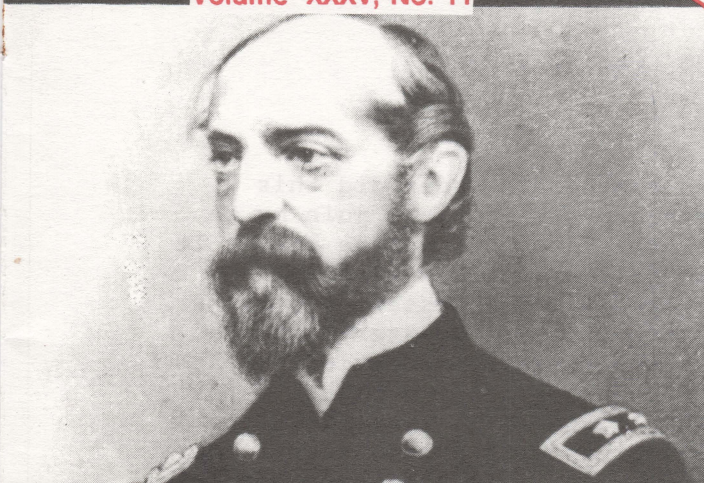
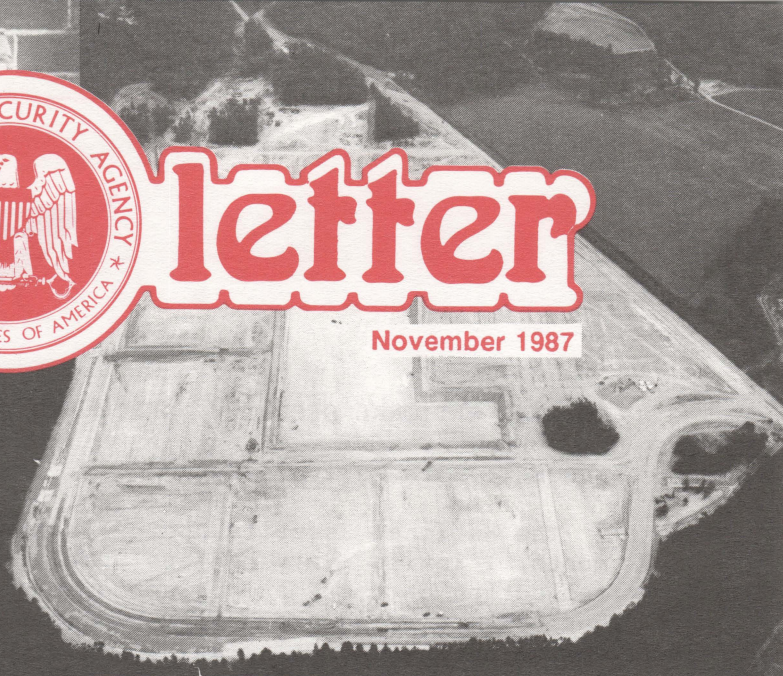




# news letter

Volume XXXV, No. 11

November 1987



*Christmas Greetings*  
FROM  
Army Security Agency

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TO: THE NATIONAL SECURITY AGENCY AND THE U.S. SIGINT SYSTEM

SUBJECT: 35th Anniversary

The National Security Agency is three and one half decades old this month. I invite every man and woman, military and civilian, to join me in reflecting on the Agency's achievements over the last thirty-five years. It has lived through and helped precipitate the most dramatic change in communications security and signals intelligence ever witnessed. The tasks have become more difficult; the demands for our products greater; and the standards for our professional competence higher. Without exception NSA has met these challenges successfully. Each of you has earned the right to feel proud of our record, and all of us have a duty to carry it forward in the decades ahead with the same imagination, inventive spirit, and sense of duty as it has been carried thus far.

Most of our senior leaders and technical experts have lived through this era of unparalleled change. They have created NSA's elan, its sense of pride, its dogged persistence in coping with every mission in support of our nation's global role in maintaining peace and security. Sometimes called Pax Americana, the post WW II epoch of peace is unmatched over the past several centuries. NSA's contribution to this endeavor has been critical. I encourage our younger people to look on this legacy as theirs to be perpetuated indefinitely into the future. All of us are part of a great professional tradition easy to forget in the press of daily operations. This anniversary is a special day for looking back with pride and forward with confidence.

As the Director of NSA, I am proud of all of you, proud of serving with you and our nation.

WILLIAM E. ODOM  
Lieutenant General, USA

**On the Cover:** This month's cover shows a collage of the Agency's history. Clockwise from top left: The "Hello Girls" of the Signal Corps, some of the first women to serve as uniformed members of the

Army (24 years before the Women's Army Corps was established). The ground is cleared for NSA's first building, OPS 1. President and Mrs. Reagan arrive on Sept. 26, 1986, to dedicate OPS 2A and 2B.

In the beginning, OPS 1 *was* the Agency. One of our newest buildings, OPS 2A, under construction. An early Christmas card. General George Meade, Civil War hero, for whom Ft. Meade is named.



## Making It Happen: Career Satisfaction and Productivity

Carolyn Pitts Corbin, international consultant and author of a best-selling book entitled *Strategies 2000*, will be the Career Development Week keynote speaker at 9:00 a.m. on Monday, November 16, in the Friedman Auditorium.

Corbin has been featured on more than 60 TV shows and radio pro-



Carolyn Corbin

grams since publication of her book. She has also presented seminars for major corporations, such as IBM, Wells Fargo, Phillips Petroleum, and ARCO. Recently, she was the keynote speaker at the National Con-

vention of the American Society of Training and Development.

At NSA, Corbin will be speaking on "Strategies for Career Success in

the New Age." She will explain these five lessons that individuals can learn from the actions that organizations are taking to meet the challenges of today's work world:

- ▶ *Declare your independence.* Find your career niche; perfect your skills; polish your image; make your talents known; be a team player in both your personal and professional lives.
- ▶ *Anticipate tomorrow's work world.* Position yourself for change through assimilation, innovation, and education.
- ▶ *Develop resource connectors.* Cultivate associations that can put you in touch with valuable information and contacts.
- ▶ *Prepare for predictable uncertainty.* Anticipate and prepare for crises.
- ▶ *Release yourself to relate.* Develop close relationships that will benefit both your private and professional lives.

Several other events will also be taking place during Career Development Week, November 16-20. On **Monday** from 10:30 a.m. to 3:00 p.m., be sure to visit the NSA Career

Information Fair in the North Annex of the OPS 1 cafeteria to learn about NSA's organizations and career field opportunities.

On **Tuesday** (and again on **Thursday**) at 11:30 a.m., Dr. Caela Farren will offer an auditorium presentation on management vs. technical track issues.

**Wednesday** will feature exhibits on the Career Resource Center and the Learning Center self-help resources in Rooms 3C083 and 3C086, OPS 1.

On **Thursday**, Tom Elliott, chief of the Office of Career Development, will talk on "What's New in Career Development at NSA" in the Friedman Auditorium at 2:00 p.m.

**Friday's** special feature will be an introduction to a relatively new concept, "Managing Up--How to Receive a Performance Appraisal." This presentation will take place in the Friedman Auditorium at 10:00 a.m. and again at 1:00 p.m.

All employees are encouraged to take advantage of the opportunity to become more fully informed about career development issues and strategies.

### REPORTING ON FRAUD, WASTE, AND INEFFICIENCY

The Secretary of Defense has solicited the cooperation and support of all DOD personnel in reducing fraud and inefficiency in DOD. All personnel should be alert to opportunities for improved economies and efficiencies in NSA operations. Any recommendations should be made through appropriate management channels.

To report suspected instances of fraud, waste, and inefficiency within NSA, call either the NSA Inspector General at 688-6666 or the DOD Hotline at 693-5080. The Hotline operates from 8:00 to 5:30 each work day and is manned by personnel from the Defense Criminal Investigative Service. Identity of all callers will be fully protected.

Personnel using the outside telephone or contacting the DOD Hotline are reminded of security requirements; they should discuss only unclassified information. Classified conversations should be held only over the secure phone with the NSA Inspector General's office or with the IG's representative in person in Room 2B8076, Operations Building 2B.

## NSA To Seek New Food Service Contract

On January 28, 1988, the current NSA food service concession contract expires. The Restaurant Council, with the assistance of the Contracting Division, is soliciting bids from the major employee food service companies in the country. During September and October 1987, these companies visited the NSA cafeterias and vending machine areas. The contract will be awarded based on the following factors: reputation and experience of the bidder; sanitation and safety procedures and reputation; menuing procedures; maintenance procedures and programs; proposed staffing; proposed commission to the Restaurant Fund; and profit to the concessionaire.

Council members have received many questions about the impact of

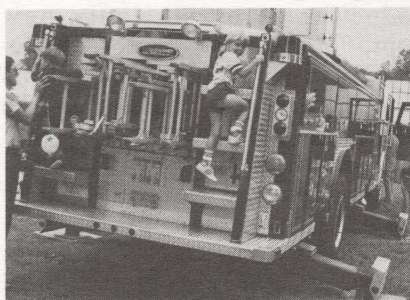
the contract process on the NSA Food Service Program and how it will affect the NSA work force. The award of the new contract, whether to the incumbent or to a new company, will not cause the price of food to change dramatically either up or down, nor will it cause the menus to be altered to any extent. And with the labor market depressed to its current status, customers probably will not see a large turnover in food service workers.

The Council's main objective in previewing the bid packages and awarding the contract will be to continue to provide the NSA work force with the best available food service at a reasonable cost. The Council and the restaurant officer work closely with the current contractor, as they will work with whoever receives the contract award, to endeavor to meet this objective.



