

Strategic Action Plan Driving Glenn Forward

Roadmap Based on Core Competencies

A year ago, NASA Glenn's leadership rolled out its Strategic Action Plan, which established the framework for ensuring the center's future viability. At the All Hands meeting on Nov. 2, Center Director Ray Lugo and members of his senior staff highlighted some of the progress made in executing the plan.

In his opening remarks, Lugo summarized the driving factors and process that led to the Strategic Action Plan. He cited the turbulent climate of the U.S. economy, retirement of the space shuttle and cancellation of the Constellation Program as driving factors in defining the leadership philosophy: **Build Better Relationships, Align Constrained Resources, Take Control of Glenn's Destiny and Drive a Culture of Accountability.** Guided by this philosophy, the leadership set strategic goals and objectives and identified specific implementation strategies to realize the mission rooted in Glenn's core competencies.

While the fiscal year 2012 budget had not been determined as of the All Hands, Lugo said that regardless of the exact budget amount, he is confident Glenn will play important roles in future work within the agency.



C-2011-4313

Photo by Bridget Caswell

Pictured above, left to right: Director Lugo with Goal Team Leads Dr. Lei, Gonzalez-Sanabria, Smith, Wessel and Sikora during the All Hands meeting. The Goal Team Leads highlighted progress on executing Glenn's Strategic Action Plan.

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Glenn Joins One Stop Shopping Initiative

Connects Students with Mentors

Locating the internship, fellowship or scholarship opportunity that is the right fit can feel like scattering seeds across a vast area and hoping one will take root. It can be a frustrating and time-consuming process.

Darla Jones, SGT/Educational Programs Office (EPO), is working with a NASA team as agency liaison to ensure the seeds of knowledge are planted and nurtured in Science, Technology, Engineering and Mathematics (STEM) related disciplines through the One Stop Shopping Initiative (OSSI) for the NASA Internship, Fellowship, and Scholarship Opportunities project.

OSSI is a novel approach to communicating and providing students at all institutions of higher education access to a portfolio of internship, fellowship and scholarship opportunities that NASA offers. OSSI enables eligible students to apply to multiple NASA centers through a single portal and single application. It also helps NASA to continually reengage students throughout their academic careers.

This year, Lewis' Educational Research and Collaborative Internship Project (LERCIP) will be moving into the

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Happy Holidays from the staff at AeroSpace Frontiers

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Center Director Lugo

I use the word “accountable” for a reason—if you feel accountable, then you will take ownership for how you accomplish your work and the outcomes. Ultimately, an organization that encourages accountability is an organization that delivers results.

On the other side of the accountability equation is owning your mistakes. In some cases, this is more important than taking credit for your results. The learning that occurs when you fail or make a mistake makes it less likely the same mistake will occur again.

So, circling back, while I may not be good at stating my expectations, it is because I expect everyone to be accountable. That is my expectation.

I hope this clarifies what I expect from all employees. If not, let me know.

Wishing you and your family a very safe and happy holiday season, because I need you back.



“We enthusiastically volunteered to participate in the FEMP study that collects data from devices installed in our fleet to determine the benefits of replacing fuel-powered vehicles with electric ones,” said Susan Kraus, Glenn’s transportation officer. “This further demonstrates Glenn’s commitment to reducing petroleum consumption and maintaining an awareness of new opportunities and practices that we can employ to improve our operations.”

A two-time Government Green Fleet award winner (2009 and 2010), Glenn is recognized among the top government fleet performers for having more than 77 percent of its 127 vehicle fleet use alternative fuel. With the purchase of the two Wheegos, Glenn now owns a total of eight electric cars and moves closer towards developing a comprehensive environmental friendly infrastructure.

—By S. Jenise Veris

Clarifying My Expectations

Recently it was brought to my attention that I may not be providing clear direction on my expectations for how our team should operate. I obviously feel that I have been clear, but this issue continues to surface. I admit, I am confused and unsure of how I can correct this situation. I believe any confusion on this matter lies in what I like to call normal expectations.

When I use the term “normal expectations,” I mean the tasks we take for granted every day: doing your best work, communicating important information, working as a team and being accountable. I also believe that a normal expectation of my job is asking for clarification or additional information so that everyone understands the task at hand.

