



OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

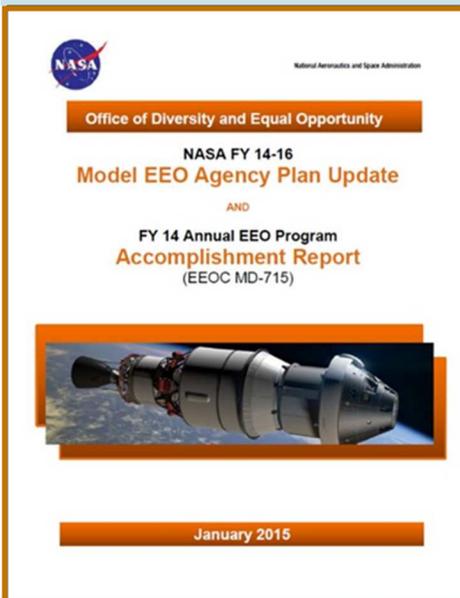
Endeavor

Spring / Summer 2015

NASA NEWS

NASA Launches New Framework for EEO Strategic Planning

By: Rebecca Kraus, Civil Rights Analyst



NASA's New EEO Report

In 2014, the Office of Diversity and Equal Opportunity shifted to a new approach to streamline the Model EEO Agency Plan, which agencies are required to submit annually to the U.S. Equal Employment Opportunity Commission. The purpose of the new approach is to focus attention on a limited number of high-priority challenges and define the overarching Agency challenges and strategies, while leaving it to

the Centers to define the tactical actions they will use to address the challenges. In other words, the Agency-level plan broadly states NASA's EEO challenges and strategies to address them, and Centers will decide how to best operationalize the strategies by developing Center-specific actions to meet the objectives. This is a departure from the past, when ODEO identified a number of detailed actions for all Centers to implement. This approach provides greater flexibility for Centers to creatively and collaboratively address EEO challenges that are unique to their Center workforce.

Between October 2014 and March 2015, NASA's Office of Diversity and Equal Opportunity (ODEO) conducted technical assistance visits at eight NASA Centers, NASA Headquarters, and the NASA Shared Services Center (NSSC). The purpose of these meetings was to assist the Centers in developing their Equal Employment Opportunity (EEO) plans under the new framework developed by ODEO.

The first technical assistance visit was conducted at Glenn Re-

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Questions? Comments?

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search Center in October 2014. Lynda Glover, director of Glenn's Office of Diversity and Equal Opportunity and her staff brought together more than 20 members of the Glenn community, including employee groups and executive leaders, to review workforce data and information obtained from Employee Resource Groups, as well as to identify the main EEO challenges faced by the Center. Then ODEO staff and facilitator Dr. Alma Clayton-Pederson led the team in developing strategies and actions to address the challenges. The result is an EEO Plan tailored to the workforce needs of Glenn Research Center.

Subsequent technical assistance visits were held at Stennis Space Center, Goddard Space Flight Center, Armstrong Flight Research Center, Johnson Space Center, Wallops Flight Facility, Langley Research Center, Kennedy Space Center, and NASA Headquarters. The final technical assistance visit was conducted via VITS with NSSC. Each session reflected the unique

environment and characteristics of the subject Center and produced tailored strategies and actions that reflect Center-specific concerns.

Prior to each technical assistance visit, Centers were advised to review their workforce data and obtain feedback from employees through discussions with Employee Research Groups and Advisory Groups, employee focus groups, or analysis of employee survey data, such as from the Employee Viewpoint Survey and the Diversity and Inclusion (D&I) Survey. Centers also were to identify an EEO champion and use a team approach in the development of the Plan, including senior leadership, the Equal Opportunity Office, Human Resources, the Legal Office, and other stakeholders. In addition, Centers were encouraged to look to their D&I plans for areas of overlap where they could find strategies and actions that could also be applied to the EEO arena.

Center D&I plans were issued in 2013 and cover fiscal years 2013-2016. The Model EEO Agency Plan

is different from, but complementary to, the Agency's Diversity and Inclusion Strategic Implementation Plan. EEO, rooted in numerous Federal laws (e.g., the Civil Rights Act of 1964, the Rehabilitation Act of 1973, etc.) has a narrower focus than D&I. EEO laws apply to a specific number of individual attributes, such as race, color, national origin, gender, disability, age, genetic information, and religion. Of these attributes, the Model EEO Agency Plan focuses on race, national origin, gender, and disability. Like the D&I Strategic Implementation Plan, however, and consistent with NASA's core values, the Model EEO Agency Plan challenges NASA to rise above the minimum requirements and achieve excellence.