# Picture this...

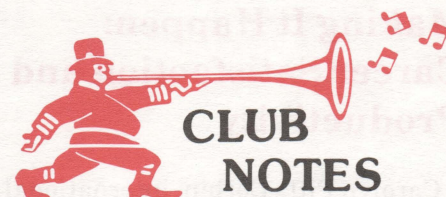
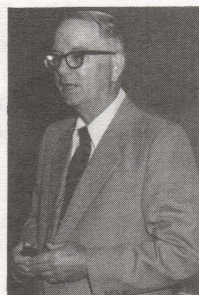
**The Envelope, Please:** A hearty congratulations to the first annual Resources Manager of the Year, Dennis G. Fleishood, selected from seven nominees. The award, presented by the Resources Management Career Panel, recognizes certified professional resource managers who, through outstanding performance and continuous leadership in resources management activities, have made significant contributions to the resources management process. The award, presented by MajGen Flynn, consists of a Certificate of Recognition and a cash award of \$1,500. Nominations for next year's award should be sent to the executive of the Resources Management Career Panel for receipt by June 1, 1988. For further information, contact Panel Executive Nancy L. Logan at 859-6711.



**Celebrating 35 Years in Style:** Despite the unpromising weather during the 35th Anniversary Celebration (September 12-13), nearly 11,000 people attended the two-day affair. NSAers, families, and friends enjoyed the food, rides, and entertainment, including cartoon characters, the Orioles Bird, a polka band (you should have seen them all dancing!), and a unicyclist. There were also lots of interesting exhibits, includ-

the MEDEVAC helicopter and the Odenton Fire Department Hook and Ladder team. NSA and Ft. Meade clubs were also on hand to show off their skills and entice new club members. The Administration Organization and the Civilian Welfare Fund Council wish to thank all those who attended as well as the many NSA employees and family members who volunteered their time, talent, and energy to make the event a success. See you at the 40th!

**Interactive TV Class:** During the week of August 24-28, the COMSEC Familiarization Course (CS-130) was presented in the FANX III and Friedman Auditoriums. An interactive TV link, using the expertise and facilities of the National Cryptologic School, enabled the students at Friedman Auditorium to communicate with the speakers and instructors (one of whom is pictured here) at FANX. This was a landmark effort for both COMSEC education and the NCS, as it was the first full-length (1 week) course NSA has conducted in this manner. The significance of this effort is that eventually the COMSEC Education office hopes to broadcast classes interactively to a number of remote locations. CS-130 continues to be an excellent source for COMSEC fundamentals, technology, national level focus, and policy. For further information, contact Course Manager Pete Sutton at 859-6605.



All of this month's meetings are open to new members; check with the clubs to determine their guest policy for other events.

**Arundel Yacht Club (AYC)** will hold its last rendezvous of the season on Nov. 7-8 in Mill Creek and its annual Change of Watch Dinner at Bay Ridge Inn, Annapolis, on Nov. 14. Contestants in AYC's Sept. 19 Ernie Knorr Cup Race sailed with a NE 5-12 knot wind; the *Lola* took first overall and first in the Division II class and *Merlin* placed first in Division I. POC is Bill Shellenberger at 859-6648.

**Child Development Center Association (CDCA)** will hold an election meeting on Nov. 17 at 11:00 a.m. in Room 2W081 and reminds members renewal notice time is around the corner. CDCA will meet on December 2 at 11:30 a.m. in Room 2W087 and present Dr. Jan Gingold, a pediatrician, to address the topic of handling bedtime problems. POC is Lisa Arbelaez at 688-6165.

**Ceramic Crafters** has NSA 35th Anniversary Mugs for sale for \$5.50 each. Mugs can be ordered by sending your check, name, organization, and telephone number to Ceramic Crafters C/O CWF, OPS 2A. Watch for notices to be posted for the club's ceramic sale, slated to be held during the week of Nov. 9. The club is currently accepting new members and schedules classes in pouring and firing as need demands. Contact the club by mail through CWF.

**Handicraft Club** meets every Wednesday at 11:00 a.m. in Room 2W081. Members will host their annual Holiday Bazaar in two locations this year: North Cafeteria on Nov. 18 from 8:00 a.m.-9:30 a.m. and outside the Friedman Auditorium on Nov. 17-19 from 11:00 a.m.-

*Continued on next page*



1:00 p.m. Christmas tree ornaments and a variety of gift items will be on sale. Members invite anyone interested in crafts to join them at their weekly meetings. POC is Jane at 688-7391.

**Maryland Off-Road Racers** (model electric cars) meet on the first Wednesday of the month at 7:00 p.m. in Bldg. 523 on Post. The club had a busy first year establishing a racing schedule (winter races are slated) and building a driver's stand and racing track. Interested readers may attend a meeting or call Frank at 647-7140. This club is part of Meade Modelers.

**Meade Flyers** (model aircraft) meet on the first Thursday and the third Tuesday of the month at 7:30 p.m. in Bldg. 523 on Post. On Nov. 8, the National Capital Helicopter group will fly model helicopters at the Meade Flyers' field from 11:00 a.m. to 4:30 p.m. Members predict "some plain and fancy helio flying" for the event. The club's busy summer included fun flies, which extended to family members turning out with picnic lunches; float flies, where planes were flown over water; and participation at various airshows, including flying at the Chesapeake Appreciation Days on Oct. 31-Nov. 1. Interested readers may attend a club meeting or call Frank at 647-7140. This club is part of Meade Modelers.

**Phoenix Society** members will cruise from San Juan to Acapulco on Nov. 7-18 and make port calls at St. Thomas, Antigua, Martinique, Curacao, and Panama City while en route. Also, members will cruise to Paradise Island on Nov. 30-Dec. 4. The club will hold a Director's Board meeting on Dec. 2 at 10:00 a.m. and its Christmas party on Dec. 10 from 5:00 p.m.-7:00 p.m. POC is Hugh Erskine at 688-6760.

**Sun Snow and Surf Ski Club** will hold a Veterans' Day Hike on Nov. 11, meet on Nov. 18 at noon in Room 2W081, and meet at Blob's Park on Nov. 20. The club is still taking reservations for winter ski trips. POC is Robin Elliott at 688-7873.

## Great American Smokeout

by Bernardine Ginsberg

Again this year, NSA will join with the American Cancer Society in conducting the Great American Smokeout. The Smokeout is held every year on the Thursday before Thanksgiving; this year the date is November 19. The Smokeout, now in its 11th year, has become a nationwide event supported by businesses, schools, hospitals, and millions of individuals. It is an upbeat, good-natured effort to encourage smokers to give up cigarettes for 24 hours.

The goal of the 1987 Great American Smokeout is to get at least one in every five smokers to give up cigarettes from midnight to midnight on Thursday, November 19. It's great when smokers can prove to themselves that they can reach the goal of 24 hours of abstinence. Last year almost 24 million Americans were able to do this.

Here at the Agency we will be celebrating a Smokeout Week. During the week approaching Smokeout Day, there will be posters on display with handouts available for everyone with facts about smoking. There will be quit tips for smokers and "adoption papers" for those who will be helping smokers abstain. It's not just the smoker who should be involved; non-smokers need to be available for moral support on November 19. So adopt a smoker and help him or her to quit by providing such tools as gum and mints.

On Smokeout Day, American Cancer Society and Agency volunteers will run tables where smokers can turn in cigarettes and obtain free gum, candy, and artificial cigarettes to help them get through the day. Remember that tobacco includes cigars, pipes, and smokeless tobacco--these forms of tobacco products put the user at increased risk of cancer of any part of the oral cavity, from lip and tongue to mouth and throat.

The risk of developing cancer is 10 times greater for smokers than non-smokers. Those who smoke two or



*Volunteers will be on hand in the cafeteria on Smokeout Day.*

more packs of cigarettes a day are 15 to 25 times more likely to die of lung cancer than non-smokers. But cancer, the number one cause of death among both men and women, is largely a preventable disease. It is estimated that 83 percent of the cases of lung cancer could be avoided if individuals never took up smoking. An estimated 92,000 men and 44,000 women will die of lung cancer in 1987. And did you know that in an 18-hour waking day, a two-pack-a-day smoker spends from 3 to 4 hours with a cigarette in mouth, hand, or ashtray, takes about 400 puffs, and inhales up to 600 milligrams of tar?

What happens after the Smokeout? Those smokers who wish to continue to kick the habit can sign up for the Fresh Start stop-smoking program that is given here at the Agency. Since the Agency's first class met in February 1986, the success rate for those who complete the program has been approximately 60 percent. Fresh Start consists of five 1-hour group sessions aimed at providing smokers with the tools to enable them to stop. These sessions are held from noon to 1:00 p.m., usually on Mondays and Thursdays, for 2½ weeks. You can sign up at the tables on Smokeout Day or by stopping in at the Medical Center Pharmacy (1C059) any time.

If you wish to volunteer your services on Smokeout Day or sign up for Fresh Start, please contact Bernardine Ginsberg at 688-6128.



## View From the Top

*In honor of NSA's 35th anniversary, Director LTG William Odom consented to share with the work force the answers to these questions, prepared by Assistant Editor Jo Ann Lambert.*

The National Security Agency was created by Executive Order of President Harry S Truman on November 4, 1952. In honor of NSA's 35th Anniversary, the *Newsletter* has prepared this special supplement with articles relating to NSA's history. We are very appreciative of the input from the Office of History and Publications, which made this supplement possible; particularly Trish Gallagher of that office, who wrote all the articles except "View From the Top."

