MARTIN MARIETTA
news
DENVER AEROSPACE

NUMBER 26/1984

Guderjohn (right) and Augustine with antique mantel clock for 50 years of service.

50-year assessment: 'too much work to do to quit now' – Guderjohn

He was earning 32½ cents an hour when he joined Martin Marietta during 1939 as a sheet metal helper at Baltimore 50 years ago.

During recent presentation ceremonies marking that milestone H.W. "Bud" Guderjohn, now general supervisor of production control in production operations, quipped "I don't have time to retire now. There's still too much work to do."

He made the comment to Norman R. Augustine, Denver Aerospace president, who had just presented Guderjohn with an antique mantel clock and a diamond ring in appreciation for the 50 years of service. Guderjohn and his wife, Evelyn, an associate quality engineer in quality control and herself with the company since 1961, also received a VIP trip to the last space shuttle launch from Cape Canaveral FL.

Augustine quipped back if he were to log 50 years of service with Martin Marietta, "I'd be 91 years old."

Reminiscing, Guderjohn recalled "World War II was at it's height when we (Glenn L. Martin Company) began to expand so big and so fast. And we had so many people coming to work, all of us trying to get out as many planes as possible.

"At first, the 167s and the 187s for France and England before the U.S. came into the war. Then it was the B-26s. That was the first warplane ever built straight from the drawing board and into production. There was no prototype or test flight then. Before that, the B-10B bomber, the first all metal airplane that won Glenn Martin the Collier Trophy back in 1933. Later, we built parts for the B-29s.

(continued on page 5)

High IR&D program scores make for additional profit

For the third year in a row Denver Aerospace has achieved high enough scores from Air Force Systems Command headquarters on the company's independent research and development (IR&D) program performance to authorize a "re-opener."

A re-opener is an authorization to renegotiate the new business acquisition expenditure (NBAE) ceiling with the Air Force, requesting reconsideration be given to increasing dollar ceilings set for the company for 1984. That renegotiation, therefore, can result in additional profit.

According to Ronald A. Bena, IR&D program manager, Denver Aerospace's average IRAD scores have increased from 8.09 during 1982 to 8.11 for 1983, to this year's 8.24 — a score that is 0.5 point above the baseline set by the Air Force. Any score 0.5 point or more higher than the baseline means re-openers are authorized which can result in additional profit for the company.

"By achieving a re-opener for three years in a row, we can add to the $4.5 million additional profit received for 1982 ($2.03 million) and 1983 ($2.475 million)," Bena said. "And it's my understanding from the Air Force that no other contractor has ever achieved re-openers three years in a row. That's very unusual for this industry."

He observed Norman R. Augustine, Denver Aerospace president, expressed both appreciation and support of the IR&D program following Bena's recent briefing for Augustine and his executive staff.

Bena explained scores on IR&D projects are weighted by the dollar value of the project. That means, for example, a $250,000 project that earns a perfect 10 score does not have the same impact on the company in terms of a re-opener as a $3 million dollar program that receives a 9.50 performance score.

"But the team effort of all the people involved in the IR&D program is what's important. That working together is what gets us the overall high score and, consequently, the re-opener and more profit."

IR&D projects and their principal investigators who received perfect 10 scores this year:

Low-G fluid behavior control, Z.D. Kirkland; classified research projects, R.E. Matthew and R.F. Broderick; photovoltaic system development, P.C. Hardee; dynamic optical control and test technology, W.J.

(continued on page 5)

Employee Communication Survey

The matrix organization

(Editor's note — The recent employee communication survey for salaried personnel showed 36 percent of the responses to the three questions on Denver Aerospace's matrix form of organizational structure were favorable. Thirty-one percent responded unfavorably. Yet 33 percent of the responses were neutral, possibly because they did not understand the functions of the matrix. The following article explains some of the employee-oriented functions of the matrix organization, its value to the company, and its benefits to the employee and Martin Marietta.)