NASA issued its first Agency-level plan under the new framework in May 2014. Administrator Bolden signed the first update to the plan in February 2015. To view the Agency's newly issued Model EEO Plan visit ODEO's website (<http://odeo.hq.nasa.gov/documents/ModelEEOAgencyPlan.pdf>).

NASA Issues New Reasonable Accommodations Procedures

By: Aisha Moore, EEO Specialist and David Chambers, Senior Civil Rights Analyst



NASA has issued a new set of procedures for providing reasonable accommodations to our employees and applicants with disabilities.

The procedures signed by the Administrator are designed to better ensure that qualified individuals with disabilities are able to perform the functions of the job with or without accommodation. The following Q&A provides an overview of the process.

What do I do if I need a reasonable accommodation?

If you have a disability and believe that you need a modification to your work environment, contact your supervisor or contact the Disability Program Manager (DPM) at your Center's EEO office and ask for information about the Agency's policy on reasonable accommodations.

How do I actually request a reasonable accommodation?

You can request your accommodation through your supervisor or through your Center's DPM, for example adjustments or modifications to your work space. Your request can be verbal or in writing. Within 5 days of your request, your supervisor or the DPM will note your request on the appropriate NASA form and you should retain a copy.

How long should it take before I get a reasonable accommodation?

Upon your request an interactive process between you and your supervisor begins. Within 30 days of your request you will receive an answer, unless there are extenuating circumstances such as equipment on back-order.

What is the interactive process?

The **interactive process** is an opportunity for you to discuss your need for accommodation with your supervisor. During this time you and your supervisor will have an interactive discussion where you will discuss both your need for a reasonable accommodation and the types of modifications to the work environment that would enable you to perform the essential functions of your job. During this time, you and your supervisor may explore other available effective accommodations. You may also be asked to provide documentation in support of your request. If you fail to provide documentation when asked, your accommodation may be denied.

What types of accommodations are typically provided?

Reasonable accommodations can take many forms. A few examples are:

- Adaptive or assistive technology,
- Specially designed furniture
- A reader or sign language interpreter or other staff assistant
- Architectural barrier removal, including reconfiguring work spaces
- Accessible parking
- Materials in alternative formats (e.g., Braille, large print)

If I request a particular accommodation, does management have to give me what I ask for?

No. The Agency will not provide an accommodation that would impose an undue burden, or is deemed unreasonable. You are not entitled to the accommodation of your choice if the Agency can provide you an alternative effective accommodation. Your supervisor will discuss your request with you and will decide what modifications, if any, can be provided.

What documentation do I need to provide in order to request a Reasonable Accommodation?

You may have to provide medical documentation to demonstrate that you have a disabling medical condition if your disability is not obvious. You may also be asked to provide documentation outlining your specific functional limitations. Your documentation will be kept confidential and maintained in accordance with NASA policy and procedures.

Can I have an accommodation if my condition is temporary or episodic?

How long your impairment lasts is not the determining factor. A sufficiently severe temporary impairment may constitute a disability; and you may be entitled to a reasonable accommodation during that time period. Moreover, an impairment that is episodic or in remission

is a disability if it would substantially limit a major life activity.

What if the modification does not work? Am I stuck with it?

No. The modification must be effective. If it fails to accommodate the disability or if it does so initially but is no longer effective, you should return to your supervisor or the DPM to discuss other options.

How will I find out about the decision on my request?

Your supervisor should timely inform you in writing of whether your reasonable accommodation request is granted or denied.

NASA's Reasonable Accommodation Procedures are accessible at: <http://nodis3.gsfc.nasa.gov/displayDir.cfm?t=NPR&c=3713&s=1B>

How Common are Specific Disabilities?



Source: Americans with Disabilities: 2010, from Survey of Income and Program Participation

United States
Census
Bureau

U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Upcoming NASA Trainings

Every year ODEO strives to provide consistent Agency-wide training in a host of EO and diversity related arenas such as Conflict Management, Alternative Dispute Resolution, and Anti-Harassment. Please see below for the training options available at your center.