**NSA'S 35TH  
ANNIVERSARY**

*Q: You were born in 1932 in the small town (population 17,000) of Cookeville, Tenn. Could you describe the town and what your life there was like in terms of family, home, church, recreation, and school.*

A: Although I was born in Cookeville, I only spent a few days there with my mother in the hospital. I grew up in several towns in East Tennessee, but mostly in Crossville, a few miles east of Cookeville. A mountain town of about 2,000 people when I arrived in 1938, it was typical of thousands of such communities throughout America. I suppose my childhood was much like any other in rural America. My family included five children. Boy Scouts, 4-H Club, football, baseball, and basketball were my main recreational activities. My mother insisted I study the piano. We both suffered the illusion that I had musical talent, but I outgrew the illusion; she never did. My family attended the Congregational Church. In high school, football was my major obsession. Farm work, camping, and baseball occupied the summers. All in all it was a healthy environment, one I look back on with great affection. We considered ourselves "middle class," but we were actually quite poor economically.

*Q: As you approached adulthood, what did you perceive to be your parents' expectations of you? What goals did you set for yourself?*

A: My parents were fairly subtle in expressing their expectations. They merely asked that we all do well in school, that we prepare ourselves to earn a living, and that we give some attention to the cultural side of life. It was taken for granted that we go to college, although where the money for college would come from was always a big question. We saved every penny for a college fund. I envied the kids who could go to the drug store for a soda after school. In my family that was forbidden. Movies were rare also--about one every couple of months. We accepted the sacrifice in light of the need to invest in future education.

*Q: At this period, who exerted the greatest influence on your life? How?*

A: The two greatest influences were my father and the Congregational minister.

My father was my friend and intellectual mentor. No subject was off limits. We argued, we debated, we discussed everything from politics, religion, and science to sports and how to get larger yields of corn and potatoes. My father began as a high school agricultural teacher, then served as a county agent, and finally headed an agricultural experimental station for the University of Tennessee, a job he held for many years. His influence on the agricultural economy in the region is legendary. A virtual transformation occurred, in large part because of his vision and dogged initiatives. Farmers are conservative. They do not take to new technology easily. He always seemed to find a way to entice them to take new risks, to accept new approaches.

The Congregational minister was an extraordinary man, a "Yankee" in a Southern town, an outsider, a selfless man who championed the less fortunate, sometimes to the irritation of his more fortunate parishioners. Like my father, he was willing to discuss anything, beginning with the existence or non-existence of God and leading on to the merits and faults of capitalism and socialism. He took me north one summer to a church camp on Lake George in New York State. A few days in New York City and Washington en route opened my eyes to the outside world. I was overwhelmed by it but fired with an insatiable curiosity about this part of America that I had only known in books and on the radio.

My mother also had a strong influence on me. She instilled confidence that anything can be accomplished if one really wants to do it. Her boundless energy amazes me even today as I think about it. I owe her a great deal for opening the world of art and music to me, not easy to do in rural America five decades ago.

*Q: What prompted you to apply to West Point? Who or what influenced your decision? At what point did you commit to an Army career?*

A: My decision to go to West Point was made quite early, about age 10. Upset with my behavior on one occasion, my father mentioned the discipline at West Point, saying I needed it but probably could not take it. He forgot the casual reference but I did not. I looked up West Point in the encyclopedia, learned a little more about it, and decided that I would show my father



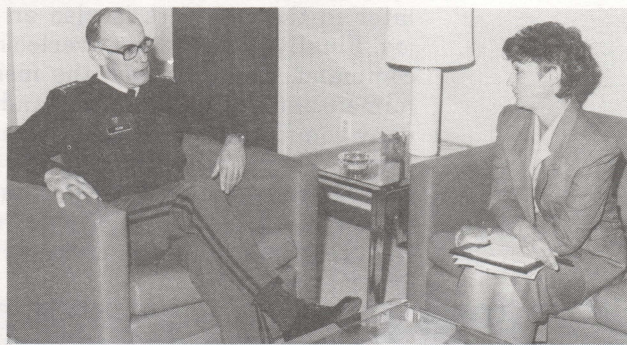
that I could indeed "take it." World War II probably influenced my decision. I watched the 2d Armored Division pass in front of our house on maneuvers. I followed every news report on all the battles. I regretted being too young to participate in this great event. By my high school days, I took it for granted that I would go to West Point, but my parents thought it was a very bad idea. War and armies were not attractive to them. They grew up on Civil War stories. The bitter lessons of defeat were passed to them by their parents who had been born before and during the Civil War. In the end, they came around and gave me full suport.

*Q: The caption under your 1952 yearbook photo (West Point) says, "His quest to find a working philosophy in life ... was foremost in his endeavors here at the Point." Did you find such a philosophy and could you describe it?*

*A: I don't put much stock in West Point yearbook picture captions although it is popular to find perspicacity in them. It is a little like astrology: they are accurate often enough to keep the faithful interested. I never thought of myself as seeking a "working" philosophy, but I did question everything. I did try to work back to first principles. The military profession seemed to me to offer the opportunity to combine a cerebral life of study with a muscular life of action. I suppose the "working" principle I took from West Point and my first years of Army service was that one must keep two lives, one of intellectual reflection and questioning, one of action within rules, laws, and practical realities. Many of us let daily bureaucratic existence deaden all other aspects of our personalities. One has to accept those realities and operate within them, but if one does not retain another realm, a realm of intellectual and cultural growth that refuses to be bound by the imperatives of modern organizational life, then one misses much that life can offer. Furthermore, one does not take the opportunities that sometimes arise within one's organizational duties to change things for the better. These two worlds exist in tension with each other. I have seen friends become so reflective and critical that they could no longer act effectively in their jobs. And I frequently see the other extreme--a surrender to the bureaucratic routines so complete that all imagination dies.*

*Q: I understand that you speak Russian and know that you were posted to the Soviet Union as Assistant Military Attache from April 1972-June 1974; your book, "The Soviet Volunteers: Modernization and Bureaucracy in a Public Mass Organization," was published in 1973 while you were in Moscow. However, many of your articles examining Soviet affairs from a historical perspective were published from 1974-1985 after your return from Moscow. Did your perception of Soviet affairs change greatly after living and working in Moscow? In what way?*

*A: My views of the USSR did not change greatly. I had invested a decade getting ready to go. It was like doing the theoretical work in preparation for a laboratory experiment. Living in the USSR allowed me to test what I had learned*



*from books. It gave that academic learning empirical referents, particularly in the human and personal sense. Seeing and knowing Soviet citizens gave me a sense of the emotional human dimension that I could have gotten no other way. The Russians and other nationalities in the USSR are remarkable people. Their historical and political fate is most tragic. As human beings they are fascinating people whom I deeply admire for their ability to survive and cope and for the many cultural achievements they have given the world in spite of obstacles and repressions.*

*Q: Prior to your appointment on May 8, 1985, as Director, your past assignments included serving on military duty in the U.S. and Germany in peacetime; serving in the Vietnam conflict; serving as military attache and liaison; teaching and researching as an associate professor at West Point; acting as an intelligence officer and advisor; and authoring a book and numerous articles. If you could attach a label to each of those experiences, which would you term the greatest challenge, the most rewarding, the most difficult, the most enlightening?*

## View From the Top

**NSA'S 35TH  
ANNIVERSARY**



## View From the Top

A: They have all been extremely rewarding. I cannot order them in priority--they hang together as an organic whole. The Vietnam conflict was in a sense the most difficult: that war split my generation. Serving in the White House was also a difficult experience. The opportunities for meaningful service there are very large, but the difficulties in exploiting them effectively are also large. From afar, it looks like a romantic affair; from within, it is quite another world. Every President and his staff need our support. Their tasks are large and often thankless. Teaching is among the most rewarding experiences. Watching the minds of college students open is fascinating, and devising ways to cause them to open is a challenge. Seeing them succeed later in their careers is also an enduring joy. Finally, I should not overlook company command. That involved the most intense human and professional demands. A company commander has great power over his troops. They are his mirror. One sees one's own weaknesses and strengths in their collective actions. The greatest "highs" and the greatest exhaustion characterized that experience for me.



Q: NSA is one of the largest Federal agencies. What factors do you feel are inherent in the NSA bureaucracy--in terms of structure and organization--that are beneficial or detrimental to NSA's mission?

A: I am surprised that you did not ask me to rank my job as Director of NSA in the previous question. It clearly has been the greatest challenge. So much is at stake, and the resources, human and material, are so large that few leadership posts equal it as a challenge.

NSA is a changing organization, both in size and in the mix and kinds of people in it. The factors you ask about have, in my view, changed over time. Cohesion is harder to

retain as the organization grows. Yet we manage to keep enough to perform well. I believe that derives from the group of senior professionals we have who grew up with NSA, built it, set its standards, and kept it moving effectively against any task it has been given. Our future will be very much determined by the success they have in passing on this spirit, this professional elan. I encourage our younger people to take as much as they can from this older generation.

Q: Do you believe there is a specific management style or blend of styles that is particularly suited to NSA? If so, please describe the style and its effects.

A: I could go on at length about the proper management style for NSA. Let me say simply that we have extremely able people, very dedicated people at NSA. They deserve first class leadership and management, management that lets them give us their best initiatives, their best ideas. At the same time, we have to operate within a set of standards, rules, and policies, or we will have an unacceptable level of confusion and disorder. On the whole, I believe we do remarkably well at steering a course between the Scylla of freedom and the Charybdis of discipline.

Q: Obviously you depend on your staff to keep you informed, but do you have any informal means of "keeping your ear to the ground"? I am thinking of incidents similar to the one recounted to me of how you passed several Service Academy summer interns (1986) in the hall and requested that they meet with you personally.

A: If I told you my secrets, how could I keep my ear to the ground?

Q: As NSA celebrates its 35th Anniversary, what personal message would you like to share with the work force?

A: I have penned a message to the work force. I hope you publish it in this issue of the Newsletter.