Because I ask a lot of questions, I realize some people will feel I want to control how the work is done. I will offer this—what I want to control are the results and a positive outcome. For example, when I am sitting in on a source selection, I am focused on getting the best possible deal for the taxpayer. I want a fair price and high-quality work. I also want some assurance we have managed the process consistently with the applicable regulations, and we have a high probability that the contractor will deliver on its commitment. I am sure my input feels differently to the people involved, but that is my goal.

While I want people to take initiative, I also want them to feel accountable.

Center Committed to Clean-Car Initiative

Two Electric Cars Added to Fleet

NASA Glenn continues to reduce its carbon footprint with the addition of two Wheego electric cars to the center’s fleet of vehicles. On Oct. 31, Center Director Ray Lugo and several employees involved in energy and environmental efforts at the center celebrated the delivery of the two cars and installation of a charging station in the building 3 parking lot.

Glenn’s fleet upgrade supports President Obama’s initiative to reduce our country’s

dependence on foreign oil by spurring growth/investment in an emerging electric vehicle market and clean vehicle technologies. Working in tandem with the Federal Energy Management Program (FEMP), the General Services Administration authorized an initial purchase and delivery of 100 plug-in hybrid electric vehicles in 2011, along with more than 40,000 alternative-fueled and fuel-efficient vehicles, to replace aging and less efficient ones at federal agencies across the country.



The two Wheego cars, pictured with the employees involved in energy and environmental efforts, are roadworthy and can be used for limited offsite travel.

Glenn Making Progress on Goals

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“We have a strategy that’s not tied to a particular architecture or program that the agency is implementing,” Lugo explained. He said the Strategic Action Plan was developed to be “somewhat timeless” because it would align with long-term goals and objectives that should not change from year to year.

Lugo explained how Glenn’s senior leadership team has been very active over the past year in ensuring progress and accountability on the Strategic Action Plan. His comments were followed by brief presentations by senior leaders—Dr. Jih-Fen Lei (Goal 1 Team Lead), Olga Gonzalez-Sanabria (Goal 2 Team Lead), Bryan Smith (Goal 3 Team Lead), Bill Wessel (Goal 4 Team Lead) and William Sikora (Goal 5 Team Lead)—who outlined significant progress relating to each of the five strategic goals.

For details on activities relating to each goal, visit the (internal only) Center Director’s Corner page and click on the Strategic Action Plan Implementation Progress, November 2, 2011, link.

Affirming the value of the Strategic Action Plan, Lugo said: “We’re better than we were last year; we’re making progress. I’m proud of the work done by our workforce.”

—By Doreen B. Zudell

I3P Conducts Training Across Center

Working Toward 2012 Implementation

NASA Glenn hosted training sessions by the Enterprise Service Desk (ESD) in November at Lewis Field and Plum Brook Station. ESD representatives trained nearly 300 people on ESD features such as Self-Help Search, My Tickets, My Notifications and Order Services. Additionally, Knowledge Article Authors, Approvers and Funding I3P training sessions were provided to targeted audiences. The ESD will replace the Outsourcing Desktop Initiative for NASA (ODIN) Help Desk at Glenn on Jan. 1, 2012. To access ESD go to <https://esd.nasa.gov>.

The transition of Glenn communications services from the ODIN and Professional Administration and Computational Engineer (PACE) contracts to the NASA Integrated Communications Services (NICS) contract has already begun. As of Oct. 1, tasks related to Information Technology (IT) security such as maintenance and administration of firewalls, Virtual Private Network (VPN) and Web filter and intrusion detection systems were transitioned to the follow-on NICS contract. The remaining Glenn communications services, such as phones, radios, LINK television and

wired and wireless networks will be migrated to NICS on Jan. 1, 2012, as well. The transition team, composed of NASA, ODIN and NICS personnel, is working to ensure a smooth transition with minimal user impact.

An Agency Consolidated End-user Services (ACES) town hall took place at Plum Brook on Nov. 15 to provide users with an overview of the ACES contract and the various types of the seats being offered, as was presented at Lewis Field in September.

Replacement of ODIN seats with ACES seats continues. Ninety-two ACES machines have been successfully deployed as of Nov. 25. This “early deployment” is being used to test procedures as well as different scenarios such as Windows XP to Windows 7 and Windows to Mac. The refresh schedule beyond early deployment is still being negotiated at the agency level.

Please contact the I3P mailing list, grc-i3p-questions@lists.nasa.gov, with any questions you may have.