Conflict Management Training*

This is a one-day, classroom-based training focused on effective communication, trust-building, collaborative problem solving, and basic conflict resolution skills for managers and employees. For more information please contact Crystal Moten at crystal.m.moten@nasa.gov

Ames: May 27, 2015	Langley: September 14th, 2015 September 15th, 2015	Marshall: June 22nd, 2015 June 23rd, 2015
Glenn: July 29th, 2015 July 30th, 2015	Stennis: July 15th, 2015	



Alternative Dispute Resolution

This course provides an up-to-date, comprehensive look at the spectrum of ADR methods, applications, sources of information, and effective use of and participation in ADR. For more information please contact Danette Mincey at danette.l.mincey@nasa.gov

Armstrong: June 18th, 2015	Kennedy: August 5th, 2015	Langley: June 4th, 2015
Headquarters: June 10th, 2015	Johnson: July 20th, 2015	Marshall: June 9th, 2015



Anti-Harassment Training

This course is designed to provide NASA managers and supervisors with a working knowledge of the Agency's Anti-Harassment Policy and Procedures, which are critical to the healthy functioning of our workplaces. For more information please contact David Chambers at david.r.chambers@nasa.gov

Ames: May 26th, 2015	Headquarters: April 22nd, 2015
Glenn: June 23rd, 2015	Johnson: April 16th, 2015

* Please check Satern for training specifics.

Supreme Court Clarifies Employer Obligations to Pregnant Workers

By: Aisha Moore, EEO Specialist



On March 25, 2015, the Supreme Court ruled in favor of Peggy Young in *Young v. UPS*, a case brought by a former United Parcel Service part-time delivery driver, under the Pregnancy Discrimination Act (PDA). The PDA amends Title VII of the Civil Rights Act of 1964, by prohibiting workplace gender discrimination based on pregnancy. The Act requires employers to treat pregnant workers the same as others who are similar in their ability or inability to work.

Ms. Young had requested a light duty assignment after her doctors recommended that she not lift more

than 20 pounds during pregnancy. The UPS determined that her position required she be able to lift at least 70 pounds and did not accommodate her by placing her on light duty status. Under UPS policy, this accommodation would have been made available to workers temporarily unable to perform their regular tasks because of on-the-job injuries, disabilities covered by the Americans with

Disabilities Act, or loss of their commercial drivers' licenses. Because Young fell under none of those categories, UPS determined that she was too much of a risk and did not permit her to work at all. Consequently, UPS put Young on unpaid leave with no medical coverage.

The Court overruled the Fourth Circuit's 2013 decision affirming the dismissal of her case and sent the case back to the trial court. The decision holds that Young may prevail before the trial court if she can show that she was denied accommodations given to others similarly situated in their

ability to work, and that her employer's policies imposed a significant and unjustified burden on pregnant workers. She can make that showing by providing evidence that the employer accommodates "a large percentage of non-pregnant workers while failing to accommodate a large percentage of pregnant workers."

The Equal Employment Opportunity Commission (EEOC) Chair, Jenny Yang, stated that this ruling reflected the broad protection Congress intended when it enacted the PDA. Similarly, the American Civil Liberties Union (ACLU) stated that the decision is a gain for women across the country. It furthers the purpose of the PDA, which was passed more than 35 years ago with the goal of putting women on an equal footing and ensuring that they can't be fired or forced to resign when they become pregnant.

To learn more about anti-discrimination requirements for employers regarding pregnancy visit the EEOC website at <http://www.eeoc.gov/laws/types/pregnancy.cfm>



fact! of the WEEK

Women are primary breadwinners in 41% of families with children.



UPCOMING Events

hello JUNE

Gay, Lesbian, Bisexual and Transgender Pride Month

Gay, Lesbian, Bisexual and Transgender (GLBT) Pride Month is celebrated each year for the month of June. The last Sunday in June is celebrated as Gay Pride Day. The month was chosen to remember the 1969 Stonewall riots and to recognize the impact of GLBT individuals.

National Caribbean-American Heritage Month

During this month the Nation celebrates the ways that Caribbean-Americans have enriched our society and added to the strength of America. For more information visit the Caribbean American Heritage Month Web site: www.caribbeanamericanmonth.org.

June 19—Juneteenth

Juneteenth, also known as Freedom Day or Emancipation Day, commemorates the announcement in Texas in 1865 of the abolition of slavery - two years after President Lincoln signed the Emancipation Proclamation.

JULY

July 4— Independence Day or Fourth of July

Independence Day was first celebrated on July 8, 1776 when the Declaration of Independence was read to the public. Congress declared the day a federal legal holiday in 1941. The holiday is celebrated with parades, fireworks, picnics, sporting events, and music, including the "Star-Spangled Banner" and several marches of John Philip Sousa.

July 26— Anniversary of the Signing of American's with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) is a law that was enacted by the U.S. Congress in 1990 "to establish a clear and comprehensive prohibition of discrimination on the basis of disability." The ADA was amended with changes effective January 1, 2009.

August

August 26—Women's Equality Day

Introduced by Rep. Bella Abzug and established in 1971, this day commemorates the passage of the 19th Amendment, the Woman Suffrage Amendment to the U.S. Constitution, which in 1920 gave women in the United States full voting rights. Visit the National Women's History Museum for more information: www.nwhm.org.

September

September 15-October 15—Hispanic Heritage Month

In 1988, this week-long event grew to a month-long celebration of Hispanic culture and tradition. To learn more about Hispanic artists who have had a lasting impact on world culture, go to www.hispanicheritagemonth.gov.

September 15-16—Mexican Independence Days

These days celebrate the start in 1810 of Mexico's struggle for independence from Spain. Each year, the president of Mexico rings the bells of the National Palace in Mexico City. September 16 is Independence Day in Mexico and is considered a patriotic holiday.

September 17—Citizenship Day (or Constitution Day)

On this day in 1787, the 55 delegates to the Constitutional Convention met to sign the Constitution of the United States of America. Visit the National Constitution Day Web site: <http://www.constitutionday.com> for more information.

Center Spotlight: Glenn Research Center



By: Lynda Glover, Director, Glenn ODEO



Efforts to ensure a truly inclusive workplace, one that institutionalizes and internalizes diversity, inclusion, and equal opportunity (EO), should not be viewed as a separate “function” run by a single office. Rather, EO and diversity and inclusion (D&I) should play an integral role in all of the mission-related programs and activities and strategic decision-making of the entire organization. NASA’s Glenn Research Center (GRC), under the leadership of Center Director Jim Free, views its increasingly diverse workforce as a strength, and realizes the Center’s success depends on all employees being fully engaged and contributing to GRC’s important mission. To leverage the Center’s diversity, the GRC Office of Diversity and Equal Opportunity (ODEO) continues to look for ways to collaborate with and engage employees at all levels.

One example of employee collaboration occurs between senior leadership, Center advisory groups, and representatives from the Offices of Education (OE) and Human Capital Management (OHCM) in developing the Center’s new Model Workplace Plan (MD 715). Several members of the senior leadership team

participated with OHCM, Education, and members of the EO advisory groups to provide valuable input when the plan was being developed. In addition, the plan was reviewed by the entire senior management team before it was submitted to Headquarters for approval.

There is also significant collaboration between OHCM, ODEO and the OE staff members. OHCM engages these team members when developing the Center’s annual strategic recruitment plan. Representatives from those offices regularly work together to reach students and mid-career applicants from universities and other sources to ensure the recruitment of a diverse candidate pool. OHCM and ODEO also target advisory group members to represent GRC as recruiters, panelists, or presenters at outreach events where diverse students are represented, so that those students are able to see the diversity of the GRC workforce. OHCM and advisory groups have also worked together to sponsor employee development activities such as brown bag lunch sessions on resume writing, interviewing and effective networking techniques.

ODEO advisory groups are masters at effective collaborations, work-

ing together on observance month events, the annual Diversity Day/ Combined Federal Campaign fundraiser, and the Center’s Take Our Children to Work event. GRC has eight active, vibrant advisory groups, representing the various constituencies within the workforce. The groups include the Advisory Group for Native Americans; African Heritage Advisory Group; Asian-Pacific Islander Advisory Group; Black Women’s Advisory Group; Disability Awareness Advisory Group; Hispanic Advisory Group; LGBT Advisory Group; and the Women’s Advisory Group.

Each advisory group has a senior leader as an executive sponsor, who is not a member of the group’s constituency. The goal of having executive sponsors who are not of the group’s constituency is to foster new relationships and provide diversity of voices and perspective between and among group members and sponsors. The executive sponsors provide leadership insight, make recommendations on the analysis of workforce data, and participate in activities such as observance month and community outreach events. Other senior leaders chair and co-chair the Center’s Diversity Management Committee, and make recommendations and provide support for ODEO activities.

GRC continues to strive to meet the challenge of insuring an inclusive workforce. In doing so, the Center is better able to embrace and leverage the creativity, innovation, and commitment to excellence that is a hallmark of the truly engaged, diverse workforce we have at GRC.

Embracing Innovation, Inclusion, and Leadership Development Through the President's Management Council Program

By Mary Heitger-Marek, Tina Caffey and Adeleaka Gore, PMC Fellows



Organizations are always seeking new ideas, greater creativity and more innovation. In a fiscally challenging environment, the possibility of hiring fresh talent as permanent Full Time Equivalents (FTE) to provide those new perspectives is not often an option. Some NASA organizations, such as the Office of Diversity and Equal Opportunity (ODEO), are therefore seeking to enhance diversity of perspective and embrace new ideas and innovation by thinking outside the box when it comes to meeting human capital needs. A part of this new means of leveraging diversity is ODEO's participation in the President's Management Council (PMC) Interagency Rotational Program.

The PMC Program was developed by the Obama Administration in 2011 to bolster cross-agency exposure for high-potential GS 13-15s. The program provides each

participant an interagency six-month rotational assignment at the participant's current grade level to help develop or enhance specific leadership competencies identified by both

the participant and his/her home supervisor. These competencies align with the Executive Core Qualifications (ECQs) and enables emerging Federal leaders to expand their leadership competencies, broaden their organizational experiences, and foster networks they can leverage in the future. If you are interested in applying for the program, details can be found at <http://www.dm.usda.gov/employ/vu/pmc-irp.htm>.

ODEO has participated in the PMC program for the last two years and is preparing to sponsor their eighth cohort in the Spring of 2015. In October of 2014, ODEO began sponsoring us as three new cohorts from the Department of Labor and the Internal Revenue Service for a six month rotation. As cohorts we were assigned to different divisions within

ODEO and were given specific individual assignments to complete within our six-month detail, all integral to ODEO's mission goals. A major highlight in the rotation was having the opportunity to meet Administrator Bolden and to shadow Associate Administrator Lightfoot. As stated by PMC Mary Heitger-Marek; "Having the opportunity to present to the Administrator of NASA is a moment in my career that I will never forget. He made me feel so at ease and was truly interested in what I had to say." After meeting with Deputy Administrator Lightfoot, PMC Tina Caffey observed, "The NASA culture is very transparent and that leads to trust. People are free to be innovative and creative and that encourages diversity. As I carry on with my leadership journey, I will continue to build on my strengths and use this experience as a stepping stone toward enhancing my leadership style."

Other highlights included several opportunities to shadow and work directly with the ODEO Director and her staff. ODEO Associate Administrator, Brenda Manuel, immediately made the cohorts feel like they were part of her team. Her candidness and willingness to share created a rare opportunity for the cohorts to experience a first-hand view of another agency's culture, accom-

plishments and challenges.

During the 6 month rotation, ODEO arranged for tours of the Goddard Flight Center (GFC) and the Kennedy Space Center (KSC). Goddard EEO Specialist, Denna Lambert, lead the cohorts on an extensive tour of GFC while providing us information on Goddard's commitment to providing reasonable accommodations for employees with disabilities. PMC Adeleaka Gore remarked, "This experience was priceless and I really appreciate the time and attention Denna gave to us during the tour. Her knowledge of the center and NASA is amazing and totally added value to our experience." The KSC tour included an opportunity to see the launch of the Spacecraft Orion Crew Exploration Vehicle, a visit to the new Space Shuttle Atlantis exhibit and a meeting with the KSC EEO Director and his staff.

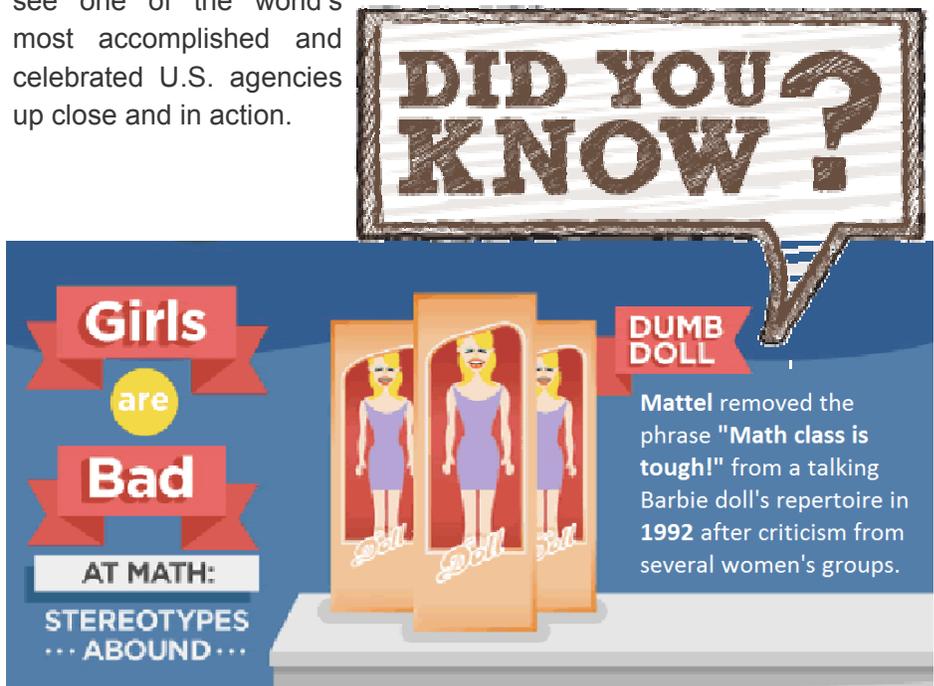
During the last six months other PMC contributions to ODEO included: helping to develop vital D&I and conflict management training, developing a project management schedule to track all ODEO activities, working with NASA's grantees to ensure that they are complying with anti-discrimination laws, exploring various virtual technologies to maximize group cohesiveness and travel budgets and attending government-wide EEO and D&I meetings. The cohorts also attended several training classes and networking opportunities that were sponsored by NASA and the PMC program.

The PMC program delivers a collaborative, cross-agency program to reduce barriers to inter-agency mobility, enhance leadership development, and embrace innovation and inclusion. The program does so by enhancing the PMC participants' leadership competencies and providing an interagency experience either within or outside their current area of expertise. In addition, it provides an excellent opportunity to network and interact with other program participants, Federal employees, and Senior Executives. The participants of PMC "Cohort 7" are in agreement that the six months they spent at NASA provided us with many experiences we will carry with us for the remainder of our careers. We met new colleagues, forged strong partnerships, learned much about ourselves and our own leadership styles and potentials, and, on top of it all, we had the opportunity to see one of the world's most accomplished and celebrated U.S. agencies up close and in action.

The PMC advises the President and OMB on government reform initiatives.

The PMC focuses on identifying and adopting best practices government-wide, particularly those that require cross-functional coordination.

The PMC works with other Executive Councils to design and develop interagency collaboration tools, that foster efficiency and common business practices.



NASA Supports Conflict Resolution Day Initiative

By: Danette Mincey, Director, Complaints Management Division



Last fall, in October 2014, NASA Centers and facilities participated in the Agency's first ever observance of Conflict Resolution Day (CRD). With a week of activities CRD is an annual international event created by the Association for Conflict Resolution (ACR) in 2001 to encourage the effect use of alternative dispute methods in order to resolve conflicts and other disputes.

In recognition of CRD, ODEO partnered with the Offices of Human

Capital, Ombudsman, Safety and Mission Assurance and Center Equal Employment Opportunity Offices to hold NASA's first annual CRD. In keeping with the purposes of the international event, NASA sought to promote employee awareness of the many programs within the Agency available to resolve and address different types of conflicts affecting the workforce. Each Center EEO Office partnered with its respective stakeholders to host a wide variety of activities. These included disseminating Center Director messages, hosting open houses, and conducting mock mediation sessions, training events, and roundtable discussions, as well as posting banners and other promotional materials in honor of CRD.

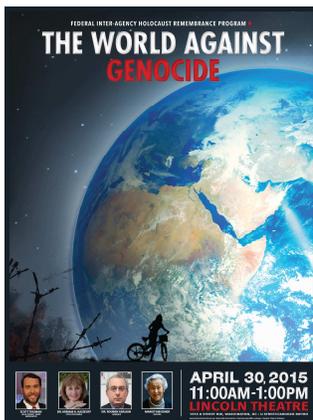
The events drew more than 600 participants Agency-wide, and

sparked meaningful dialogue among Agency leadership, managers, and employees around ways to resolve conflicts and disputes more effectively and efficiently.

The events raised awareness concerning the many avenues of readdress available at NASA. They also helped to encourage more effective use of conflict resolution in support of better working relationships. In turn this helps employees remain engaged, and strengthens the Agency's commitment to fostering an environment where employees feel comfortable communicating their concerns and offering dissenting opinions without fear of reprisal. ODEO offers many thanks to all who helped support and who participated.

NASA Participates in the 2015 Holocaust Remembrance Program

By: Elizabeth Walker, EEO Specialist



On April 30, 2015, NASA participated in the Federal Inter-Agency Holocaust Remembrance Program, as it has for many years. The Federal Inter-Agency Committee held its 22nd Annual Holocaust Remembrance Program at the historic Lincoln Theater in Washington, DC. This year's theme was "The World Against Genocide."

The program was hosted by Scott Thuman, Emmy-award winning WJLA-TV Senior Political Reporter, who also served as the moderator

for the program's panel discussion. The Ceremony Speaker was Matt Bogoshian, Senior Policy Counsel, U.S. Environmental Protection Agency Office of Chemical Safety and Pollution Prevention. Mr. Bogoshian is the grandson of survivors of the 1915 Armenian genocide. In his remarks, he quoted from President Lincoln's moving tribute in the Gettysburg Address on the need for future generations to remember and honor the sacrifices of the past.

The panelists included Dr. Rouben Adalian, Director of the Armenian National Institute, and also a descendant of Armenian genocide survivors; Dr. Miriam Klein Kassenoff, who fled Nazi Europe in 1941 with her family when she was a small child; and Margit Meissner, who lost her father, a Rabbi, at the hands of the Nazis, but who was able to flee

Austria in 1938 and eventually make her way to the United States. The panel discussion focused on the need to continue to provide meaningful education and awareness to younger generations about the Holocaust and other 20th Century genocides, as a critical part of efforts to ensure that they are never repeated.

The program was also graced by several musical performances from soprano Amy Kwon, Ph.D., including the National Anthem and the Candle Lighting music, Ani Ma'amin, a musical rendering of the Jewish principles of faith. The program may be viewed in its entirety at the U.S. Holocaust Museum site at <http://www.ushmm.org/>

ENDEAVOR CHALLENGE



Hidden below are 40 women pioneers in STEM! Find them by last name placed horizontally, vertically, or diagonally. Circle them as you find them! Good luck!

R	W	G	N	I	M	E	L	F	G	T	T	N	Z	E	N	T	N	Y	L	U	B	A	S	D
P	S	G	N	I	N	E	J	Q	E	A	P	F	K	N	C	T	U	Z	W	D	A	D	Q	
K	I	N	S	E	R	Z	Y	N	A	M	R	F	D	Z	M	O	C	A	I	D	L	X	L	W
N	M	S	N	D	V	D	Q	J	R	C	I	M	R	L	O	I	S	G	K	T	E	Y	M	V
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|----------------|-----------------|---------------|--------------|
| 1. BURBIDGE | 11. SOLOMON | 21. FRANKLIN | 31. OCHOA |
| 2. OCAMPOURIA | 12. NOETHER | 22. RIDE | 32. MAYER |
| 3. HOWELL | 13. SHERMAN | 23. GRANVILLE | 33. WIDNALL |
| 4. JEMISON | 14. ZUBER | 24. RUBIN | 34. JENNINGS |
| 5. RESNIK | 15. DRESSELHAUS | 25. GERMAIN | 35. MEITNER |
| 6. DAUBECHIES | 16. HOFFMAN | 26. LUCID | 36. MATHER |
| 7. HAU | 17. CURIE | 27. MITCHELL | 37. TAKEUCHI |
| 8. HEBRAEA | 18. JACKSON | 28. MCAULIFFE | 38. TARTER |
| 9. SALTONCLARK | 19. FABER | 29. RICHARDS | 39. CHAWLA |
| 10. DRELL | 20. CUNITZ | 30. FLEMING | 40. BURNELL |

Prepared by: Bonita J Soley, Social Scientist, NASA ODEO