**NSA'S 35TH  
ANNIVERSARY**



It's not surprising that this name doesn't sound familiar--it was the name given to Camp Meade in 1928 when it was made an official Army installation. You should, however, recognize the name "Camp Meade," for it is none other than what we've come to know as home to NSA, Fort George G. Meade.

Camp Meade had its beginnings 70 years ago when the U.S. government selected over 9,000 acres in the village of Admiral for the site of a cantonment. It was not the first time that the area had been thought of in military terms. During the American Revolution an iron foundry was operated nearby, providing weapons for the American Continental Army. A century later, during the Civil War, the area was occupied by thousands of Union troops guarding the vital railway supply lines of the Annapolis and Elk Ridge Railroad.

Named after Major General George G. Meade, the Commander of the Union's Army of the Potomac who distinguished himself at the Battle of Gettysburg, Camp Meade was completed in the fall of 1917 even as the first conscripts were already arriving. A year later, an additional cantonment was built in the area, the Franklin Cantonment, to serve as the Signal Corps Camp of Instruction. The camp, which among other things trained the first uniformed female members of the Army, was soon annexed to the larger Camp Meade. By the time World War I drew to a close in November 1918, it had trained a total of about 103,000 men.

In 1919, the Office of the Chief of the Tank Corps was established at Camp Meade and a tank school added to the camp shortly thereafter. Among the personages who were assigned to the school before it was moved to Fort Benning, Ga., in 1932 were Major Dwight D. Eisenhower and Lieutenant Colonel George Patton. Later, a Cooks and Bakers School was added to the camp.

In 1928, a small furor arose when the Army changed Camp Meade's name to Fort Leonard Wood because there was already a Fort Meade in South Dakota

which had been established earlier and consequently had first rights to the name. Many citizens of Pennsylvania (Meade's home state) were unhappy over the change, and the new name was used for less than a year. By renaming the

camp Fort George G. Meade, thereby distinguishing it from Fort Meade, a Pennsylvania congressman succeeded in pushing a bill through Congress in March

1929 with the camp's "old new name."

During the 1930's about 2,200 troops were stationed at Fort George G. Meade. With the passage of the Selective Service Act of 1940 and the building of additional structures, the Fort became the fourth largest community in Maryland and its acreage was expanded to today's total of 13,500 acres.

The period of the Second World War saw the Fort provide basic training to thousands of men. The Tank Destroyer Force as well as the Special Services Training Center, which trained entertainers like Glenn Miller and Jack Benny in the art of entertaining Army-style, were developed at Fort George G. Meade. An estimated 3½ million men passed through the Post during the war years--more than 1½ million of them to areas overseas. The Fort was also home to Italian and German prisoners of war and served as a Prisoner of War Information Bureau.

The postwar years brought many changes to Fort Meade. The National Security Agency moved to the area in 1957. In 1960 a new airfield was constructed, and in 1966 the First and Second U.S. Armies merged. Since that time, the Post has served as Headquarters for the First Army, whose mission is now oriented to training and responsibility for Army reserve components. Although one can no longer hear the rumble of tanks and thoughts of war seem far away from the peacefulness of Burba Lake, Fort George G. Meade has its place in U.S. history as well as in the lives of those who currently live or work on it.



## You Say You've Never Heard of Fort Leonard Wood?

*Before there was NSA,  
there was . . . Fort  
Leonard Wood?*

**NSA'S 35TH  
ANNIVERSARY**



## The Early Days at Arlington Hall

*Some tales of bygone days--have things changed or haven't they?*

Her parents were more than a little concerned about the welfare of their daughter. First, she had quit college after only 2 years. Then, she had decided to leave her family and friends for a place halfway across the world. Now, to make matters worse, she wouldn't tell them exactly what she was doing down there. Oh, they knew she had some kind of a job--something important that she supposedly could not talk about. Yes, she had written every week as she had promised. But it was just too fishy. Their daughter was in a big city all alone and they felt certain that

she had somehow managed to get herself into trouble. Why couldn't she even give them the name of the place where she worked?

Like any good Boston Irish family with a serious problem, the Homers decided to do the sensible thing. They called their congressman, John F. Kennedy. The congressman's office took prompt action and contacted the personnel people where the daughter was employed. The congressman was assured that she was fine, that she was not in trouble, and that she was employed in a reputable type of business. The Homers were relieved to hear the news. Their prodigal daughter was safe and sound. The daughter? Catherine Homer Tanner. Her job? Traffic analysis. Her place of employment? You guessed it. The story? True.

Thirty-five years have passed since Personnel's brush with the office of the young John F. Kennedy and since Cathy's indoctrination into the strange and mysterious ways of the intelligence community. As part of this year's observance of NSA's 35th anniversary, some of our early employees were interviewed regarding their initial experiences and

memories of working for a place whose secrecy still gives some parents cause for concern.

Dan Tanner, who married Cathy Homer in 1953, remembers asking the cab driver who picked him up at the train station when he first arrived in Washington, D.C., to take him to Arlington Hall Station. That trip took 3½ hours

because the cab driver couldn't find the Hall. Fortunately for Dan, the meter was not kept running. Dan, like other employees from the "early days," also recalls that security was taken more seriously when NSA was still a



young agency. Badges were not only required to pass in and out of the gates at Arlington Hall, but also for access to A and B Buildings, the so-called "temporary structures" which many still claim were part of an elaborate system of torture for Agency employees.

Badges were an integral part of every Agency employee's attire and woe to him who forgot his badge. There's always the story of the colonel who decided to test the security system and guard force by replacing his badge picture with a donkey's. After wearing the donkey badge for several days without it resulting in any action on the part of the guard force, the colonel is said to have summoned the guards together and chewed them up one side and down the other. When the colonel finished his tirade, he asked if there were any questions. Accordingly, the commander of the guards explained to the colonel that he was one of the people who were supposed to be recognized on sight and consequently would have been allowed through regardless of the picture on his badge. The colonel was not amused.

The buildings were another matter al-

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together. According to all accounts, they were the perfect government buildings--cold in the winter and hot in the summer. Neither building was air conditioned and summer temperatures often became so severe that employees would be released when the temperature and humidity reached the magical 95-55 level. Specially designated Army personnel would go around to the offices and wave an instrument through the air which would miraculously record only the most accurate of measurements. Of course, the instrument would be aided in its mission by hopefully unobtrusive blind-raising throughout the offices, and in several cases, the out-and-out bribing of Army personnel. Agency employees have always sought creative solutions to problems.

Less than perfect working conditions did not stop there, however. Space was at a premium (my, how things have changed) and employees were compelled to work in shifts and share desks as well as go to the cafeteria for lunch in shifts. Rows and rows of anonymous-looking desks and file cabinets were the most luxurious accommodations available, and there was even a rule governing the eating and drinking of foodstuffs in the corridors.

Dollie Canard was one of the first daring souls to test the rule's enforcement. She had gone down to one of the candy machines on the first floor of her building for an afternoon snack and on her way back to her office had been unable to resist the temptation offered by the chocolate bar in her hand. No sooner had she unwrapped and sampled her purchase than she met NSA's Director, General Canine, in the hallway. Quickly recognizing the potential seriousness of the situation, the General did the expected and said, "How about a bite of that candy bar?"

Everyone who worked at Arlington Hall Station in NSA's early days recalls the close friendships that were formed among Agency employees, the majority of whom were in their twenties. Socializing after hours was strictly an Agency affair, and NSA sponsored many activities for its employees, including spring dances at the Willard Hotel in Washington, D.C., picnics, bowling, and Miss NSA contests. Early employees also remember the times when a job at NSA

was more than just a job and can cite many instances when overtime was voluntary and without compensation--getting the work done was the important thing. A strong feeling of commitment and dedication to their work provided enough "psychic income" to counterbalance the low wages that most NSAers were making (a GS-4 made \$3175 a year). John Keenan remembers one Agency employee who also happened to be a millionaire. Apparently, the man's millions just could not provide the same psychic income that Arlington Hall had to offer. He would arrive, without fail, faithful to his work at Arlington Hall, on time each day--thanks, no doubt, to the dependability of his chauffeur-driven limousine.

When asked to comment on what they regarded as the biggest changes which they have seen at NSA over the past 35 years, all those interviewed agreed that the enormous growth of the Agency was probably the most obvious change. They can still remember the days when virtually all Agency employees knew each other and recall somewhat regretfully that the Agency's current size often hampers the forging of close personal ties to the Agency and to co-workers. They are quick to point out, however, the great advances made in technology over the years and at least one interviewee marvels at the mechanism behind the Agency filing system which can still retrieve a personnel file with original documents after 35 years.

*Special thanks to Cathy and Dan Tanner, John Keenan, and Dollie Canard for their memories of "the early days."*

Nov. 5--Gen. Dwight D. Eisenhower was elected President of the United States yesterday in an electoral vote landslide and with an emphatic popular majority that probably will give his party a small margin of control in the House of Representatives but may leave the Senate as it is--49 Democrats, 47 Republicans and 1 independent.

Senator Richard M. Nixon of California was elected Vice President.

## The Early Days at Arlington Hall

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From the New York Times, 1952

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**NSA'S 35TH  
ANNIVERSARY**



## Through the Pages of the Past

*Almost 35 years of NSA Newsletters reveal a special history of the Agency. Do you remember... the Senators, flattops, 95-55, the Marine Guards, or metal badges?*

The age of metal badges has come to an end at NSA, and the new age of plastic badges has begun. (1976)



In a ceremony on October 2, Miss Ann Caracristi cut the ribbon to officially open the Agency's Airport Square Building offices located next to the Holiday Inn on Elkridge Landing Road. The Agency has leased the entire right wing of the building to house the Office of Employment, Polygraph, Psychological Services and a small medical center. (1981)

*Employees are reminded that only authorized personnel are permitted in the restaurant kitchen; unauthorized individuals taking short cuts through the kitchen may find themselves in hot water.* (1956)

The average cost per patient per day in U.S. hospitals is now \$36.83. (1964)

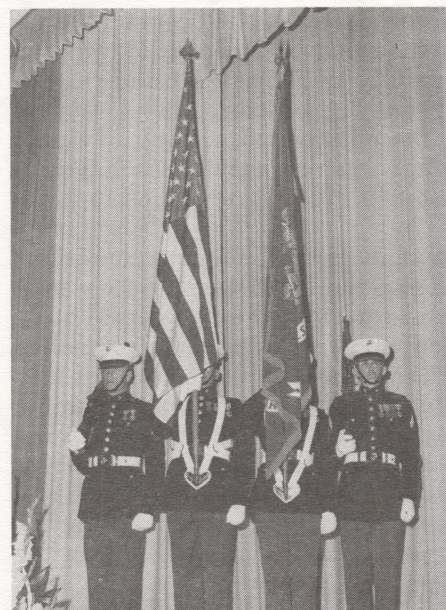
Since March 1953, when the Credit Union was established, it has grown into a thriving enterprise with a total membership of 908, a total balance of shares--\$31,803.69, and a loan balance of \$28,049.80. (1954)

### Basketball Tickets

The Baltimore Bullets play the St. Louis Hawks Dec. 4, at 8:30 p.m. in the Baltimore Civic Center. Regular price is \$4; NSA price is \$1.

Tickets may be purchased through the NSA ticket service. Dec. 1 is the cut-off date for the sale of these tickets. (1964)

For those interested in a Cooperative Housing Development, the community of Greenbelt is offering such an arrangement, with down payments as low as \$360.00. (There are approximately 60 units now for sale.) Greenbelt is located on the new Baltimore-Washington Parkway 12 miles south of Fort Meade. The cost of these 2-, 2 1/2-, and 3-bedroom brick and masonry homes ranges from \$5,500.00 to \$9,000.00. (1953)



An era will come to an end at NSA when the Marine Guard departs for service with the Fleet Marine Force at the end of 1978. For more than two decades, the Marines have served NSA with pride, distinction and dedication. The very essence of our Marine security force has been teamwork "par excellence." (1978)

Minimum psychometer temperature and humidity readings which will justify the dismissal of NSA employees this summer are:

Temp. (Degrees) //Rel. Humidity (%)	
95	55
96	52
97	49
98	45
99	42
100	38

(1956)

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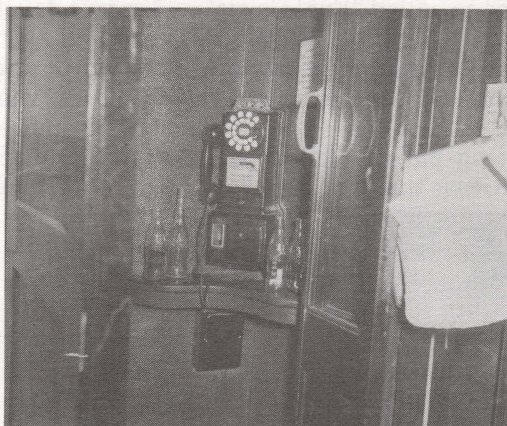
All aboard for another NSA trip to New York. The date is September 3-5, Labor Day Weekend. The cost is \$36.25 for a double room, \$38.25 for a single. For this price, you visit the Latin Quarter, the Music Hall, and take a yacht trip around Manhattan. Your round trip train fare is included. For information, contact the Employee Relations Office, Rm. A 203, Hq. Bldg., AHS, ext. 444. Reservations must be in by Tuesday, August 23. (1955)

Senator Gift Certificates, which usually sell for \$1.50, are available in the NSA Ticket Service for \$1. A certificate may be used for admission to any Senator Game in Washington or it may be used at the box office as \$1.50 toward the price of a box seat.

(1967)

Beginning this fall, the Office of Security will begin a phase-in of a new security system called CONFIRM. This new system will require all badge wearers to insert their badges into readers at entry locations and punch in individual identification numbers before proceeding.

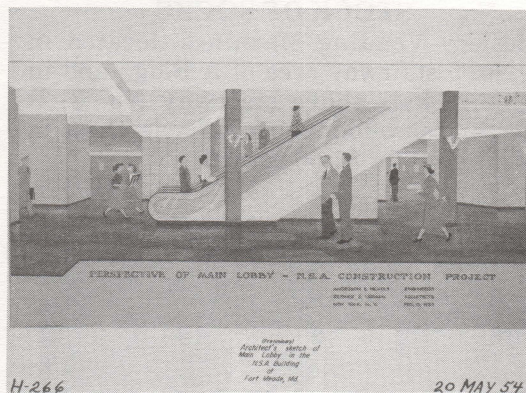
(1983)



CLEAR THE DECK OF COKE BOTTLES

Gee, fellows, some of you just aren't trying in this bottle clean-up campaign. You've been leaving your empties in the most outlandish places. And every bottle that's not returned to the racks--placed conveniently in all buildings--costs the Government money. Every bottle which is laid to rest in your working area, in rest-rooms, or on the hallway floor tries the patience of persons who have the power of life and death over our vending machines.

(1955)



Annex I, the Agency's first high-rise building, is 98% completed. At the present time, contractors are concentrating on "finish work" within the building and inspection of the structure by appropriate government personnel has been started.

(1965)

*The Guru and Caudillo, tastefully attired in a beige tunic with matching trousers, and ecclesiastical decoration around his neck, and modesty in spite of sartorial elegance, a beatific smile adorning his features, floated to and fro among his disciples, greeting the faithful with words of encouragement on current problems, commending them for past accomplishments. The Torch of knowledge appeared to be in several places at once as he welcomed his flock, and much was the joy to the cognoscenti as the Scintilla of Wisdom spread the Technical Word.*

(1976)

BEATNIK PARTY--With Marine Band from Washington, D.C. Tuesday May 19 at 8:30 p.m. Hostesses from Baltimore.

(1964)

The official ground-breaking ceremony for the new "S" building was held April 22 at the rain-soaked site south of the IRC building.

(1967)

Jason Flynt, who retired from the Agency last October, says he recently caught a 43-inch rockfish while trolling live eels on the bottom of the Chesapeake Bay near the mouth of the Patuxent River. The fish, which will net Mr. Flynt a citation from the State of Maryland, weighed 30 pounds and is the largest "rock" caught in that area this year.

(1970)

## Through the Pages of the Past

**NSA'S 35TH  
ANNIVERSARY**



## Through the Pages of the Past

### STOCK OF SOCKS

Hosiery Vending Machines, located in the No. 5 stairway area of A Bldg., and in the main hall above stairway No. 3, B Bldg., dispense four shades of nylon hose in various sizes for \$1.00 per pair.

(1957)



On 3 October 1960 the NSA Barber Shop will increase prices for haircuts and shaves. Regular haircuts and crewcuts will go from \$1 to \$1.25, special haircuts (e.g. flattops) \$1 to \$1.40 and shaves will cost \$1 instead of the present 75¢. Prices for other services will remain the same.

Prices charged by the NSA Barber Shop are still a bargain. The Union scale for haircuts in D.C. is \$1.75 and in Laurel, Md. \$1.50.

(1960)

### DANCE

featuring

Duke Ellington

& his famous orchestra

FT. MEADE SERVICE CLUB NO. 1

THURSDAY 7 MAY 1964 2100-2400 hrs.

Admission \$1.00

(1964)

It was announced that the milk prices in the cafeteria had returned to \$.10 with the installation of dispensers in the serving lines, and that new supervisory personnel had been added to the cafeteria staff to improve the service.

(1958)

The brand-new Grand Ballroom at the Hotel Willard will be the scene of our NSA Fall Dance on Saturday, November 13th.

It should be quite a clambake, with the music of Tiny Meeker's ten-piece orchestra, plenty of set-ups, and lots of room. The lavish new hall, largest hotel ballroom in Washington, will accommodate 1500 people. So why not plan to attend our party on the 13th? Added inducements are the door prizes--several bottles of bonded cold preventive and snake bite remedy.

Tickets are only \$1.50 per person. Dancing from 9:30 to 1 a.m. Dress is optional.

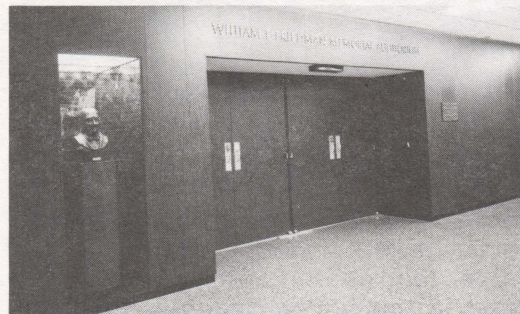
(1954)

Eleven Agency officials were the guests of James Rouse, developer of Columbia City, Md., Feb. 28. Mr. Rouse and his staff discussed the features of the new city that is being built 14 miles from NSA.

(1967)

The headlines have indicated an inevitable reduction in fuel oils of all kinds. The pinch will be felt most strongly in the area of heating and power, but fuel for automobiles is going to be on the "...hard to get" list. There are many contributing factors in the so-called "Fuel Crisis" and recent developments in the Middle East are adding to the problem. The obvious question at this time, for all concerned Americans, is what do we do to ease the situation. One answer being put into effect in many major U.S. cities is the "Car Pool."

(1974)



The NSA Auditorium will become the William F. Friedman Memorial Auditorium on May 21 when Lt. Gen. Lew Allen, Jr. will formally dedicate the auditorium, to honor the cryptologic pioneer and inventor who is regarded as the father of United States cryptology.

(1975)

Does your wife have a need-to-know?

(1963)

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The Big Move. It was significant for more than just NSA employees. It also had a profound effect on the small Prince George's County town where many of us decided to settle.

In 1957, the town of Laurel had a population of 7,000 (its present population is 16,400) and a high school graduating class of 56; construction was just beginning on

the new Laurel General Hospital. The Laurel Theater was showing "The Bad Seed" and "Oklahoma," and townspeople were expressing relief that the new highway, the Baltimore-Washington Parkway, seemed to be reducing the traffic load on what they had come to call "Death Highway"--U.S. Route 1. Encompassing approximately 1,000 acres, the town, which had originally been called "The Laurel" and the "Laurel Factory," was on the threshold of a new age which would be ushered in by the completion of the National Security Agency at Fort Meade.

Laurel had its beginnings along the banks of the Patuxent River in the early 1800's when a stone mill was built, later followed by the arrival of cotton manufacturers who immediately recognized the advantages of Laurel's location. By 1840, the town's population was 2,000. In 1870, Laurel was incorporated, and by 1888, it was the largest town in Prince George's County. Time did bring changes to the area, but the changes were subtly absorbed into the fabric of the town, and in 1957 *The News Leader*, Laurel's newspaper, was quick to point out the pluses of development and modernization. New office buildings were built. The State Bank Branch, complete with a new walk-up bank window, opened in the Laurel Shopping Center parking lot, and the Laurel Pines Country Club was officially opened to the public.

Then came NSA, and with it a multitude of new families looking for homes and a place to raise their families within

convenient commuting distance to work. The town of Laurel welcomed the newcomers with open arms. Housing developments began to spring up and homes carried reasonable price tags. West



Laurel Acres offered new residences in the \$15,000 to \$18,000 range. NSA families were assured that Laurel was well prepared to meet their other needs as well. School facilities were capable of handling a projected student population of 2,200--700 more than the then current student enrollment. Laurel's churches represented eight denominations and the town's emergency needs were served by a Volunteer Fire Department and Rescue Squad. Recreational facilities included a swimming pool, a bowling alley, and the Laurel Race Track. Shopping needs could be met in Laurel's Main Street shops and its shopping center.

After the then editor of *The News Leader*, Gertrude Poe, was given a special tour of the new NSA facility, she devoted several columns to describing what she saw as being an impressive and welcome addition to the area. She predicted



that the arrival of NSA would signal the beginning of a new era for Laurel. As many of us look back on what Laurel once was and what it has become, we find that Poe's prediction proved to be substantially correct--NSA's arrival to Fort Meade did indeed bring changes to the world of Laurel, 1957.

## Laurel 1957

*A sleepy little place already 150 years old when NSA came to town, Laurel has changed greatly in the 30 years since.*

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## **We Remember: The Lost Days of Arlington Hall Station**

*Arlington Hall has seen a lot of memories made; soon it may be just a memory itself.*

Perhaps if you pause long enough and listen hard enough, you may hear once again the sounds of soft laughter and the tinkling of teacups and saucers floating lazily across neatly manicured lawns as they did many a spring and summer afternoon years ago. Or, if you are lucky, you may catch the terse exchange between two Army officers as they mount the front steps to the headquarters building, too well aware of the latest Nazi incursions in Europe. Or you may even be able to make out the faint and dying strains of "Retreat" bringing a long forgotten day to its end.

Arlington Hall Station (AHS) is all of these--it is the delightful indolence of an afternoon tea for the young women attending the Arlington Hall Junior College for Girls; it is the tense uncertainty of a world at war and the painful knowledge of an era at its end. Now, Arlington Hall Station may be nearing its end as well. According to an announcement made recently by the Director of the Foreign Service Institute (FSI), Ambassador Stephen Low, it is FSI's intention to raze the building when it assumes the property from the Army in 2 years.

Located in the middle of Arlington, Va., an area still considered somewhat rural as late as the 1920's, Arlington Hall Station was originally a private girls' college situated on nearly 100 lush acres. The land was purchased in 1925 by Dr. William E. Martin, president of a girls' school in Bristol, Va.; he planned to convert the sylvan site to establish a similar institution in Arlington. The school flourished for almost two decades, at one time reaching a total enrollment of over 200 young women, until its forced sale to the War Department in 1942. Concerned over the steadily increasing demands placed on it by the war, the War Department had long looked for an area to relocate the Army's Signal Intelligence Service which would still be within reasonable proximity to the Munitions Building in Washington, D.C.

Arlington Hall seemed just the place. It was out of the spotlight of the city, yet was near the all-important Signal Corps

monitoring station at Vint Hill Farms Station in Warrenton, Va. September 1942 marked the ground-breaking ceremony for the first new structure (Operations Building A, soon to be followed by Operations Building B) to be erected to accommodate the additional manpower brought to Arlington Hall--manpower which would eventually reach a total of almost 8,000 civilian and military employees. A and B Buildings were followed by the construction of various support buildings, including a cafeteria, a firehouse, a chapel, and a theater.

During World War II, the work performed at Arlington Hall Station played a vital role in our nation's defense. It has been estimated that the hours upon hours of highly secret and extremely demanding work undertaken by the scores of dedicated men and women there contributed to shortening our war with Japan by at least 2 years. It was Arlington Hall where the first indication of Japan's intention to surrender was learned and where valuable information regarding Nazi Germany's ground force positions was gleaned--information which was so significant to Operation Overlord, or D-Day, that General Eisenhower himself visited the corridors of Arlington Hall to personally thank the analysts involved. Some of NSA's most renowned past and present executives had their beginnings as analysts at AHS: Deputy Directors Bob Drake, Ann Caracristi, Louis Tordella, and Bob Rich, to name but a few.

Since the end of World War II, AHS has served as home to a number of agencies, namely the Armed Forces Security Agency, the Army Security Agency, the National Security Agency, and the Defense Intelligence Agency. Since January 1977, it has operated as headquarters for the U.S. Army Intelligence and Security Command.

Now that its "glory days" are over, it seems fitting to recall the great services that were performed at Arlington Hall in behalf of our country's most significant national interests, and in doing so, to remember that the old Hall served us well.

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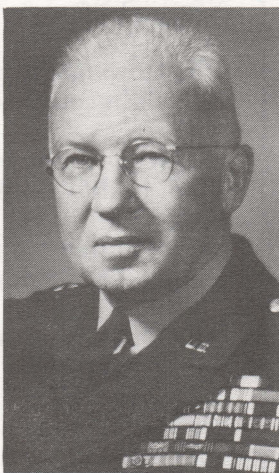


Thirty years and nine directorships separate them, yet the lives of NSA's first and most recent directors and their families are in many ways similar. Both

Army career officers, General Ralph J. Canine (deceased 1969) and LTG William E. Odom served in a variety of capacities, stateside and abroad, before assuming their positions as NSA directors. The Canines spent time in the Philippines, where the first of two sons, Ralph, Jr. was born, and they served in Kansas, California,

and Germany. General Odom, his wife Anne, and their son, Mark, have also lived in Germany (Mark was born in Berlin), as well as the Soviet Union and New York at West Point. Both NSA directors had sons who followed in their father's footsteps. The Canine sons, Ralph, Jr. and Edwin, both enlisted in the Army. Edwin went one step further when he joined the NSA work force in the 1950's. Mark Odom, 22, received his commission (from his father) as an Army second lieutenant after graduating from Middlebury College last spring with a degree in political science. His father's MA and PhD were also in political science.

General Canine and General Odom shared a special attachment to NSA which extended beyond the purely professional work they performed on its behalf. Ruth Canine recalls that the dedication her husband had for the Agency lasted well beyond his retirement in 1956. While retaining some of his professional affiliations with the Agency by working as a consultant, General Canine was also often asked back for visits to the Agency at its new home at Fort Meade. According to Anne Odom, her husband's



experience as a director of NSA has been an extremely positive one. Impressed by the quality and talent of the Agency's employees, General Odom has likened his term as Director to "being the manager of a number-one ballclub." Both women, however, have also pointed out that a great deal of hard work goes hand-in-hand with the benefits associated with being DIRNSA. Mrs. Canine remembers



that her husband always worked an extended day and was often involved in Agency business on week-ends. Mrs. Odom, for her part, acknowledges that the current Agency Director unfailingly returns from work each day with a "fat briefcase" in one hand.

Spare time and relaxation? General Canine was an avid reader, according to his wife, often content to sit in his library for hours alone with his books. He enjoyed a good game of golf and played polo when he could. He also developed a keen



interest in gardening after his retirement and concentrated most of his efforts on planting and raising the over 200 azaleas still flourishing in his back yard today. General Canine additionally devoted many hours to local volunteer work which he did for a number of years with his wife. General Odom also enjoys reading, although his materials are most often nonfiction items related to Soviet political and military affairs. He himself has authored a number of articles on the subject which have been published in various journals, most notably

## Then and Now: Profiles of Two Directors and their Families

*General Canine and General Odom, NSA's first and most recent directors, share many common attributes.*

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## Then and Now: Profiles of Two Directors and their Families

*Foreign Policy* and *World Politics*. He also likes skiing--an interest which he shares with his wife--and watches football games with his son. Last season he made it a point to attend virtually every football game played by the college team which Mark tri-captained.

And what has been the women's experiences as military and DIRNSA spouses? Ruth Canine's remarks attest to her fondness for the Army way of life and all that it has offered her in the way of unique and interesting experiences. She can recount numerous stories of her many homes and her many moves, as well as the often difficult adjustments which each home and move required. Although a college graduate with one-time plans to teach, Mrs. Canine instead opted to remain at home raising her sons and performing the social duties requisite of the wife of an Army general. She enjoyed entertaining and developed a culinary expertise which gained her the well-earned reputation of being a marvelous cook. She also studied dressmaking and tailoring and learned to make designer suits.

Anne Odom received bachelor's and master's degrees in American history from Middlebury College and Columbia University, respectively, and has taught in high school, college, and adult education programs. She believes that a major turning point in her life occurred as a result of a 6-week visit she made to Poland in 1959 under the aegis of the Experiment in International Living. At this time, she developed an interest in Slavic culture and studies, an interest which she brought with her to graduate school. It was largely as a result of her interest in attending a series of lectures offered at Columbia by Zbigniew Brzezinski that she met her future husband. Throughout her years as a military spouse, Mrs. Odom has sought to continue her own career interests while nurturing a growing fascination for Russian art. Currently assistant curator at the Hillwood Museum in Washington, D.C., home to probably the largest collection of Russian art objects in the United States, she is glad that she has been able to juggle the demands of a military life with her own career aspirations.

For the Canine family, their association with NSA created bonds which still

exist--men and women who once worked for General Canine still keep in touch with his widow, and Edwin has remained in the Agency work force. According to Mrs. Odom, their family has also formed ties to the Agency and they hope to remain in the Washington area even after General Odom's tour as Director is over.

*The author would like to express her thanks and appreciation to Mrs. Ruth Canine and Mrs. Anne Odom for their graciousness in granting the interviews which form the basis of this article.*

### What's Your NSA IQ?

1. What does the "G" stand for in George G. Meade?
2. Who is Wenger Road named after?
3. What document established NSA?
4. What service will the next Agency director be from?
5. How many gatehouses does the main NSA complex at Fort Meade have?
6. What is the expansion for the term "IRC" in IRC Building?
7. Who was the first director of NSA's predecessor agency, AFSA?
8. When was the Friedman Auditorium dedicated?
9. What was the name of the internationally known flutist who worked at NSA?
10. How many directors has NSA had?

*Answers on p. 22.*

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## 'Tis the Season

This year's "Open Season"--the annual opportunity to change your Health Benefits enrollment--will run November 9-December 11, 1987, with an effective date of January 10, 1988. During the Open Season, you may enroll in or change plans or change from one option to another. Employees may cancel their health benefits coverage at any time and may change from family to self-only coverage at any time. Individuals approaching retirement age should keep in mind that you must be covered under a Federal health plan for the last 5 consecutive years immediately preceding retirement in order to continue coverage in retirement.

Although the average premium for non-postal Federal employees will rise by 31 percent, 296 of our Federal plans, primarily pre-paid health maintenance organizations, will actually decrease enrollee premiums.

About 92 new pre-paid plans will be joining the Federal Employees

Health Benefits Program in 1988, although employees in this area will have only four new pre-paid plans from which to choose. Two of our fee-for-service plans, NTEU and GEBA, will no longer offer high option coverage in 1988, but will continue to provide standard option coverage.

How do you know which is the best plan for you and your family? Consider the following when trying to make your Open Season decision:

*Fee-for-Service Plans* (i.e., Blue Cross/Blue Shield, GEBA, etc.) offer the greatest freedom of choice in selecting doctors and hospitals. In addition, these plans will cover you if you or a family member travel extensively and want protection when away from home or if you have children attending college out of town or out of state. Usually, fee-for-service plans provide a higher level of benefits for long-term treatment requiring physical therapy and outpatient mental health services. However, these plans also have the greatest out-of-pocket expenses because of

deductibles and co-payments on some services. And most fee-for-service plans require annual membership dues in order to enroll.

*Health Maintenance Organizations (HMO's) or Pre-Paid Plans* (i.e., Columbia Medical Plan, CareFirst, etc.) are better suited for those who want health care with few out-of-pocket costs for physicals, office visits, and immunizations. There are no deductibles. HMO's provide preventive care for members of all ages at little or no charge. Medical records are in a central location and all your health care needs are coordinated by your primary care physician. Usually, coverage is better for those who need care in a nursing home.

The choice is yours, but don't make a hasty decision regarding health insurance. Take the time to read the new brochures, available in your Integrated Personnel Activity as well as at the Health Benefits Office, Airport Square I, Room 348. If you need help or have questions, call the Health Benefits Office at 859-6426.

## MANAGEMENT SERVICES BRIEFS

### Observance of Christmas

Friday, December 25, is a legal holiday for Federal employees. If you work full-time or part-time and are scheduled to work that day, you will be excused from duty under normal circumstances. If you work a 40-hour week other than Monday through Friday, refer to NSA/CSS PMM Chapter 351.5, "Holiday Pay," for specific instructions on holiday leave. Compensatory time will be granted if you are a military employee required to work on December 25.

### Guidelines for Christmas Decorations and Parties

As the holiday season approaches,

you may be making plans to decorate your office and hold a Christmas party. NSA has set guidelines for both of these activities. You may hold your Christmas party during normal duty hours on any day between December 10 and December 24; the maximum amount of time allowed is 1½ hours. The North Cafeteria Annex in OPS 1 may be reserved if you wish to hold your Christmas party after normal duty hours (4:45 p.m.).

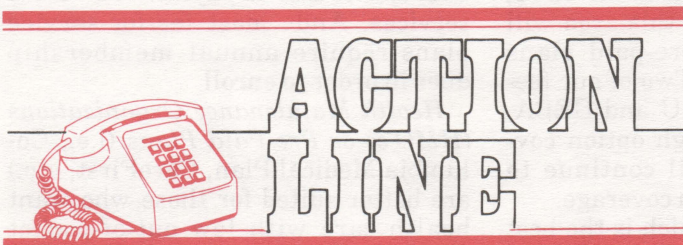
The following guidelines have been set for Christmas decorations in order to keep your workplace safe during the holiday season. You may display Christmas decorations from December 14 to December 31. Artificial Christmas trees up to 48 inches high may be displayed in work areas. Live trees are prohibited. Lighting is allowed only on nonmetallic trees and must be electric, Underwriters Laboratory approved. Combustible decorations such as streamers, tree branches, and rope garlands may not be used. Any decorations you place on your door may not protrude into the hall or have sharp edges.

A Personnel Management Bulletin (PMB) will be out soon containing additional information on Christmas decorations and parties, as well as information on the giving and receiving of gifts. If you are considering holding a Christmas party and/or decorating your office, please obtain a copy of the PMB from your supervisor or Integrated Personnel Activity.

### Use Your Excess Annual Leave

NSA/CSS civilian employees are reminded that annual leave in excess of the maximum accumulation authorized must be used prior to January 9, 1988. Excess annual leave remaining to the employee's credit at the beginning of the new leave year (January 10, 1988) will be forfeited. Excess annual leave must be scheduled in writing before the start of the third biweekly pay period prior to the end of the year (on or before November 28). Excess leave must be scheduled before it can be considered for restoration because of sickness or operational demands. (Reference NSA/CSS PMM Chapter 363, "Leave.")





### DID NOT!...DID TOO!...DID NOT!...

Dear Action Line,

This is in response to the open letter signed "A Friend" entitled BIG BROTHER IS WATCHING in the September Newsletter. I believe that I am the "man in khaki trousers and yellow shirt" who you were "watching." Your vigilance while on duty in the cafeteria is commendable. However, before you accuse, try, and hang someone, you should get your facts straight. My "bold and clever maneuver" first involved prepaying the cashier (this can be verified by Donna or Naomia) when I passed through at lunch time. Secondly, my pitcher was filled with hot water, not coffee, as any real friend of mine would know.

Don't be discouraged--your letter wasn't a total waste. It provided a good deal of entertainment within my organization. And those good folks who work in the FANX III cafeteria also enjoyed it. Instead of being infamous now I'm famous.

--But Not Your Friend

### FATHER KNOWS BEST

Dear Action Line,

I am a new Agency employee and my father works here too. In my office, there are many young people like myself and only a few long-time people (the supervisors). People arrive as early as 6:00 a.m. and as late as 8:00 a.m. I have been told by my co-workers that I am authorized two 15-minute breaks and a half-hour for lunch, and if I don't use any of that time, I can take off early. Many eat their lunches at their desks and then take off at least a half-hour early. Since the supervisors can't keep track of when people arrive or leave, nothing is said. The reason I mention this is that my father says we are paid for 8 hours of work but must work 8 1/2 hours with a half-hour for lunch whether we eat lunch or not, and we can't take off early because that's the way it is in "the PMM." My father is usually right! He suggested writing to you and having your answer in print as the best way to inform my co-workers without getting into any more heated discussions.

--What's Right?

Dear What's Right,

"Father Knows Best"--at least in this situation. Your letter brings up three points that are addressed in the

NSA/CSS Personnel Management Manual (PMM) 30-2, available from your Integrated Personnel Activity (IPA):

1. Regarding breaks, Chapter 363.2-8, "Rest Periods," enumerates five conditions under which rest periods may be granted and then only for 15 minutes during each 4 hours of continuous work. These breaks are considered duty time and may not be combined with lunch periods.

2. Lunch periods, during which the person is entirely released from duty, are scheduled in addition to the 8 daily work hours. The Agency policy is that the lunch period is 30 minutes and an 8-hour shift may not be scheduled without a lunch period. There are exceptions, based on operational necessity, which are addressed in Chapter 362.2-9, "Lunch Periods."

3. Supervisors are required to keep track of when people arrive and leave. Even if your office is on the Alternative Work Schedule, your supervisor is required to approve your starting and stopping times (Personnel Management Letter Number 11-1983, "Alternative Work Schedules Program"). Supervisors sign the time card, certifying that the information is correct.

Whenever there is confusion on Agency policy, feel free to contact your personnel representative in your IPA. They have the right answers (or can get them) and are more than willing to help you avoid heated discussions.

--Duane G. Roling  
Chief, Policy, Plans,  
and Compensation

### AS AS AS TIME TIME TIME GOES GOES GOES BY BY BY

Dear Action Line,

Many years ago, an observant person thought of a way to print wall calendars in such a way that three sequential months could be displayed simultaneously, using only one calendar (all that is required is to assure that no two consecutive months are printed back-to-back). Government issue calendars provide this capability; they are perforated for ease in tearing the sheets apart, and they even provide an explanation of the method of use. The problem is that many Agency employees don't read the explanation. Thinking that three calendars are needed, they order three times the number they actually need. How about reminding people that one calendar can--and should--do the work of three?

--Timekeeper

Because the Newsletter contains information about NSA employees and activities which has not been made available to the general public, reasonable care must be taken to keep it within the circle of Agency employees, retirees, and immediate families. Newsletter copies received in the mail or taken from Agency buildings should be given special care and should be destroyed as soon as they have been read. All Newsletters distributed to Agency facilities outside the Fort Meade/FANX Complex are distributed FOR OFFICIAL USE ONLY and may not be taken outside of the facilities.



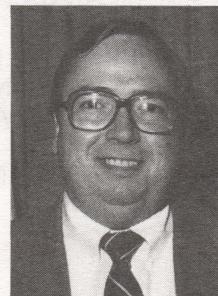
## A black and white portrait of a middle-aged man with a friendly expression. He has dark hair, wears large-rimmed glasses, and has a well-groomed goatee. He is dressed in a dark suit jacket, a white collared shirt, and a dark tie with a subtle pattern. The background is a simple, dark, textured curtain.

A black and white portrait of an elderly man with white hair, wearing thick-rimmed glasses, a dark suit jacket, a white shirt, and a dark striped tie. He is looking directly at the camera with a slight smile. The background is a textured, light-colored curtain.

## DEFENSE MERITORIOUS SERVICE MEDAL

## A black and white portrait of a middle-aged man with short, dark hair, wearing a dark suit, white shirt, and dark tie. He is looking directly at the camera with a neutral expression. The background is dark and out of focus, with some light-colored, star-like shapes visible on the left side.

## MERITORIOUS CIVILIAN SERVICE AWARD



## Mary Jane Edwards



A black and white portrait of a young woman with dark, curly hair, smiling. She is wearing a light-colored, possibly white, collared shirt. The background is dark and out of focus.

A black and white portrait of a woman with dark, curly hair, smiling broadly. She is wearing a light-colored military uniform with a visible rank insignia on her left shoulder. The background is dark with some light-colored stars visible on the left.

A black and white portrait of a man with a mustache, wearing dark sunglasses, a light-colored shirt, and a dark tie. He is looking directly at the camera with a slight smile. The background is dark and out of focus.

**Joe H. Rozier**



A black and white portrait of a young man with short, dark hair, wearing large, dark-rimmed aviator sunglasses. He is dressed in a dark military uniform jacket over a white shirt and a dark tie. The background is dark and out of focus.

A black and white portrait of a man with short, dark hair and glasses. He is wearing a dark military uniform jacket with epaulettes, a white shirt, and a dark tie. He is smiling slightly. The background is dark and out of focus.

**Wanda Wood**  
**LtCol, USAF**

AWARDS AWARDS AWARDS AWARDS AWARDS



## HEADLINE PUZZLE.....

An NSA Original  
By Paul Derthick

The following are all headlines from the year 1952, although one was classified at the time. Each of the five is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself. To pick up a handout with Paul Derthick's explanation of how to do the Headline Puzzle, stop in at the *Newsletter* trailer just inside Gatehouse 2.

1. VON GOWNZDLOYGE, DW. SGV. MNDHY B. ANVLVG LO ELMGAWFM
2. QWJPQW IY, JB WMQXRMT, TYWK; KLZZWWTWT VG TRLQEOWP, WXYURVWOE YY
3. DJQIU ANZQLMRS ZROJER RVCBLZRZ GU RSJPRULY CQLOJSM MQLFSZI
4. GNKH TQCXBG XT PHMZL TXCWPU LX QOUNWQLP
5. LKA OZYV OILVKKB ATL AZYWQ BKYTEB RYZX PYZZVWOL QZQJKB

Answer will appear next month.

Answer to October puzzle:

1. INDIANAPOLIS PAN AMERICAN GAMES FINALLY ROLLING
2. REAGAN SUPPORTS LATIN LEADERS' PEACE AGREEMENT
3. AFTER IRAN-CONTRA HEARINGS, ALLIES FEAR SHARING DATA
4. THOUSANDS AT FUNERAL FOR SLAIN SOUTH AFRICAN BLACK
5. DOCTORS URGING EDUCATION ON AIDS

Setting: HADES, key: EGYPTIAN, hat: AMENTHES

## HAPPY ANNIVERSARY AGENCY!

Try your hand at finding 40 terms which relate to the Agency. These terms may go in any direction, and each letter may be used more than once.

Y T I R U C E S N O I T A M R O F N I  
T A E E R A U Q S T R O P R I A S P F  
I E W L O G I S T I C S E D A E M T F  
R Y D G E A D M I N I S T R A T I O N  
U C J E R C N S G A E S D Y L P P U S  
C I I N E C O D E A E S T A F F A N X  
E L N E T N R M R P D I R E C T O R A  
S O T R T T Z C M P R A T S Y L A N A  
R P E A E Y H E R U L E N N O S R E P  
E D L L L R T M C B N L I B R A R Y J  
T N L C S O V E E N G I N E E R I N G  
U A I O W T S F I N A N C E S W R B Q  
P S G U E S C L F O P E R A T I O N S  
M N E N N I N G N I N I A R T A F S A  
O A N S C H I E F S C I E N T I S T B  
C L C E F C A F E T E R I A L S O I K  
W P E L A R E N E G R O T C E P S N I  
F B R E T N E C Y A W K R A P H C G S

## Answer to Last Month's Puzzle

G Z M O U P J S W A S H A Q R G C  
D B I S D E G C A R F R B E I K  
H N T L K B T C R B X P L N D H M  
E J Q Q L A S Z E O B H F A T L  
N D E K L B O R S A E P R S E L L  
I L L W R I R N O T E O T L L S  
E G L V L G T A R N P D G E A L L  
U N I N T Z E C O B A C I Q U E  
L A G I U B O A N S E L A I R T  
B H S R O W A N T K P M L O P  
S R T A E C E A M O I R E E B M  
G T T C E U R E B A H N S O A D  
J V A I E P Y T R E C T O A C N P  
W E B P R E S S T H C I E H X T R  
F M L W I D O W I V E R S O M L G E  
I T E J A B I N D E R P P H K R S  
L E G H A L F T O N E E M R B A S  
H S U L F O O R P Y E L L A G M R

ANSWERS to p. 18: 1. Gordon 2. Rear Admiral Joseph Wenger, who became NSA's first Vice Director in 1953 3. National Security Council Intelligence Directive #9 4. The Navy. The services normally provide directors to the Agency on a rotating basis. 5. Ten 6. Intelligence Research Center 7. Rear Admiral Earl Everett Stone 8. May 21, 1975 9. Lambros Demetrios Panagiotis Callimahos 10. General Odom is NSA's 11th Director.

## Recent Retirements

### 42 Years

Millicent G. Patchen

### 41 Years

Paul S. Evans

### 39 Years

Helen R. Foster

### 38 Years

Theodore J. Richard

### 37 Years

Lillian A. Malkus

### 36 Years

John H. McNamara, Jr.

### 35 Years

Wilbur O. Bell  
Joseph E. Bray  
Leonard Budney  
William H. Smith

### 34 Years

Roger E. Opie

### 33 Years

Jack C. Brown  
Edward D. Hoy  
Richard J. Waldman

### 32 Years

Theodore L. Newberg

### 31 Years

Robert N. Brantner



## IN MEMORIAM . . .

### Lona Sarah Cleland

Lona S. Cleland, a former NSAer who worked in Operations, died on Aug. 17. She was 78.

Ms. Cleland, who grew up in Iowa, was a graduate of Grinnell (Iowa) High School and Grinnell College. She taught school in Grinnell before coming to NSA; she retired from the Agency in 1973. A member of the Phoenix Society, she was living in Texas at the time of her death.

Ms. Cleland is survived by her brother, Donald Cleland; her sister, Helen Kachigian; and several nieces and nephews.

### John A. Gregg

John A. Gregg, a retired manager formerly assigned to Operations, died of cancer on July 14. He was 75.

Mr. Gregg was born in Nemo, S.D., and was graduated from the University of Minnesota. He did postgraduate study at George Washington University and attended the Industrial College of the Armed Forces and Harvard Business School's advanced management program.

He served in the Navy during World War II and again during the Korean War. He joined NSA in the early 1950's and retired in 1974.

He was past president of the Chartwell Country Club and an avid hunter, golfer, and fisherman.

Mr. Gregg is survived by his wife, Ruth Gregory Gregg; his sons, Thomas and Robert Gregg; his daughter, Carolyn Will; and four grandchildren.

### Joseph E. Horn

Joseph E. Horn, a retired cryptologist, died on May 12. He was 63.

Mr. Horn, born in Falls Creek, Pa., served in the Navy for 13 years. He then worked at NSA, retiring in 1972 with 31 years of service.

A Laurel resident, Mr. Horn was active in a number of civic groups, including several Democratic Clubs and Chambers of Commerce. He was also a member of the Naval Cryptologic Society Veterans Association, the American Legion, the Lions Club, the Phoenix Society, and the National Association of Retired Federal Employees.

Mr. Horn is survived by his wife, Joyce Horn; his daughters, Jacqueline Horn and Brenda Lindholm; his

sons, Christian and Joseph E. Horn; his mother; two sisters; and five grandchildren.

### