tweedle**, an administrative support assistant who works on the Civil Rights staff (ACT-9). "Yes, I love this job. I have wonderful experiences working here," she said.

Now, you may be wondering, "What is the big deal? A lot of people like their jobs." Well, like a lot of people who are committed to their careers, Tweedle is diligent in what she does, makes no excuses and gets the job done. However, unlike most people, Tweedle is deaf.

She began to go deaf at age one, due to her exposure to German measles. At three, she attended a school for the deaf. She first learned oral (lip) reading, and then sign language, at the Marie H. Katzenbach School for the Deaf in West Trenton, NJ. By 12, she was fully deaf.

She came to work at the Tech Center in 1991. Over the years, she has worked for a number of managers including **Cortez Martin**, **Christine Greco** and **Richard Newman**, but always within Civil Rights.

Tweedle attended St. Paul Technical College in Minnesota from 1995-1997, where she participated in a student work program in cooperation with ACT-9. She returned to work in Civil Rights in 1997 after being awarded an Associate of Arts degree.

With the specialized training and education she has received, Tweedle really enjoys interacting with people at work. She also enjoys teaching a course to FAA employees at the Technical Center and at headquarters

Administrative Assistant Kimberly Tweedle (right) loves working at the Technical Center. She is shown here working with interpreter, Ann Maselli.

titled, "Communicating with the Deaf." Besides her co-workers in the Civil Rights Office, she regularly communicates with Ann Maselli, a contractor employee who serves as her interpreter. Maselli comes to ACT-9 to work with Tweedle on Thursdays, and she also interprets for Tweedle during special meetings or project work.

Tweedle enjoys communicating with many different people, and shares a special level of communication with two other deaf employees who work in the Technical Services Facility. "I help them; many times they don't quite understand what's happening and I'm able to help them because I have experience," said Tweedle. "We all help each other. I encourage them to use an interpreter." She also maintains regular contact with deaf people who attend Gallaudet University in Washington, DC.

She loves to travel and hopes to visit Paris someday. She also loves communicating with people by email, and uses it all the time.

When asked if there is anything that her fellow employees can do to help deaf employees, Tweedle said, "Many of the hearing people are afraid to talk to me. Most of the time they will write or use email to communicate to me. Hearing people need to communicate with me more so that we can better help and support each other."

When asked if more of us need to learn sign language, she also said yes. "It depends on them, but yes. I really do feel that more people need to learn it. If more people learn it, then maybe we won't use interpreters," she said.

When asked how she feels about the recent retirement of Civil Rights Officer Richard Newman, Tweedle said she hated to see him leave and will miss him. "When I first met him it was a little awkward to work with him, and then after awhile it was easy to communicate. He knows I'm deaf and he was able to communicate with me," she said.

A Brief History of Federal Aviation

By Stan Ciurczak

45th Anniversary

The Air Commerce Act of 1926 was the cornerstone of the Federal government's regulation of civil aviation. Leaders of the aviation industry believed the airplane could not reach its full commercial potential without federal action to improve and maintain safety standards, so they urged the passing of this landmark legislation. The act charged the Secretary of Commerce with primary responsibility for aviation oversight, including safety rulemaking and certification of pilots and aviation. The department improved aeronautical radio communications, and introduced radio beacons as an effective aid to air navigation. It also took over the building and operation of the nation's system of lighted airways, a task that had been begun by the old Post Office Department.

The Commerce Department's aeronautics branch was renamed the Bureau of Air Commerce in 1934 to reflect its enhanced status within the department. As commercial flying increased, the Bureau encouraged a group of airlines to establish the first three air traffic control (ATC) centers along the airways. In 1936, the bureau took over these centers from the airlines, and began to expand the ATC system. Pioneer air traffic controllers used maps, blackboards, and mental calculations to ensure the safe separation of aviation traveling along designated routes between cities.

The Civil Aeronautics Act of 1938 transferred civil aviation responsibilities to a new independent agency, the Civil Aeronautics Authority, and expanded the government's role by giving the CAA the power to regulate airline fares and determine the routes that air carriers would serve.

IBM 9020: NAS laboratories have helped make flying safer for many years. This is a 1973 photo of Don DiGrazia showing the 9020 computer system to Atlantic City High School student Jeffrey Cole.

President Franklin D. Roosevelt split the Civil Aeronautics Authority into two agencies, within the Commerce Department, in 1940. The Civil Aeronautics Administration (CAA) was made responsible for ATC, certification of airmen and aviation, safety enforcement and airway development. The Civil Aeronautics Board (CAB) was entrusted with safety rulemaking, accident investigation and economic regulation of the airlines. Unlike the CAA, however, the CAB functioned independently of the Secretary of Commerce.

On the eve of America's entry into World War II, the CAA extended its ATC responsibilities to include takeoff and landing operations at airports, a role that became permanent after the war. The application of radar to ATC helped controllers keep abreast of the postwar boom in commercial air transportation. That same year, the Works Project Administration (WPA) had begun to clear 2,100 acres of the Pinelands for construction of a municipal airport, on Atlantic City watershed property, to serve the Atlantic City area.

While the importance of aviation was neither fully understood nor appreciated by the military, at that time, the need for qualified pilots was growing faster than the number of planes available. A training station in an area that generally enjoyed good weather was needed because radar and computer flight control systems were in the beginning stages of development, but did not yet exist.

NASAC Commissioned

The government decided to construct

A Brief History

a naval facility at Atlantic City's municipal airport, which was under construction when construction of the Naval Air Station Atlantic City was approved on July 24, 1942. The government originally leased 1,200 acres for the airfield, housing and subsistence facilities for nearly 2,000 men and women, although the acreage was expanded later to support the war. NASAC was commissioned on April 24, 1943.

In 1946, Congress gave the CAA the added task of administering the Federal-aid Airport Program, the first peacetime program of financial assistance aimed exclusively at promoting development of the nation's civil airports. As the jet age approached, many Americans recognized the need for a more concerted effort to safeguard civil aviation. A severe midair collision over the Grand Canyon in 1956 underscored this necessity.

The technology generated by the demands of World War II provided the airplane with advancements in performance, size, speed, altitude capability and endurance. By the early 1950's, the availability of surplused and new aircraft, the use of radar (radio detection and ranging) for safe and efficient air traffic control, and the advent of the turbine engine made the airplane the preferred mode of transportation for passengers and cargo worldwide. The public acceptance of the sleek and faster jets as a safe and efficient means of transportation, added romance to air transportation and fueled the explosion of the air transport age throughout the world.

The year 1958 was an important one in the history of aviation, government and technology. Bell Labs invented the laser.

Top Photo: *Archie W. League, the first air traffic controller, used a checkered flag for "go" and a red flag for "hold." This is League with the Naval Air Station Atlantic City hangar in the background. League retired as FAA's assistant administrator in 1973.* ***Bottom Photo:*** *Most of the aviation security technology in place today was developed and tested here. This is a 1978 photo of Dr. Bill Wall and Hank Reselbara discussing bomb detection technology.*

The Russians launched Sputnik 3, adding impetus to the U.S. race to the moon. It seemed fitting, then, that three new federal organizations, each charged with advancing aviation and aerospace were established that year -- the Federal Aviation Administration (formerly the Federal Aviation Agency), the National Aeronautics and Space Administration and NAFEC (formerly the CAA's technology proving ground).

NAFEC Opens for Business

President Dwight D. Eisenhower wanted to give the Federal Aviation Agency a top research and development facility. The former Naval Air Station Atlantic City was selected for a variety of reasons including a broad range of flying conditions, relatively good weather, and its proximity to both the northeast high-density corridor and open airspace above the Atlantic Ocean. NAFEC was established as aviation's forefront research and development facility, by the Airways Modernization Board (AMB), on July 1, 1958. Working out of nearly 200 World War II era buildings, NAFEC was to develop and test new ideas for communications equipment, air traffic control systems, airport security measures and anything else that could protect air travelers.

President Eisenhower signed the Federal Aviation Act on August 23, 1958, which dissolved the AMB and

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created an independent Federal Aviation Agency. The scope of the 1958 act owed much to the leadership of Elwood (Pete) Quesada, a retired Air Force general (the first Air Force general of Hispanic descent) who was Eisenhower's principal advisor on civil aeronautics. Quesada later became the first administrator of the agency he had helped to create, and mounted a vigorous campaign for improved airline safety. On December 31, 1958, the FAA assumed the full scope of its responsibilities, superseding the CAA and absorbing the CAB's safety rulemaking function. The new Federal Aviation Agency possessed the authority to establish a unified civil-military National Airspace System backed by an expanded network of air navigation and air traffic control facilities.

1973 Radar: The Tech Center and the local community have been good neighbors for 45 years. This is a 1973 photo of Bruce Rosenberg explaining a RadarScope to Atlantic City High School student Dorothy Bullock.

By 1963, Administrator Najeeb Halaby was under pressure from President Lyndon B. Johnson to cut the agency's budget, because Johnson wanted to cut taxes. Citing productivity and efficiency improvements attained by acquiring the Beacon system for air traffic control, Halaby proposed to cut 250 positions at NAFEC and 610 more at headquarters. This was just one of many events over the past 45 years that would threaten the long-term viability of NAFEC and the Technical Center.

In 1966, Congress authorized the creation of a cabinet-level department that would combine all major Federal transportation responsibilities. When the new Department of Transportation (DOT) began full operations on April I, 1967, the CAB's accident investigation function was transferred to a new National Transportation Safety Board (NTSB). The Federal Aviation Agency became one of several modal organizations within DOT and received a new name, the Federal Aviation Administration (FAA). Before DOT was established, the FAA Administrator reported directly to the President.

Even before becoming part of DOT, the FAA gradually had assumed responsibilities that were not in the Federal Aviation Act. The hijacking epidemic of the 1960s involved the agency in aviation security, and, in 1968, Congress vested in FAA's administrator the power to prescribe aviation noise standards. The Airport and Airway Development Act of 1970 placed the agency in charge of a new airport aid program funded by a special aviation trust fund, and made the FAA responsible for safety certification of airports served by air carriers.

By the mid-1970s, FAA had achieved a semi-automated air traffic control system based on a marriage of radar and computer technology. By automating certain routine tasks, the system allowed controllers to concentrate more efficiently on the vital task of providing separation. Data appearing directly on the controllers' scopes

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provided the identity, altitude, and groundspeed of aviation carrying radar beacons but, despite its effectiveness, the system required enhancement to keep pace with the increased air traffic of the late 1970s.

During the administration of President Richard M. Nixon, FAA Administrator Alexander Butterfield wanted to consolidate the agency's two centers (New Jersey and Oklahoma City) into one center at the technical and training facility in Oklahoma City. The issue was studied and restudied between 1973-1975, in parallel to the Watergate hearings. The national distraction caused by the famous Watergate break-in allowed a "Save NAFEC" committee and a number of members of Congress to mobilize forces in favor of saving what then was southeastern New Jersey's lone economic engine. In May 1975, President Gerald R. Ford's transportation secretary, William T. Coleman, decided that NAFEC would remain open. That having been settled, the FAA began the long process of modernizing the facilities here by building a new hangar, a technical building and a technical services facility.

The FAA unveiled its first National Airspace System (NAS) Plan in 1982 to meet the demands of air traffic growth. Developed by a team that was based at the Tech Center, the plan called for more advanced systems for enroute and terminal ATC, modernized flight service stations, and improvements in ground-to-air surveillance and communication. As the rapid evolution of aeronautics continued, the FAA and the FAA Technical Center continued to address a wide variety of technical issues. The Aviation Safety Research Act of 1988 mandated greater emphasis on long-range research planning and the study of issues, including aging aviation structures and human factors, which affect safety. A 1991 Capital Investment Plan replaced the NAS Plan, and called for higher levels of automation plus new communications, radar and weather forecasting systems. The Technical Center continued to play a key role in each of these areas.

Demolition: This is a 1980 photo of the crew that demolished Building 29 after Building 300 was completed. Dan Greis and Ocie McIntosch are in the front row. Robert (Brooksy) Brooks, Joe Flaig and John Demons are in the back row. This building housed the Navy brig and then the NAFEC post office.

NAFEC was renamed the FAA Technical Center on May 29, 1980 during the dedication ceremony for the new $50 million, 516,000 square-foot Technical Building (Building 300). Vice President Walter F. Mondale led the dedication ceremonies. The facility was rededicated as the FAA William J. Hughes Technical Center, on May 6, 1996, to honor U.S. Rep. William J. Hughes for his years of congressional service. Hughes was the member of Congress representing the district in which the Technical Center is located when Secretary Coleman decided that NAFEC would stay and grow.

Though the name has changed several times, the mission of this organization remains much the same as it was in 1958: "to develop, modify, test, and evaluate systems, procedures, facilities and devices to meet the needs for safe and efficient air traffic control of all civil and military aviation." Now 45 years young, the FAA William J. Hughes Technical Center continues as a national resource for the FAA, a premier facility for aviation technology and applied scientific research, a respected member of the local community and a key catalyst in the regional economy of Southern New Jersey.

Growing Student Interest in Technology

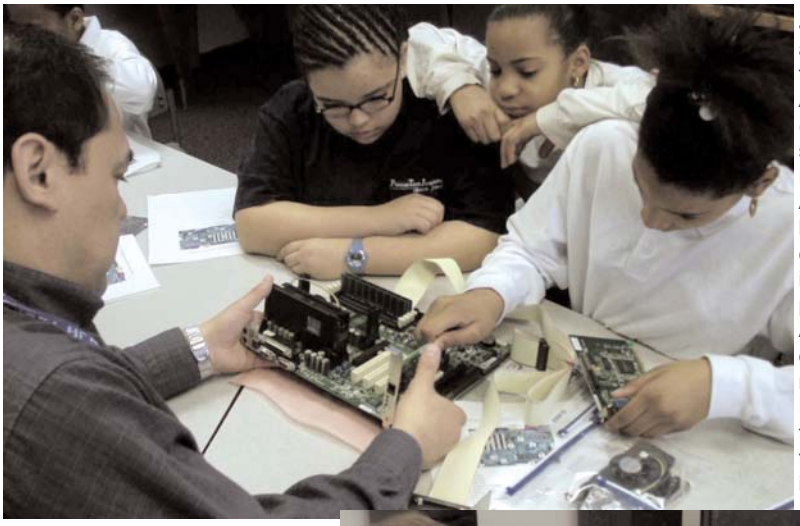
By Stan Ciurczak

The System Analysis Division, ACB-300, recently entered into a partnership with the PleasanTech Academy Charter School in Pleasantville, NJ. PleasanTech is one of 50 charter schools in New Jersey that provide an alternative academic program to traditional public schools. The purpose of the partnership is for the Technical Center to generate interest in modern technology among the fine young people who live in the area.

Eighteen students were selected to participate in the program from the school's technology classes for fifth to eighth graders. The students range in age from 10-13, and their technology instructor is Linda Jenkins.

Three computer specialists - Andy Lamb, Scott Ellis, and Javier Palacio - and an operational research analyst, Albert Schwartz, conducted the first activity with the students on March 20. Their mission was to instruct and demonstrate to the students the internal components of a high-powered personal computer.

They set up tables and divided the students into three teams. Starting with empty cases, the teams assembled the power supplies, motherboards, hard drives, memory, keyboards and other components into three working personal computers. The students also were shown that installing and booting an operating system tests the overall functionality and integrity of a new system, like the one they had just built.



Javier Palacio (left) and Andy Lamb from the System Analysis Division (ACB-300) are shown teaching PleasanTech Academy students how to prepare components for installation into a personal computer. ACB-300 recently entered into a partnership with this Pleasantville charter school in order to generate interest in technology.

The Center employees who worked with the students noted, at the end of this session, that the students had a very positive outlook on this project. This was especially noticeable when Lamb distributed compact disks containing copies of the Linux operating system. He demonstrated how they could run the Linux operating system on their computers without interfering with the existing Windows operating system.

Future activities planned with the school include a class on building a web site, a class on designing and running an airport capacity computer model, and a tour of the Technical Center's Airways Facilities Tower Integration Lab. The System Analysis Division is hoping that helping local communities with programs of this type will generate early initiatives for growing future technical professionals.

Speakers' Series Coming Events

August 6, 2003
Speaker: Dawn Zimmer

The use of service level agreements and the role they play in customer relationships. Discussion will include why an SLA is developed, current SLA's in place at the Technical Center and how the Service Liaison Staff is managing the SLA process.

August 20, 2003
Speaker: Deborah Germak

How the Technology Transfer and the Small Business Innovative Research Program help the Technical Center achieve its mission as well as create partnerships with academia, private industry, and other government agencies. Find out how these programs can contribute to your goals and leverage resources.

NBCFAE Focuses on Strategy

By Natalie Reed and Viola Gray

Each year the National Black Coalition of Federal Aviation Employees (NBCFAE) holds an annual regional training conference and awards program to promote professionalism and career growth in the aviation industry, and to present scholarship awards to deserving area high school students. This year's meeting was held at the Marriott Seaview Resort. The theme for the conference was "Success: Make it Your Own Reality." The training topic, "Making It Real – Implementing the Balanced Scorecard," included an overview of Balanced Scorecard concepts and a facilitated session in which a strategy for NBCFAE, including objectives, measures, initiatives, and targets, was defined. **Annie Clark**, program director, Office of Enterprise Performance, ACF-1, presented the training along with **Shelley Yak**, ACX-20, **Brian Jefferson**, ACF, **Carolyn McKinney-Bobo**, ACF and **Viola Gray**, Hi-Tech.

Bessie Johnson, ;Patricia King, Ken Hutchins, Stacie Graves. Bobby Nichols, Latasha Reddick

The objectives for the training were to provide a comprehensive knowledge of the concepts of a strategy-focused organization and to give participants the opportunity to work together in small groups to build a Balanced Scorecard for the Coalition on the regional level. Providing this time for immediate hands-on application of the new concepts helped to deepen the learning and also provided a useful output for the Coalition.

The first step in this accelerated approach to building a scorecard was to interview the Coalition's executive team prior to the training conference. This was done to gain an understanding of the organization's vision and its goals in the four perspectives of financial, customer, internal processes, and learning and growth. Then the output from the interviews was provided to small groups that used this input to develop objectives, measures and targets, and to identify any gaps in the organization's current initiatives. According to **Wanda Harris**, NBCFAE scholarship program chairperson, the training was very beneficial. "It helped to provide members with a clearer focus of what needs to be done in terms of implementing our strategy, goals and mission," Harris said.

The Technical Center's Regional Awards and Scholarship Luncheon followed the training. Clark, who was also the keynote speaker for the program, spoke on "An Employee's Response to Change." In her speech, she examined some of the key principles an employee can adopt to manage changes in their personal and professional lives.

Harris then presented three $1,000 scholarships to local students. The recipients were **Tara Sonta Etheridge**, a graduate of Atlantic City High School, will attend Morgan State University; **Yasinah Arynesha Smith**, a graduate of Oakcrest High School, will attend Stockton and **Tierra Terez Terry**, a graduate of Egg Harbor Township High School, will attend Rutgers University.

According to **Patricia King**, training coordinator and treasurer of the NBCFAE, about 55 people participated in the training and 70 attended the luncheon. "I would say," said King, summing up the day's activities, "It was a huge success."

27th ANNUAL NBCFAE TRAINING CONFERENCE

Seattle, WA
August 12-15

The National Black Coalition of Federal Aviation Employees invites you to its 27th Annual National Training Conference, August 12-15, 2003, at the Sheraton Seattle Hotel & Towers, Seattle, WA. The conference theme is: "2003: A Survival Shift for the Future".

For more detailed conference information, including the agenda, workshop descriptions, and pre-registration form, please visit the NBCFAE website at: http://www.nbcfae.com.

Tech Center Awards

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This year's event was held on June 24 and commemorated the 100th anniversary of the "first flight." An array of kites, patterned after various types of aircraft, hung in the atrium. A hot-air balloon hovered in both the auditorium and the atrium.

Speaking to a crowd of employees, family and friends, 2003 Awards Ceremony Chairperson Pat Mabis, acknowledged all employees for the part they played in helping fulfill the Tech Center's vision, mission, and values. Following her welcome, Mabis requested a moment of silence in memory of the shuttle astronauts and all the heroes who sacrificed themselves defending our country. Michele Tennant-Marcucci and Zack Williams, accompanied on the keyboard by Lauren Ramsey, rendered a highly moving version of God Bless the USA.

Mabis introduced Center Director Dr. Anne Harlan who stated that she felt "honored to participate in this ceremony, a highlight of the Tech Center year that is by and for employees." Harlan described the drastic changes that have evolved in the past 99½ years since the flight at Kittyhawk, NC. These changes are evidenced not only in the development of aircraft, but are also reflected in travel, commerce, space explo-

Top: 2003 Awards Host Committee, Left to right - Front row: Patty Naegele, Carl Genna, Pat Mabis, Beverly Hite, Anette Harrell, Barbara Harris-Para, Ray Stover, Robin Peterson-Brown, Carleen Genna, Back row: Wanda Harris, Holly Cyrus, Donna Taylor, Lana Haug, Ella Terrell, Ken Beisel

Middle: Center Director Anne Harlan congratulates winners

Bottom: Awards Program Chairperson Pat Mabis welcomes everyone

Award Nominees

INDIVIDUAL

Unsung Hero Award
Donna L. Taylor
Lana Haug
Leroy Dickerson
Holly Hurst
Bernardous Willems
Ella Terrell
Mary Ingraham
Alyse Lane
Leona Wilkes
Joseph Evans
Linda Cassone
Bill Capo
Marlene Gunn
Thomas Tessitore
Richard Cohen
Mary Granese

Customer Service Employee
Dan Johnson
John Fidler
Linda Cassone
Ken Beisel
Theresa Brennan

TEAM ACHIEVEMENT

NON-TECHNICAL TEAM

Air Traffic Controllers Training Core
Lisa Fontana
Nick Roselli
Robert Warner
Butch Dansby
Adam Greco

Energy Initiative
Gary Graybill
Laurel Wittman
Jim Drew

Customer Service Center
Giovanni Alcantara
Carol Brook
Patricia E. Moore
Charles Kern
Val Reighard
George Smallwood

Diversity Council
Raymond Stover
Vienna Drago
Ken Beisel
Ed Mack
Paul Lawrence
Rosanne Weiss
Jennelle Derrickson
Stacie Graves

FAM Management Office
Paula Nouragas
Joseph Salvatore
Dennis Steelman
Jerry Hadley
Sherri Magyaritis

Enterprise Security Staff
Carl Henry
Ken Van Langen
Al Lisicki
Walter Vernon
Natalie Klein
Steve Clark
Mary Lalasis

President's Team
Kenneth W. Hitchens
Magda Colon

TV Production & Video
Dale Dingler
Ronald Meilicke
Frank Merlock

Tech Center Awards

ration, and even in war. For the past 45 years, the Technical Center has played a vital role in this progress.

Following an overview of the selection process, crystal trophies were presented to the winners. Midway through the awards, the house darkened as a light dramatically spotted the “Wright Flyer” as it glided across the top of the auditorium.

Harlan congratulated the recipients for having gone beyond the Center’s vision of being internationally recognized as a leader in shaping aviation’s future and who will continue to do so far into the 21st Century.

Following the ceremony, a reception was held. Each table was decorated in kiwi and turquoise and had a model of the “first flight” in the center. Rounding out the activities was Aviation Jeopardy hosted by Adam Greco.

Award Winners

Administrative Professional

Maudie Powell

While providing support to the "Process Improvement" programs, her efforts to make the Center an employer of choice through process improvement have included her participation in various programs and activities

Leadership

Leona Wilkes

A "quiet storm" and leader among leaders, she instills a can do attitude in all that meet her by encouraging you to "believe in yourself, know who you are and always strive to do your best"

Award Nominees

Verna Artis
Anna Kertz
Sue Wall
Michael Gross
Robert Marks

Development Action
Kenneth W. Hitchens
Chinita Roundtree-Coleman
Patricia D. King
Cheryl Wilkes
Jamaal Lipscomb
Leona Wilkes

Substitute ACHS Teachers
Community Outreach
Jill Sharra
Bennett Flax
Michael Magrogan
Bob Filipczak
Lee Whilden
Rosanne Weiss
Pete Sparacino
Robert McGuire
Terry Lewis
Michel Hovan
Jim White
Stacey Hamilton

AAR-500 ISO 9001-2000 Implementation
John Tye
Patty Reichenbach
Therese Brennan
Roberta Moncrief
Linda Tropiano

Technical Team
Cockpit Simulation Facility
Alfred Adkins
Pocholo Bravo
David Carty
Joe McCall
George Bollenbach

I2F
Zachary Bocelle
Hilda Dimeo
David Ingegneri
Chris Malitsky
William Monsour
Steven Oliver
Stephen Souder

Fuel Tank Inerting Team
Dick Hill
Bill Cavage, Jr.
Steve Summer
Mike Burns
Rob Morrison

Innovative Team
Stephen Souder
Zackary Bocelle
Steven Oliver
David Ingegneri
Christopher Malitsky

DSR Field Support Team
J.D. Hunt
Tom Ackermann
Dave Pew
Leo Parsio
Craig Bates
Sheila Mathis
Walter Abilla

VSCS Integrated Team
Andre Alleyne
Daniel Bjork
Larry Cagle
Robert E. Copes
Scott Harris
Debra M. Hodge

Award Winners

Friend of the Center Award

Ernest Hooks
DCA Shuttle Driver

Selected by Center Director Dr. Anne Harlan for his "countless hours of sacrifice and dedication and his willingness to always provide assistance with a smile"

Director's Award

Deborah Germak, Mark McMillen, Dennis Steelman, Bill Sheehan
Engineering Services Contracting Team

Selected by Tech Center Director Dr. Anne Harlan, this multidisciplinary team developed a winning proposal to support the Terminal Business Unit (ATB) by providing complete contracting services. By winning the bid, the Center is assured of an ongoing flow of new work as well diversifying and strengthening the Center's relationship with ATB

Award Nominees

Alex Law
James A. Mullin
Rita M. Sutton
Kenneth N. Warren
Concetta Fabrizio
Geraldine Desseaux
William R. Porter

TTV Production & Visual Instrumentation
Dale Dingler
Ronald Meilicke
Frank Merlock
Verna Artis
Sue Wall
Michael Gross
Robert Marks

Conflict Probe Assessment
Mike Paglione
Kristina Burch

Dynamic Density
Parimal Kopardekar
Sherri Magyarits

DARC Direct Access Radar Channel
Laurence H. Grossman
Pamela S. Sullivan
Sandra Lugo
Amee Patel
Tracey M. Depalo
Deborah J. Capasso
James A. Wallace

ATOP Technology & Oceanic Procedures
Derrick Cook
Joe Evans
Robert Cartier
Paul Addo

ASR-11 Radar System Operational Test
Michael Prata
Jeff Boldridge
William Conklin
Thomas Healy
Ted Phillips
Raymond Alimenti

ATOP Transition
Trudy Zanghi
Zohre Schaghaghi
David Kennedy
Ken Kaiser

OPAPS Field Team Oceanic Display and Planning System
Joseph Evans
Robert Cartier
Paul Addo
David Kennedy
Karl Kruger
Zohre Schaghaghi
Ken Kaiser
Trudy Zanghi
Christ Medina

ODAPS
John Evans
Stacy Jabanoski
Trucc Dinh
Ken Kaiser
David Kennedy

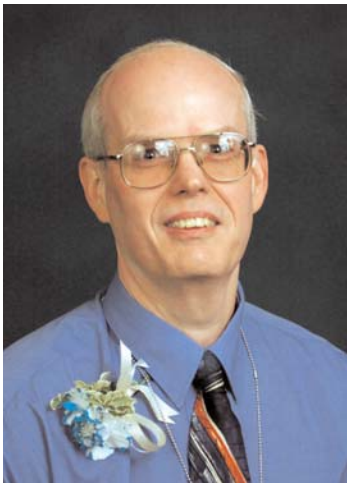
Award Winners

Community Outreach

Henrietta Shelton

Co-founder of a non-profit organization, the Chicken Bone Beach Historical Foundation in Atlantic City, an organization whose name was derived from Chicken Bone Beach, a socially restricted beach in the 1930s

Customer Service Employee



John Fidler

Led many customer service projects, particularly the overall space planning design and implementation efforts for the reorganization, assuring that the results were timely, within budget, and of high customer value

Model Work Environment

Patricia Reichenbach

Creative in making the work environment one where all want to come and is a tribute to the dedication and family atmosphere this person has developed.

Award Nominees

Flight Data Processor Conversion AOS-363
Gary Badger
Eugene Barto
Daniel Foger
Frederick (Jay) Miller
John L. Turner

PHASED ARRY RADAR
Nannette Gordner Kalani
William E. Benner

DSR Field Support
Thomas Ackermann
James D. Hunt
David Pew
Craig Bates
Sheila Mathis
Walter Abilla

ADMINISTRATIVE/ PROFESSIONAL
Maudie Powell
Maryann Onyschuk
Tina Fabrizio
Marguerite Thompson
Teresa Lucchesi
Laurie McGrath

Model Work Environment
Samuel Wilson
Patricia Reichenbach
Kenneth W. Hitchens
Magda Colon

Leadership Award
Brian Ujvary
Brian Peters
John Petro
Leona Wilkes
John Tye
Annie Clark
Bernard Hanlin
Eric M. Lowy
Stan Pszczolkowski
John LaPointe

Innovator Award
Carl Genna
Paul D'Ambra
Mike Paglione
Robert Filipczak
Allan Oswald

Community Outreach
Mike King
Peter Castellano
Barbara Harris-Para
Rosanne Weiss
Diane Trazzera
Henrietta Shelton

Intern
Tracy Stadtmueller
John Frangomihalos
Shana Ross
Danielle Flatley
Marlene Gunn
Sachin Singhal
David Ingegneri

Technical Program
Donald Altobelli
William C. Emmerling
Steven Taht
Alex Law
Michael Vu
Charles W. Kilgore, II
William E. Benner

Award Winners

Intern

John Frangomihalos

Responsible for a variety of tasks normally performed by employees several grades higher, his outstanding performance significantly contributed to the Advanced Technologies and Oceanic Procedures Program

Innovator (Tie)

Pawan Jain

Selected for innovative achievements in the validation and verification of the implementation steps that the FAA must complete in order to modernize the content and composition of the National Airspace System

Innovator (Tie)

Robert Filipczak

For his award of an United States patent 6,467,950, entitled "Device and Method to Measure Mass Loss Rate of an Electrically Heated Sample," one of only nine patents ever awarded to the FAA

Technical Program

Charles W. Kilgore II

Achieved more awareness in the necessity of joint efforts between the FAA and NASA by developing goals and road maps, promoting participation, and discussing at FAA/NASA meetings, common areas of research and possible ventures together

Unsung Hero

Ben Willems

Selected because of his sustained, exceptional efforts to "go the extra mile" behind the scenes to ensure the success of four major projects on behalf of the NAS Human Factors Group and the William J. Hughes Technical Center

Non-Technical Team Achievement

No Photo Available

Jerry Hadley, Sherri Magyarits, Paula Nouragas, Joseph Salvatore and Dennis Steelman

FAM Program Management Office Team

Provided a smooth transition for the Federal Air Marshals from a small, centralized, operation to a significantly larger, automated operation. This enabled the FAM operations specialists to efficiently and effectively deploy the increased Air Marshal workforce

Technical Team Achievement

No Photo Available

Mike Burns, Bill Cavage Jr., Dick Hill, Rob Morrison and Steve Summer

Fuel Tank Inerting Team

This team developed and demonstrated an on-board inerting system that prevents fuel tank explosions, thus, saving lives

Innovations and Solutions: The Technical Center's Core Business

By Stan Ciurczak

The William J. Hughes Technical Center continues to help the FAA to meet real needs and get products out-the-door, just as we have done since the National Aviation Facilities Experimental Center opened for business here in 1958. However, current budget allocations are largely driven by the events of September 11 when the agency's focus shifted then from capacity issues to safety and security concerns. By 2006, capacity issues most likely will be back on the table, but right now the number of people flying is down, the airline industry is down and the public's faith in safe air travel is wavering.

What are the questions of tomorrow that we should be answering today? What are the key programs on which we need to focus that can really make a difference? These are the questions that **John Wiley**, the Technical Center's managing director for Innovations and Solutions, ACB-,1 continually raises when planning for the future. The ACB organization supports the agency in a wide array of domains and program areas, including terminal, enroute, oceanic, navigation/surveillance, separation standards, human factors, information security and pure system engineering. ACB has domain directors who look at what customers need today and will need tomorrow, and division managers who manage the creation of products we need to get out-the-door today. There also is one staff office, Customer and Program Management Services, ACB-3.

"We have made great strides in producing products and services to our customers. We got better at delivering what they need, but we also developed inefficiencies that hurt us in the past," according to Wiley. That is why all employees and resources within the ACB organization were aligned a year ago. Alignment helps ensure that our collective efforts combine to make the greatest possible contribution to meeting the corporate objectives of the FAA.

Wiley explained that we have to know our customers and their needs, and we need to deliver what they need at a fair price. "That's why we're working to better know what our cost will be over the next two years," he said. He mentioned that he personally enjoys making purchases from L.L. Bean because they're always open, they deliver what he wants and they willingly take returns (but he finds returns are never required). The quality is high and their prices are fair. Good customer value means delivering what the customer wants at a good price. It does not have to be the lowest price, but we need to deliver something that is "really, really good," he said.

While the core business of the Technical Center is the technical work, Wiley is quick to point out that the work done by the employees of the Office of Operations, Technology and Acquisitions, ACX, also is a key to ACB's success.

When asked what he is most proud of from the past year in ACB, Wiley said that he has seen a high level of energy expended by his employees during the past year. He said that giving his employees a better feel for what's going on, and bringing them together through vehicles like program reviews, are high on his list. "The synergy has been very impressive, but achieving it takes time."

ISO 9001 Certification

By Beth Burkett

The Real and Virtual Environment Division, ACB-800, recently received certification to the ISO 9001:2000 Quality Management System Standard from the Quality Management Institute. This prestigious international rating is granted only to organizations that meet stringent criteria as judged by an independent panel of experts.

To gain ISO 9001:2000 certification, an organization must establish, document, implement, and maintain a management system that provides consistent quality of its products and services. ACB-800's certification audit was conducted June 16-18. Two external auditors evaluated the suitability, adequacy and effectiveness of the Division's Quality Management System. They determined ACB-800's system to be fully implemented and effective.

Also noteworthy was that the management system documentation was comprehensive, well written and well defined and employee commitment to the ISO 9001:2000 standard was evident and will enhance delivery of services. The certification covers a broad scope of activities, including management of computer systems laboratories to support the national airspace systems; research and development systems; field operations, including design, installation, maintenance, and management of laboratory infrastructure; computer system operations and maintenance; configuration management; data management services; and commercial software/system installation; support, simulations and flight operations.

FSU Aviation Students Visit Tech Center

By Ginger Cairnes

Following a presentation by former deputy director Bruce Singer at Farmingdale State University earlier this year, and a visit to the Technical Center by aviation student coordinator Justin Schulz, Farmingdale State University students recently made a visit to the Technical Center. Their tour began with a screening of the Center's overview video and a discussion of the various projects and facilities at the Center.

Next they made the short trip down infamous potholed Old English Creek Road to the Airway Facilities Tower Integration Laboratory (AFTIL). They quickly learned the trip was well worth the effort. The mockup of the Fort Wayne, IN, tower impressed the group, as did the 360-degree "out-the-tower view," which left them wanting such a display in their own homes. They were truly amazed with the reality of AFTIL technology.

They toured the Free Flight Technology Integration Laboratory (FFTIL), where they were able to see an integrated reality of some of the air traffic systems. Their next stop was the Display System Replacement (DSR) laboratory, which gave them the feeling of being in an actual enroute air traffic facility. Enroute to over the ocean was covered in the Advanced Technology Oceanic Procedures lab, which provided the students with a clearer understanding of how aircraft are tracked over the ocean.

A visit to the Drop Test and Crashworthiness Site followed. Plans for the next test were underway. The group got to learn what goes into making an actual "drop test" and the roles of the "dummies" in these tests.

The students were clearly impressed when they entered the "3-football field" long National Airport Pavement Test Facility. Not only was the size of the building impressive, but the massive pavement test machine really got their attention. Other functions of the Airport Technology's Research and Development Branch were explained to the students, including a presentation on runway lighting, with various types of lighting there for the students to see first-hand.

Presenters and the visitor program manager were impressed with interest from the group. Not only did they ask many thought-provoking questions, but they were also focused throughout the day. Several were challenged to possibly seek employment at the Tech Center.

Top Photo: Inside the 360 degree AFTIL "Out the Tower" facility where students try to guess which airport is being simulated while Bernie Garbowski points out the skyline.

Middle Photo: Students take notes as Bill Vaughan explains the reasons for a tower mockup

BottomPhoto: Group stops to pose in front of the latest aircraft awaiting completion to be "dropped" sometime in July. Pictured L. to R., Row 1: Sabrina Dala, Manuel Huerta, Alan Abramowitz, Mike Cutino, Lerson Clarke; Row 2: Justin Schulz, Dario Laredo, Larry Bordales, Jorge Flores, Guntis Vasilivskis, D'Arc Saint Paul

Essay Contest a Success

By Adam Greco

It was another successful year for the Technical Center's National Transportation Week Essay Contest. This annual event was co-sponsored by **Adam Greco**, ACB-3 and the Aviation Education project manager, **Mary Lou Dordan**, ACH-1, who was assisted by **Barbara Harris-Para**, ACH-1.

The theme for this year was "What Will Transportation Look Like in the Next 100 Years." The theme was selected to celebrate the 100th anniversary of the Wright Brother's historic flight in 1903. The contest was open to all sixth, seventh and eight-grade students in the greater Southern New Jersey area including public schools, parochial schools, charter schools and home school students. This is the seventh year that the contest was conducted. The judges for the contest were Harris-Para, **Norris Hite Jr.**, **Holly Baker**, **Ginger Cairnes**, **Cindy Hogan**, **Carleen Genna**, **Mary Rozier-Wilkes**, **Robert Engiles**, **Lillie Nowell**, **Ella Terrell**, **Lana Haug**, **Carole Bralski** and **Stan Ciurczak**.

Greco, Dordan and Harris-Para presented engraved plaques to each of the winning students either in their classrooms where the winners read their essay to their classmates or during the schools award assembly at the school.

This interesting note from the past: Sorochi Esochagi, who was the overall essay contest winner for eighth grade in 1999, graduated Oakcrest High School in June and will be attending Dartmouth College in September majoring in neuroscience.

Adam Greco,ACB-3, prepares to present an engraved plaque to Deana Hare, second place winner for the Sixth Grade at the Award Assebly at the Hess School

NATIONAL TRANSPORTATION WEEK
Essay Winners

Eighth Grade First Place
Katelyn DeStefano
Hammonton Middle School

Eighth Grade Second Place
Sean Henely
Hammonton Middle School

Seventh Grade First Place
Maya Reid
Davis School

Seventh Grade Second Place
Natalia Viera
Davis School

Sixth Grade First Place
Charles Dick
Wildwood Middle School

Sixth Grade Second Place
Deanne Hare
Hess School

Raising Cultural Expectations

By Paul Lawrence

At the beginning, the silence was deafening. Not a word was spoken, yet the question on the screen had everyone talking!

Soon there was discussion on traditional Middle Eastern family life, the purpose of prayer, the similarities and the differences among nations in the Middle East and the stereotypes by our society on individuals whose dress is different from our own. These were some of the many topics that were discussed at the presentation titled, "Culture of the Middle East & Beyond." The presentation, held June 18 in the Center's auditorium, attracted nearly 200 employees.

The initial question, "What stereotypes come to mind?" came from the first presenter, **Lobna Ismail**. The question was based on her dress (she had on traditional Middle Eastern dress including head dress). Ismail was given many answers, but the most predominant response in American Culture to this type of dress is that this person cannot speak English. Thus, when we meet this person for the first time, we tend to speak loudly and ennunciate our words to hopefully get our point across or, worse yet, we avoid this person all together. As Ismail pointed out, in either case, we have created a stereotype that leads us to a false perception and a bad reaction.

Other presenters were **Preetmohan Singh**, who spoke about Sikhs in the Middle East and the growing Sikh population within the U.S.; **Helen Hatab Samhan**, who provided a broad overview of the issues that affect Arab Americans; and **Dr. George Koury**, retired professor of Arab-American Studies, who provided an informative overview of the history of the Middle East and Arab Culture.

Collectively, they provided a thought-provoking program that captured the theme of this special event, "Creating an Atmosphere of Understanding." This was evident by the many positive comments and discussion that took place outside of the auditorium at the conclusion of the program. Further enrichment of Middle Eastern Culture took place with many employees partaking in Middle Eastern food and refreshments that were available.

The Cultural Diversity Committee hopes to change the culture within the Tech Center by continuing to create an atmosphere of understanding with all employees that cultural diversity is a part of one's work environment. Whether you are from the Middle East or beyond, an atmosphere of understanding is needed if we are to meet the growing demands of a diverse customer base. In conclusion, our expectations were raised. How about yours? Connecting cultures to one's work environment does make a difference!

Editor's Note: *If you would like to express your opinions on the program, send your comments to Norris.Hite@FAA.gov.*

Obituary: Joe Flaig

FLAIG, JOE, 70, of Pomona, Galloway Township, passed away on Wednesday, July 2, 2003 at his home. He was born in Atlantic City, raised and lived most of his life in Galloway Township. After High School, he worked for Gabriel Brothers Trucking in Pomona. He then served his country honorably as a Marine during the Korean War. After the war, he worked at NAFEC in Pomona as a heavy equipment operator. He later worked at Oakcrest High School as a security guard. He is survived by his children; Jennifer Taylor and her husband, Evan of Mullica Township, and Jo Ann Reiner of Clingerstown, PA; his sister, Helen Flaig of Galloway; his grandchildren, Cheryl Larned of PA, Brian Larned of Absecon, and Jonathan Reiner of PA; his great-grandchild, Skier Reichenbach of PA. Also surviving are his many friends and neighbors.

Flaig is also pictured on page 7 in the "Brief History of Federal Aviation" story.

World War II: Aircraft and People

By Barbara Harris-Para

When the first assaults of World War II began in 1939, the United States was clearly behind in its production of aircraft. The Nazi Stukas that attacked Poland that fall were only a small part of the Luftwaffe, which consisted of 15,000 warplanes and a million men. The small island of Japan had managed to acquire more planes than the world thought it was possible to manufacture. In the U.S., there were less than 117 military aircraft with 21,000 officers and enlisted men, yet this war would be fought in the sky and be considered "Air War I."

The goal was to produce more than 50,000 aircraft during 1940. Before this could be accomplished, the events of Pearl Harbor occured. The Japanese had a plane superiority ratio of 10 to 1 at Wake Island. At Pearl Harbor, the few aircraft that America had were destroyed on the ground. However, during the next three years, the U.S. produced the greatest aerial fighting force known to the world at that time.

The Navy managed to get its first aircraft carrier, the "Langley," in the water. This was a good thing since carrier- based aircraft made the U.S. successful in fighting WWII. Some technical problems were solved, such as improved landing arresting gears and stronger aircraft engines. The radial engine was a huge development for Navy planes. Folding wings allowed more aircraft on carriers, and the perfection of catapults helped in launching aircraft. A simple addition of "wing flaps" helped to slow aircraft on landing, and accelerating the departure was a huge step forward.

NC Flying Boats were our best long-range patrol boats to protect our shores. The first long-range flying boats were used on trials from San Francisco to Honolulu, which took 24 hours to fly in the early going.

The Navy did a huge amount of fighting from Pearl Harbor, Guadalcanal and Midway to Tokyo. The fact that the country was short on aircraft carriers, airplanes, pilots and bombs, made these victories all the greater. The aerial armada of the U.S. Army/Air Force grew at an amazing rate, which in the long run helped to shorten the war by years.

The Army developed long-range bombers that were supposed to help ward off invaders. The Boeing Company started production on several aircraft between 1935-39. The Boeing 299, an all-metal, long-range, high-altitude, four-engine "Battleship of the Air" was one of the first. In 1938, the B-17 "Flying Fortresses" was introduced; it set some world records for speed and range along with high-altitude, precision bombing.

Torpedoes were introduced and tested using the Douglas SBD Dauntless, which began the era of dive-bombing. Our fleet of aircraft in WWII initially consisted of B-17 Flying Fortress, Boeing 299 and the B-17. Later the B-17F was added. Then came the high-speed, two-engine aircraft (the Martin B-26 Marauder, North American B-25 Mitchell, Curtiss A-18 Falcon, a Douglas A-20 Havoc, Douglas A-26 Invader, North American P51 Mustang, Republic's P-47 Thunderbolt, Boeing B29 Superfortress, The Grumman F6F Hellcat, Curtiss SB2C Helldiver, Northrop P-61 Black Widow Night Fighter and Boeing 377). The latter went into production late in the war.

Some of those "servicemen," actually were servicewomen! Jackie Cochran, a famous aviatrix of the 1930s, began ferrying Lockheed Hudson bombers to England during the war. She became interested in the British women in air defense. Returning to the U.S., she began picking women pilots to serve with the RAF British Transport Auxiliary, and was summoned home by General H.H. Arnold from England to organize the Women's Air Force Service Pilots, known as the WASPs. These 1,102 young women were trained in Sweetwater, TX, and flew over 60 million miles in every type of aircraft that the U.S. produced.

Although blacks faced racial discrimination in the 1940s, the Tuskegee Airmen, a unit of black pilots, was formed on July 19, 1941 in Tuskegee, AL. They got their name due to their relationship with the Division of Aeronautics of Tuskegee Institute. Their primary training took place at Tuskegee's Moton Field. They joined the famous 99th Flight Squadron (all black members) slated for deployment to North Africa, which was a goal of the first graduating class.

By the end of the war, 992 men had graduated from pilot training at Tuskegee, 450 of whom were sent overseas for combat assignment. About a third were lost due to training accidents or combat flights. Besides pilots, the Tuskegee group included aircrews, ground crew, flight engineers, gunners and mechanics. In an interview after the war, Tuskegee pilot Eugene Richardson, Jr. spoke about his experiences in the service, stating that he felt WWII paved the way for the integration of the Army Air Corps, which is today's Air Force.

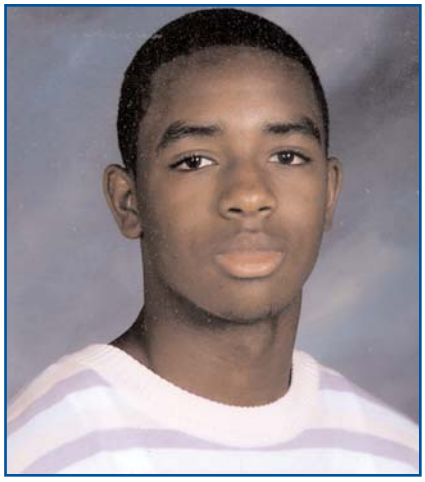
Johnson Selected for Leadership Program

Kenneth Johnson of Programatix and his wife Fran recently learned of another reason to point to their son Kenneth II with great pride. The younger Johnson, who will be a senior at Egg Harbor Township High School in the fall, was selected to attend the **National Young Leaders Conference** (NYLC) from July 14 to July 24 in Washington, DC. NYLC is a unique leadership development program for high school students who have demonstrated leadership potential and scholastic merit. He is among 400 outstanding National Scholars from around the country who attended the Conference.

The theme of the conference was *The Leaders of Tomorrow Meeting the Leaders of Today.* Throughout the 11-day Conference, Johnson interacted with key elected officials, political appointees and newsmakers from the three branches of government, the media and international community.

"While some students were reading about leadership in books, Kenneth Johnson was participating in the National Young Leaders Conference to learn directly from individuals in leadership," said Michael Lasday, executive director of the Congressional Youth Leadership Council, the organization that sponsored the Conference. "Students interacted with members of Congress, Washington's press corps and key appointees to continue formulating their ideals and leadership skills. We looked at each of these students as colleagues, in whose hands the future of our country lies."

Highlights of the program included welcoming remarks from the floor of



the U.S. House of Representatives and a panel discussion with prominent journalists at the National Press Club. Johnson also met with senators and a representative or an appointed member of their staff to discuss important issues facing the nation.

To compliment the schedule of special meetings and briefings, Johnson also participated in a number of leadership skill-building activities, introducing the students to the three branches of government. In one role-play activity known as *If I Were President,* students acted as the president and cabinet members responding to an international crisis. Students also participated in a judicial stimulation, called *Testing the Constitution,* in which they examined actual Supreme Court cases. NYLC culminates with the *Model Congress,* in which scholars assumed the roles of U.S. Representatives, and debated, amended and voted on proposed mock legislation. For more information on the NYLC, visit: www.cylc.org.

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Aviation Trivia

Which famous and highly-successful aviation inventor, was also invented the "not-so-successful" eight-track tape player.

For the answer, check out the next issue of the Intercom.