Strategic Action Plan Center Goals

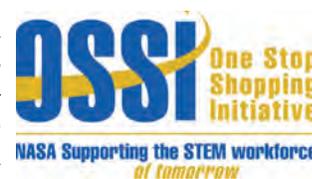
- Provide World-Class Research and Technology, Revolutionizing Aeronautics and Space Exploration
- Advance Space Missions and Aeronautics by Leveraging Our Core Competencies to Deliver Concept-Through-Flight Systems
- Deliver Program and Project Management Excellence That Results in Successful Missions for Our Customers and Challenging Long-Term Assignments for Continued Achievements
- Provide Excellent Institutional Capability to Enable NASA Mission Success
- Be an Integral Part of the Ohio Community and the Nation

Glenn Mentors Train on OSSI through SOLAR

Continued from page 1

new OSSI system. LERCIP is a center-unique internship project managed by the EPO. Interested students will apply through OSSI:SOLAR (Student On-Line Application for Recruiting Interns, Fellows, and Scholars).

Hands-on training is now underway to help transition mentors into using OSSI:SOLAR. Additionally, once mentors log into their profile through OSSI:SOLAR, they will find a link on the left-hand side that states “view tutorials for mentors.” This information provides a walk through tutorial to assist mentors with entering opportunities and selecting students. The OSSI website is <http://intern.nasa.gov>.



For more information, contact Sue Gott at susan.f.gott@nasa.gov or the Center OSSI Administrator at GRC-OSSI-ADMIN@mail.nasa.gov.

—By Doreen B. Zudell



Military Service Respected, Recognized >

NASA Glenn's Veterans Awareness Committee (VAC) recently brought attention to the contributions and sacrifices of men and women in the U. S. armed forces. During the POW/MIA Recognition Ceremony on Sept. 16, U.S. Army veteran Joseph Hudson poignantly shared his traumatic experience as a POW following an ambush in Iraq in 2003. The VAC also recognized Debbie King, Management Support and Integration Branch, and her family, who remain vigilant in the search for her father Lt. Col. Lee M. Tigner, missing since 1972. At the Nov. 10 Veterans Day Ceremony, Command Sergeant Major (CMS) Larry May, who most recently served as U.S. Forces Garrison CSM at Kandahar Airfield, Afghanistan, reminded center employees of the fortitude of war veterans who are in an ongoing battle to overcome challenges resulting from their service. Both events featured a variety of presentations and performances that commemorated the heroics of our U.S. armed forces. Pictured, top left: Hudson sharing his story as a POW; bottom: VAC members and Veterans Awareness Day participants, including Sgt. Maj. May (center).



C-2011-4020

Photo by Marvin Smith



C-2011-4422

Photo by Bridget Caswell

Budding Scientists and Engineers ^



Photo by Karen Edwards

Nearly 350 students (grades 1 through 12) from 29 schools participated in the 19th Annual Young Astronaut Day at NASA Glenn on Nov. 5. Following the keynote address by astronaut Mike Foreman, the students competed in eight different activities that challenged them to brainstorm and problem-solve a variety of STEM-related tasks. Over 70 volunteers representing NASA, industry and academia helped make this event possible, including Glenn's Herb Schilling, pictured left.

Briefing Legislators on R&D >

On Oct. 17, Center Director Ray Lugo hosted nine members of the Ohio State Legislature at the center's Briefing Center for an overview and discussion on Glenn's mission-related research and development work, accomplishments and contributions to Ohio's economy. Additionally, the legislators learned more about the research when they visited each of the core competency kiosks staffed by Glenn researchers. Pictured is Kurt Sacksteder, left, with Ohio representatives Marlene Anielski and Lynn Slabby, and Dr. Ajay Misra, in the background.



C-2011-4155

Photo by Marvin Smith



Photo by Christie Myers

Super Heros and Princesses ^

The children at Lewis Little Folks (LLF), Glenn's Child Development Center, donned their costumes for the annual Trick or Treat procession at Lewis Field's picnic grounds on Oct. 28. Pictured are LLF teachers Cathy McDonnell (witch) and Sharon Foster leading children to family members and other Glenn employees who gave out treats.