At Denver Aerospace, there are large employee-oriented central organizations that contain most of the functional skills required for support of the company's many performance-oriented program organizations (see diagram). Central management assigns personnel to each program for varying durations from that human resource base to satisfy the growth and career development needs of employees as well as to satisfy the program's contract requirements.

The badging of employees to a single central organization — or "home shop" — differs from the decentralized approach wherein each of the many programs would exercise autonomous control over the hiring, assignment and reassignment of employees who work on the program, with no assistance from a unifying central functional department.

As the numerous Denver Aerospace program areas, currently working some 400-plus contracts, win new business, or phase down and complete existing business, their composite needs for various personnel skills fluctuate rapidly. That makes it essential to be able to move skilled personnel resources rapidly from program to program. At the same time, it is essential to provide employees with a succession of developmental assignments to enhance their growth potential and value to the company. The central element of the company's matrix organization provides a home base for the employee that facilitates rapid, centralized identification of that person's skills and job preferences as well as rapid movement between programs. The company's wide variety of programs assures a rich assortment of assignments to satisfy careeer development needs.

Each element of the matrix performs functions that complement those of the other element. For example, in staffing, programs have twin responsibilities of winning new business and identifying long- and short-term personnel needs resulting from that new business. Those personnel needs, in turn, must be identifed by skill categories, date needed, and the duration of that need.

Identification of personnel needs is made in writing to the Human Resources Data Base (HRDB). The central organization is responsible for filling those requirements by matching them with the available skills and the developmental needs of individual Denver Aerospace personnel. Central uses information from HRDB and Compatible Aerospace Personnel Payroll Systems (CAPPS) resumes as well as notes made during periodic appraisal and developmental interviews with each employee.

Once the employee is assigned to the program, the matrix assures balance in that person's total development by providing two management channels: program management for day-to-day developmental assignments and supervision, and central management for technical assistance and training as well as for long-term development and career growth.

Another example of program and central interaction needs consideration. During recent years Denver Aerospace program areas have won new business at such a rate that central has had to hire many new employees. That new program expansion has created corresponding career growth opportunities for existing personnel. However, ongoing programs are often unwilling to release a top employee to a new program. Yet, the new program may offer the desired assignment or challenges the individual needs for continued personal growth.

That reluctance to lose a proven employee — even though the program manager recognizes the value of employee development — stems from the manager's prime task of cost-effective performance on an existing contract. In that situation, the central section manager's role is to convince program management that central can provide, help train, and phase in quickly a suitable employee replacement. The joint task of both central and program managers is to work together to solve such conflicts in the best interest of program, employee and company.

"Because the matrix provides two management channels — or 'chains of com-

(continued on page 3)

CENTRAL
(Primary concern for personnel acquisition, growth and assignment; People/Skills required)

PROGRAMS
(Primary concern for winning business and performing on contracts)

	Program A	Program B	Program C	. . .
Tech. operations				
Elect.	100	40	50	
Mech.	20	120	20	
S/W	50	10	100	
Test	30	35	30	
Log.	15	10	5	
Etc.				
Bus. operations				
Planning	10	15	10	
Finance	20	20	30	
Etc.				
Prod. operations				
Mfg.	50	10	15	
Quality	10	5	10	
Etc.				

Survey implementation team tackling numerous issues

A service has been retained to maintain postage stamp dispensing machines at Denver Aerospace, eliminating the need to spend .25¢ for an .18¢ stamp. The spot cash award cycle time (from when it is earned to being received) has been reduced. An improved salary management budget, released for 1985, allows greater flexibility.

Those are just three issues resolved as a result of the recent companywide employee communication survey for salaried employees. Other changes and improvements the survey implementation team is helping with include, a management guideline requesting staff meetings at all levels, an employee suggestion system planned for early 1985, the possibility of an improved employee communication system to replace existing bulletin boards; and improved medical benefits.

Employee Communication Survey

Matrix *(continued from page 2)*

mand' — an employee can be uncertain about which manager to see for a specific need or help in solving a particular problem," observed William E. Rogers, director of logistics for Denver Aerospace, who has extensive experience with the matrix organization. "Usually, the employee should talk with both. Central may be more able to help with one type of request, program with another. But, in the end, both will need to cooperate to solve most problems."

"For example," continued Rogers, "if an employee dislikes the work assignment, believing perhaps it is a misuse of talent, that employee will find central receptive to a request for a new assignment. But the employee should communicate those feelings to program management as well. Central can assist in that situation by planning for an eventual new assignment and a replacement. Program, on the other hand, must understand and cooperate by accepting the replacement and scheduling a suitable time for orderly transition."

In the reverse situation, central may need an employee to fill a critical new program requirement that central believes is a career enhancing move for the employee.

If the employee, however, enjoys the present assignment and does not want to move, that person may find the program suspervisor eager to help the employee stay put. The employee, though, should also talk with central to convey feelings about present and future assignments as well as to discuss the necessary balance between long-term career growth and present job satisfaction. Ultimately conflicts over assignments are resolved through negotiation and compromise among the three according to each individual situation.

In summary, the matrix form of organization provides two counterbalanced management channels to execute Denver Aerospace business. The program management element of the matrix is primarily responsible for the winning of new business and day-to-day pursuit of existing business to achieve the technical, schedule and financial performances required by the contract.

Central is primarily responsible for growing, assigning and reassigning qualified personnel. That entails identifying skills and job preferences, planning next assignments for career development, employee motivation, performance evaluation and equitable compensation.

"Obviously, there is considerable overlap. Central, naturally, cares about technical, schedule and financial performances on all programs, too. And program management has a concern over employee development. That overlapping of shared concerns and prime responsibilities allows the matrix organization to provide the balanced environment wherein program and central elements work together — in the best interests of the employee, the company and the customer," said Rogers.

Facilities and services employees make up an action planning team of non-supervisory personnel from the capital and facilities support group whose goal is to offer solutions as well as to identify problem areas. They have been meeting regularly to gather and analyze data resulting from the employee communication survey which they will formulate as a concensus action plan to present their management. Management will discuss with the group the feasibility and impact of implementing the plan once it has been reviewed. Action items that cannot be solved at the department level will be forwarded to the employee communication survey implementation team, headed by Kenneth P. Timmons. Gary Oertli, team facilitator, is seated at the desk; others, left to right, are Doug Chaney, Bobby Sutton, Mary Jean Shea, Mike Pasierb and Mike Scolio. Members not pictured are Mike Wood and Rick Roach.

Counsel's Corner

Federal, state antitrust compliance

(Editor's note — The following is the last in this current series of columns on contract fraud, waste and abuse.)

Martin Marietta Corporation is strongly committed to compliance with all federal and state antitrust laws. The various antitrust laws provide, in very general terms, that the following acts and provisions are illegal:

—Any contract or combination that unreasonably restrains trade or commerce — such as those between competitors to fix prices or divide business.

—Discrimination in prices among different purchasers of similar goods where the effect would be to lessen competition.

—Conditioning the sale of one product on the sale of another (tie-in sale) where the effect would lessen competition substantially or create a monopoly.

Because of the severe penalties which would be imposed on the individuals involved and on the Corporation, Martin Marietta's policy state very clearly:

—No purchase from a supplier will be conditioned upon sales to that supplier.

—No agreement —'formal or informal, direct or indirect — will be considered with any competitor to allocate sales, markets, customers or territories.

—No agreement will contain provisions not to compete or to boycott certain buyers, sellers or competitors.

—No agreement of any kind will be entered into with any competitor to fix, stabilize or otherwise affect prices, terms or conditions of sale.

—No agreement will require a customer to purchase one product in order to obtain another.

Since the above outline is broad and generalized, there are exceptions — as with most aspects of law. Any question, therefore, regarding antitrust matters should be referred to the office of legal counsel.

Jacques H. Croom
Aerospace General Counsel

Michael A. Steuer
Chief Counsel
Martin Marietta Denver Aerospace

HMO open enrollment period postponed to January

The Health Maintenance Organization (HMO) open enrollment period, usually held each December for such groups as Comprecare, Inc. and Kaiser-Permanente Medical Care Program, has been postponed until January 1985.

The extension allows employees and their families more time to study provisions of Martin Marietta's new medical plan for salaried personnel.

The new plan is effective January 1, and materials for HMO enrollment will be distributed next month. Effective date of any employee's health plan change will be Feb. 1.

Button up

Operation Santa Claus serves needy

The story's a sadly familiar one. A family falls on hard times. No sugarplums for the children this Christmas. No special dinner, new clothes or toys. No celebration.

It may be the same story, but every year the principle players change, and every Christmas for the past 25 years Operation Santa Claus has provided holiday cheer for needy children and families in the greater Denver metropolitan area through the donations and efforts of Denver Aerospace employees. In fact, employee contributions have made Christmas brighter for more than 7000 children during that quarter century. Social services agencies throughout the area recognized the employees' effort as the largest single continuing volunteer program of its kind in the state.

Norman R. Augustine, president of the company, in fact "as an employee" expressed his admiration for the "totally employee motivated, derived and staffed" operation when he was presented his "I gave" Operation Santa Claus button during kickoff of the fund-raising campaign. The buttons are a new feature of the program, and all contributors will receive one.

This year the operation will provide food, clothing and toys to about 500 children in 125 families on Thursday, Dec. 20. That means raising about $20,000, as compared to last year's $16,000.

Individuals should see their department administrators about giving cash contributions — all tax deductible — to Operation Santa Claus.

"If each of us gave only $2, the program would be fully funded,"' said George McCone, who is the group's financial secretary and chairman of the family selection committee. He can be reached at ext 5221. Other committee leaders include Dwaine Schilling, ext 3614, Operation Santa Claus chairman and head of the delivery volunteers committee: Floyd Teiffel, ext 6872, and Betty Purkey, 5265, both contributions committee; Ken Thompson, ext 9509, food committee; and Jim Spaulding, ext 1356, toy committee.

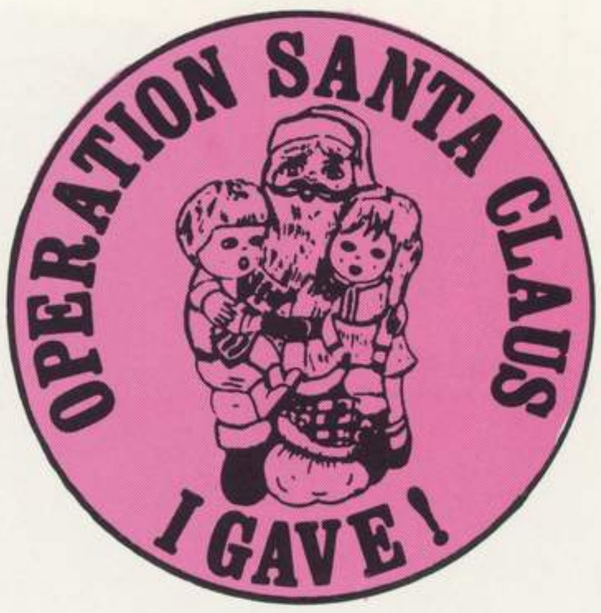
"Selecting the families is a highly emotional job," said Schilling, "because there are so many families that deserve help."

Another committee analyzes the children in each family selected by age and sex, and then buys toys to fit. The emphasis is on educational toys and games to help the child's growth.

A food committee works with King Soopers to buy groceries for each family who receive between five to 10 boxes of groceries, depending on the particular family's requirements. The groceries are all packaged by King Soopers employees.

Officially known as Operation Santa Claus, Inc., it is a non-profit organization of employees, but has no formal connection to Martin Marietta Denver Aerospace. The groups started a quarter of a century ago in electronics engineering and later merged with a group in engineering mechanics.

Various committees of volunteers organize the Christmas project. A selection committee reviews and ultimately chooses the families most in need of the aid. Each family selected is screened by various social service agencies in the area and receive no other aid. Not all are on welfare — many are just experiencing hard times or a tragedy in their lives.



Crosswalks in, jaywalking out

Personnel safety reports several near traffic accidents because of pedestrians jaywalking across plant roads, and complaints from motorists about the high risk situation are increasing.

Pedestrians are reminded designated crosswalks are located at most major facilities. Use of those crosswalks is encouraged, particularly with the onset of winter, because they are better lighted and drivers can see pedestrians much easier.

Changes announced on Peacekeeper SICBM programs

A number of organizational changes involving the Peacekeeper and small intercontinental ballistic missile (SICBM) programs were announced recently by Peter B. Teets, vice president and general manager of strategic and launch systems.

The changes, said Teets, "are designed to focus all possible resources toward winning the small ICBM program," and to provide additional program management to the programs as well as focus additional expertise on the SICBM. The changes are:

—James A. Sterhardt becomes vice president and program director of SICBM/AT&SS (assembly, test and system support);

—Donald G. Gray becomes deputy program director for SICBM/AT&SS;

—Stanley F. Albrecht becomes director for Peacekeeper;

—Robert D. Vaage becomes technical director for SICBM/AT&SS;

—Grover W. Hall, Jr. becomes technical director for Peacekeeper;

—Joseph R. Donathan becomes director of systems support for SICBM/AT&SS; and

—Harry E. (Ed) Sparhawk, director of the hard mobile launcher program for SICBM, now will report directly to Teets.

Corporation closes Oregon aluminum smelter

Martin Marietta Corporation has announced it will begin a phased shutdown this month of its aluminum smelter at The Dalles, OR which will take about three weeks. The shutdown is the latest move in the Corporation's decision announced last October to withdraw completely from the aluminum business.

Although a number of parties have expressed interest, efforts to sell The Dalles smelter — which has been operating at 50 percent of its 90,000-ton capacity since June 1 — have been unsuccessful to date. The Corporation added every effort will be made to assist approximately 200 employees affected by the shutdown.

Wanted: Santa Claus

"Makes a great family experience."

"Made Christmas more meaningful to me."

—Comments from last year's Operation Santa Claus volunteers

Operation Santa Claus this year is increasing its already large effort by about 25 percent, and is urging volunteers to come forward immediately to assure the commitment to less fortunate families this Christmas.

The group will need about 125 volunteers this year to package and deliver food and toys to a like number of needy families that include about 500 children. Thursday, Dec. 20.

Anyone may volunteer by contacting Dwaine Schilling, Opoeration Santa Claus chairman at ext 3614. It is especially helpful if volunteers have a large car, and each should allow two to three hours for this or her part in the operation.

Volunteers will assemble at St. Mary's of Littleton church, 6833 South Prince St., where they will select a family, receive a brief background on that family, and wrap toys purchased for the children.

Boxes of food — from five to 10, depending on the particular family's circumstances and need — are then picked up at the King Soopers located at Belleview Ave. and Federal Blvd. Finally volunteers deliver the packages to the families who have been notified in advance.

Guderjohn boarding company jet en route to last space shuttle launch.

Guderjohn

(continued from cover)

"Those airplnes were the biggest challenges of those times. Next came the missiles, the Matador and others. Then the Titans. Now it's MMU (manned maneuvering unit), space station, Peacekeeper and small ICBM (intercontinental ballistic missile)."

Overall, though Guderjohn believes Denver Aerospace's Viking Mars lander program was to date the most unforgettable and spectacular, "because the results were so successful." He concedes, however, that assessment probably will change ultimately because "the company has so many things going for it these days."

When he does finally retire, Guderjohn plans to get into refinishig old houses, "but that won't be for quite a while yet."

October PSP unit values set

Unit values for the Performance Sharing Plan (PSP) as of Oct. 31, 1984, with September's figures in parentheses for comparison, were:

—FUND A (indexed equity) 2.3978246185 (2.3935115699);
—FUND B (fixed income) 2.0004312280 (1.9817707784);
—FUND C (Martin Marietta stock fund) 2.9811669813 (2.4642067183);
—FUND D (TRASOP) 1.1692762931 (0.9726995394).

High IR&D program scores

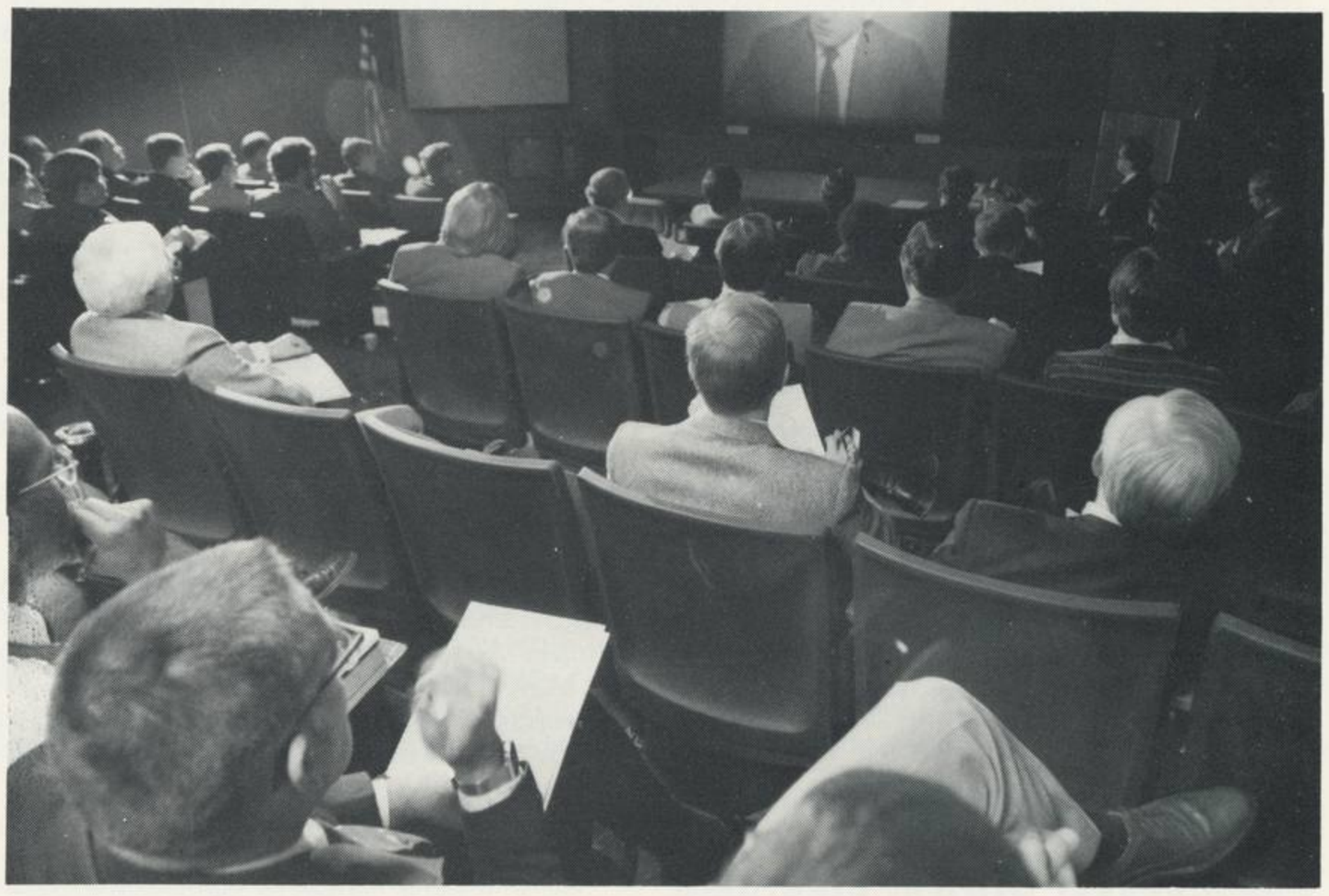
(continued from cover)

Owen; STCR technology, R.K. McMordie; classified development projects, J.R. Cabrera and R.N. Ingoldby; tornado separator, W.E. Simon; classified study projects, T.C. Hendricks and J.L. Walker; and low-cost three axis spacecraft, R.L. Gates.

Additionally, three product divisions were "significant contributors' to the company's overall IR&D scores for exceeding their 1984 goals. Defense systems, with a dollar-weighted goal of 9.50, received a 9.96; space and electronics 8.40 goal became an 8.57 actual; and strategic and launch systems' 8.10 goal became an 8.77 actual.

Projects funded for more than $500,000 that were also significant contributors, earning more than the Denver average of 8.24 and those principal investigators:

Low-G fluid behavior & control, Z.D. Kirkland; control of large space structures, R.B. Rice; cryogenic fluid technology, J.E. Anderson; classified research projects D.F. McKee, L.K. DeSize and R.F. Broderick; classified development project, J.R. Cabrera and R.N. Ingoldby; ICBM EHF equipment hardening, W.J. Kolymago; advanced design spacecraft, R.G. Ziehm, classified study projects, J.L. Walker, Kent O'Kelly, E.C. Kenyon, A.L. Brook, T.C. Hendricks, and C.R. Spath; space station, S.R. Schrock; hard mobile launcher study, James Gliozzi; orbital maneuvering vehicle, F.H. Bergonz; and advanced ICBM weapon systems, R.G. Dutton.



Denver Aerospace personnel, along with members of the military, academic and business communities, recently attended the third special video-conference on the "World of Ada." Martin Marietta, through — the human resources, productivity and software engineering departments, and Data Systems — hosted the 4½-hour national live-via-satellite conference from Washington DC as part of its continuing commitment to remain abreast of the most current Ada information available. The latest presentation featured key officials from the Department of Defense (DoD) and industry. In addition to management issues and Ada contracts, software engineering issues — such as Ada design and methodology, Ada as a program design language, software quality assurance, software tools and environments as Ada impacts them — also were discussed.

Space shuttle averages 6 miles a gallon

If your automobile is not getting the mileage you had hoped, take heart. The space shuttle is averaging about six miles a gallon.

Fourteen external fuel tanks, built by Martin Marietta's Michoud division, have provided the shuttle with 7,360,253 gallons of propellant on flights that have carried the orbiter 43 million miles.

External fuel tanks are the only non-reusable element of the shuttle system, providing approximately 525,732 gallons of the super-cold propellants to the shuttle's three main engines during launch. The propellants are liquid oxygen and liquid hydrogen.

Each 154-foot long external fuel tank feeds propellants to the main engines at a rate of 1035 gallons a second through 17-inch diameter lines. Within eight and a half minutes after liftoff, propellants are exhausted, the main engines shut off and the shuttle is traveling in space at more than 17,000 miles an hour. When separated from the shuttle's orbiter, the external tank is at 79 miles altitude and about 805 miles downrange. It re-enters the atmosphere where it breaks apart before falling safely into a remote ocean area.

Recreation

(Editor's note — Martin Marietta Denver Aerospace's Recreation Department, exts 6750 and 6605, is located in Engineering Bldg module 124. Flyers on sports and other extracurricular activities; discounted tickets for sporting events, entertainment and travel; and special sales also are available from the department's information racks at strategic locations in buildings throughout the company.)

ALPINE—The Rocky Mountain Alpine Club's (RMAC) winter general membership meeting and preview of the remainder of winter's activities will be Friday, Dec. 14. Contact Dan Hawkins, ext 0727, for map and complete details. The group also has scheduled a cross-country ski trip for beginners and intermediates along Michigan Creek Trail in the South Park area, off Highway 285 for Saturday, Dec. 15 (Larry Espelage, ext 5376).

ARCHERY—Jim Kemp, ext 4203; Tom Hansen, 3168; and Rich McNutt, 3324.

CHESS—Dick Pickerell, ext 5891.

BASKETBALL—Kevin Odle, ext 3598.

BOWLING—Diane Lewis, 973-3849, and Carol Dergance, 795-9475.

FLYING—Dan Romcevich, ext 7768.

HUNTING/FISHING—Dick Benson, ext 6209 or 985-3738.

KARATE—Allan Foster, ext 8458, or Bev Castro, 5055.

PARAPSYCHOLOGY—Gloria Kratz, ext 5609.

PHOTOGRAPHY—Bill Privratsky, exts 5920 or 5421.

RADIO—Hal Beaver, ext 1938.

RIDING—Bruce Torbec, ext 1685; Irene Woodzell, 5804.

RUNNING—Jeff Findle, ext 9576.

SOCCER—Robert Avjian, ext 2968.

SKIING—The Satellite Ski Club's next meeting will begin at 7 p.m., Wednesday, Dec. 12 in the Tall Pines clubhouse at which time there will be sign-ups for the Crested Butte weekend trip and the day trips to Vail, Breckenridge and Keystone (Ski Phone, ext 3477).

Fitzroy "Buck" Newsum, Denver Aerospace public relations manager for civic liaison, presents a $5000 check to Rhonda Grant, chairwoman of Colorado Women's Employment and Education, Inc. The donation is part of Martin Marietta's continuing program of grants and awards to Colorado agencies and community organizations.

New medical insurance plan announced

Beginning Jan. 1, 1985, a new medical plan for salaried employees and their dependents becomes effective, as well as a new vision care plan.

Employees will receive a booklet detailing the improved medical and vision plans. In addition, group meetings will be scheduled at each location to explain the new plan provisions and answer questions.

Recent regulations issued by the Internal Revenue Service place unfavorable restrictions on the $500-per-year Flexible Spending Account (FSA) initiated last year by the Corporation.

As a consequence, the FSA will be discontinued after Dec. 31, 1984. Employees will have until March 31, 1985, to submit claims for medical expenses incurred during 1984.

Recreation/company-sponsored family activities outlined for 1985

Tickets to two family activities will be offered to employees if they return an activity selection cared to the recreation office by today.

Each employee may choose to attend two out of a possible four events, including:

—Denver Nuggets at McNichols Arena, Feb. 24, March 2, March 5 or March 9;

Ice Capades at McNichols Arena, April 11;

—El Jebel Shrine Circus at the Denver Coliseum, June 15;

—Lakeside Amusement Park, Sept. 7.

Complete the activity selection card indicating the two events you wish to attend and return the card to the recreation office, mail #1321, by Friday, Dec. 7, 1984.

Ballard on Littleton Advisory Council for School Improvement

Dr. Jack Ballard, chief of Peacekeeper military training at Denver Aerospace, is the new 1984-85 vice chairman of the Advisory Council for School Improvement (ACSI) for the Littleton School District.

During the last academic year, he was chairman of ACSI's goals and objectives subcommittee.

Also, a part-time instructor for the University of Colorado at Denver, Ballard said "as a parent, I am interested in strengthening of basic education in math, science — including computer science — and English in our schools. I would like to encourage public input on Littleton school improvement ideas and concerns."

MARTIN MARIETTA NEWS
Published by Public Relations
MARTIN MARIETTA AEROSPACE

Call Ext. 5364 with information or suggestions for articles, or call one of the following coordinators.

Technical Operations:	Floyd R. Teiffel jr.	6872
Production Operations:	Steven L. Cohen	3369
Business Development:	E. W. Andrews	4619
Space & Electronics Systems Division:	Robert I. Curts	3639
Space Launch Systems Division:	John H. Pond	9165
Business Management:	Daphne R. Gillison	3155
Personnel/Recreation:	Leroy Hollins	6750
	Lori A. Sharp	6605
Michoud Division:	Evan D. McCollum	3788
Vandenberg Operations:	Richard L. Kline	2202
Canaveral Operations:	Robert V. Gordon	9108

Photography by: Pat Corkery

DENVER AEROSPACE
P.O. Box 179—Denver, CO 80201

December 7, 1984