NASA Directors Share Center Highlights

NASA Glenn hosted several center directors from across the agency last month as part of the agency's traveling Center Directors Forum. During the All Hands meeting on Nov. 7, the directors shared center highlights, and employees asked questions. Visitors toured facilities at Plum Brook Station and Lewis Field and attended an Orion Program Office Space Environmental Testing (SET) Facility Recognition Ceremony. Center Directors Ray Lugo, Robert Lightfoot (Marshall), David McBride (Dryden) and Lesa Roe (Langley) participated in the forum. They were accompanied by representatives from the Orion Project Office: Mark Geyer, Mark Kirasch and John Casper.

Pictured, top, clockwise: Center Directors Lightfoot, Roe and McBride answer Glenn employee questions during the forum. • Mark Geyer, chief, Orion Project Office, visiting directors and others at the SET Recognition Ceremony at Plum Brook. • On a Lewis Field tour, Philip Neudeck, Sensors and Electronics Branch (white shirt) briefs visiting directors and Director Lugo on testing and development of silicon carbide for components for high-temperature conditions.



C-2011-4571

Photos by Marvin Smith



C-2011-4559



C-2011-4518

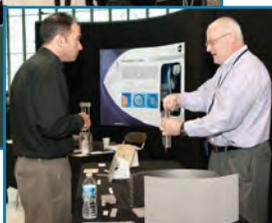


News and Events...continued



C-2011-4254

Photos by Bridget Caswell



C-2011-4244

< Generating New Business

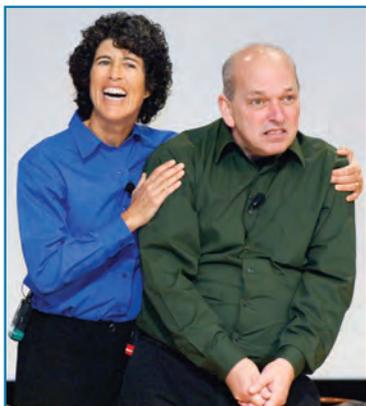
The Automotive Industry Workshop, held in the Hangar on Oct. 27, was a great success. The event generated over 90 possible collaboration/new business leads for follow-on discussions with automakers and suppliers interested in NASA advanced technologies. These technologies have the potential either to directly improve the operation of a car or aid in the design of one. Glenn hosted the event in partnership with MAGNET, a Cleveland manufacturing advocacy group, and The Ohio State University's Center for Automotive Research.



Photo by Ann Over

Adams, left, on a tour of Glenn's Extreme Environment Rig at Plum Brook Station with Mike Swiatek and Tibor Kremic.

Disability Awareness ^



C-2011-4186

Photo by Marvin Smith

Through dramatization of real-life encounters, Carrie Gibson and Tony Curry of "had to be" Productions helped employees to better understand daily challenges of people with disabilities at Glenn's Disability Awareness event, Oct. 27. Following the program, the actors encouraged employees to begin recruiting people with disabilities when seeking the best resources available in the workplace.

Exploring the Solar System ^

On his visit to Cleveland, Nov. 2 and 3, W. James Adams, deputy chief of NASA's Planetary Sciences Division, updated Glenn employees on NASA's plans for exploring the solar system in the next decade. He also spoke at the Great Lakes Science Center and the Lake Erie Nature & Science Center, on why exploring the solar system is important to the nation.



Awards, Honors and Promotions

Employees Rewarded for Making Safety a Priority

On Nov. 4, astronaut Mike Foreman and Center Director Ray Lugo surprised 14 employees by visiting their worksites to thank them for their commitment to flight safety and mission success with Silver Snoopy and Space Flight Awareness awards.

Following the surprise visits, recipients and presenters attended a Space Flight Awareness (SFA) Program Awards Ceremony and luncheon. The honorees include:



C-2011-3314

Foreman, center, with Snoopy honorees, left to right, Konno, Schmidt, Margie, Lambert, Morales, Doehne, Ghosn, McIntyre and Capadona.

Dr. Lynn Capadona, for demonstrated leadership in developing and managing the Orion system requirements to ensure the vehicle is designed to meet mission and safety requirements.

Thomas Doehne, for outstanding leadership of the system engineering team for the Ares I-X Upper State Simulator project to ensure successful integration of the vehicle and completion of major milestones leading up to a successful launch.

Dr. Louis Ghosn, for significant contributions to improving the structural integrity, safety and reliability of the space shuttle, in addition to his accomplishments that enabled the technology demonstration of the Advanced Stirling Radioisotope Generator Program, which is critical to NASA's long-duration science missions.

Kevin Konno, for outstanding support and dedication to the development of the Orion Service Module Fairing Deployment System and Spacecraft Separation System, and additional efforts to ensure the Orion Crew Module will become a safe and successful transport for the next generation of NASA astronauts.

Lisa Lambert, for outstanding contributions to the International Space Station vehicle Electrical Power System analysis for station missions in support of the flight readiness certification.



C-2011-3314

Raymond Margie, for significant contributions in the development and assembly of the intricate Constrained Vapor Bubble (CVB) flight modules that were critical to the CVB success.

Leah McIntyre, for demonstrated leadership and collaboration skills in developing and managing the Orion external interface requirements to ensure the proper vehicle interface and function with external systems.

Nelson Morales, for superior accomplishment in developing new analysis methodology and computer software, which have significantly enhanced the vehicle design and analytical processes.



C-2011-3314

Above: SFA Leadership winner Johnson, center, with Foreman and Center Director Lugo. Left: SFA Team winners with Foreman, left, to right: Ruggeri, Tyson, Schmidt, Littell and Revilock. Not pictured Matthew Melis.

Photos by Marvin Smith

Tim Schmidt, for highly professional and sustained commitment critical to the construction and operation of an imaging system on Launch Pad 39A for the ET-137 tank test, which enabled the photogrammetric team to reliably acquire structural displacement data, which proved vital to the timely resolution of the root cause investigation of the intertank stringer cracking issue and press forward to the successful launch of STS-133.

The SFA Leadership Award reserved to honor mid-level managers was presented to Steven Johnson for sustained leadership and project management excellence to the vehicle design of the Orion Avionics, Power and Wiring systems integration critical to a successful Preliminary Design Review and the resulting improved crew and mission safety.

Glenn's External Tank Photogrammetry Team received a SFA Team Award for their contributions, dedication and commitment to the successful completion of the External Tank 137 cracked string problem resolution. Their efforts directly contributed to NASA's ability to safely launch STS-133 and fly the shuttle with better understanding and more reliability. Team members include Justin Littell, Matthew Melis, Duane Revilock, Charles Ruggeri, Tim Schmidt and John Tyson.



Retirements

James Coy, Space Power and Propulsion, Communication and Instrumentation Branch, Testing Division, retired on Dec. 3, 2011, with 36 years of federal service, including 32 with NASA.



Coy

Robin Prestien, Systems Management Branch, Facilities Division, retired on Nov. 30, 2011, with 25 years of federal service, including 23 with NASA.

Daniel White, Safety, Health and Environmental Division, retired on Dec. 3, 2011, with 37 years of NASA service.

Continued on next column



In Memory

Gerald “Jerry” A. Kraft, 74, who retired in 1992 with 27 years of NASA service, died Oct. 1. A veteran of the U.S. Marines, Kraft began his NASA career serving as



Kraft

a project engineer focusing on the preliminary design and analysis of energy efficient engines. As the aircraft and engine study leader in the Advanced Turboprop Project Office, Kraft was among key personnel cited for contributions leading to development of advanced turboprop propulsion technology for new fuel-efficient subsonic aircraft propulsion systems. This technology merited the coveted 1987 Robert J. Collier Trophy awarded to Lewis and the NASA/Industry Advanced Turboprop Team. Kraft spent the balance of his career supporting the Space Experiments Division. Prior to retirement, he was deputy project manager for the Isothermal Dendrite Growth Apparatus prototype, a microgravity experiment designed to predict the speed and radius of metallic dendrite growth in solidifying metal melt.

Bernard “Bernie” I. Sather, 91, who retired from NASA in 1980 with 31 years of service, died Aug. 17. Sather began his NACA/NASA career at

Langley in 1940 before transferring to Cleveland in 1943 to support the center as an aeronautical research facility engineer. Early in his career, Sather focused on analyzing turbojet engine performance, but later became interested in advanced propulsion aerodynamics of chemical rockets. During his tenure, Sather won a Special Service Award (1970) for the qualification of “Parylene Coating



Sather

of Microelectronic Circuits for the CentaurComputer,” among others. He became head of Systems Operations Section of Chemical Propulsion Division, prior to retirement. Sather was active in the NASA Men’s Bowling League at Westgate. He also was dedicated to his service as an amateur radio operator for Glenn’s Visitor Center from 1991 through 2008, where he volunteered over 2,000 hours of service.

Dr. Janet Storti, 71, who retired in 2005 with 25 years of federal service, died Sept. 18. Storti began her career at NASA working in the Educational Programs Office (EPO) in 1990.



Dr. Storti

She became special assistant for Educational Initiatives responsible for coordinating workshops and providing guidance on lesson plans to teachers for more effective integration of science education in a school’s curriculum. She also served as the EPO liaison between center organizations and employees that performed educational outreach. Storti won several Suggestion Program awards, as well as performance awards. She was a strong advocate of NASA short-term workshops that target middle school urban and rural teachers, earning the Kent State University College and Graduate School of Education’s Annual Dissertation Award for “Short-term Teacher Workshops: Examining the Assumption of Teacher-to-Student Transfer.



Calendar

NATIVE AMERICAN HERITAGE MONTH: Glenn’s National Native American Heritage Month Observance will be held Thursday, Dec. 15, from 9 to 11 a.m. in the OAI Auditorium. Light refreshments will be served.

IFPTE LOCAL 28, LESA MEETING: LESA will hold its next membership meeting on Wednesday, Dec. 14 at noon in the Employee Center’s Small Dining Room.

PM CHALLENGE: “Evolve and Excel” is the theme for PM Challenge 2012 to be held in Orlando, Fla. on Feb. 22 and 23, 2012. Information on submitting speaker proposals, nominating a panel, or making reservations are available at <http://www.nasa.gov/pmchallenge>. The PM Challenge is sponsored by NASA’s Office of the Chief Engineer and the Office of Safety and Mission Assurance.



Looking for holiday gifts? Check out NASA Glenn's Exchange Online Gift Shop at www.nasagiftshop.com



In Appreciation

My family and I would like to thank you for the many expressions of sympathy on the passing of my nephew, Dane Evans. Your thoughts and prayers helped to sustain us during a difficult time. Your support continues to provide us support.

— Janice Gassaway

FOLLOW NASA GLENN ONLINE



Article Deadlines

News items and brief announcements for publication in the January issue is noon, Dec. 9. Larger articles require at least one month notice.

READ US ON THE INTERNET:

<http://aerospacefrontiers.grc.nasa.gov>

Hermes Award
2010-2011



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Plum Brook Station:

419-621-3333

National Aeronautics and Space Administration

John H. Glenn Research Center at Lewis Field

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Line Dancing Adds Flavor to Fitness Employees Lead Onsite Classes

Five Glenn employees, who share a passion for dance, are stirring up a similar desire among a growing number of coworkers by instructing line dancing. The onsite classes are among Glenn's Fitness Center's latest attractions.

"If you're looking for a fun way to get into shape, meet new people and have fun all at the same time, then line dancing is something you should try," said Fitness Center Director Renee Barrett. "We discovered through our annual survey that line dancing has great appeal to both new and existing members."

Last winter when Barrett put out a general message to the Glenn community searching for someone with line dancing or cardio dance expertise, Nola Bland and Linda Mayes volunteered.

Two classes debuted in April for the spring session. Bland recruited coworkers Nikki Brown and Eunice Adams-Sipp to assist her with the Monday evening class (5 to 6 p.m.). Mayes initially instructed the Thursday morning class (7:15 to 7:45 a.m.), but recently transitioned the responsibility to Fran Lawas-Grodek. The feedback has

been extremely positive. In fact, the Monday class has been relocated to the Administration Building Auditorium to accommodate increased enrollment.

"We [instructors] love dancing and over the years have participated and occasionally been invited to many of the same venues, including two directorate picnics," Bland said. "We view instructing the class as a way to help others, while improving our own fitness."

During each session, the class transitions through four to six dances. Although the repertoire for both classes is primarily "soul/hip hop" line dancing, recently several country line dances have been added and the instructors are open to suggestions.

"Line dancing is an exercise in diversity. People of all ages, sizes, cultures and job positions are drawn to the class for a variety of reasons—for fitness, their spouse doesn't dance or just because they want to have fun at a party or wedding," Brown said.



Photos by S. Jenise Veris

Top: Bland and Brown, (front) left to right, lead a line dance. Bottom: Lawas-Grodek, left, with her class.

"Whatever the reason, we can teach you the basics and, within a few short weeks, you'll feel confident to add your own 'flavor.' "

To learn about line dancing classes, contact the Fitness Center at 433-6313.

—By S. Jenise Veris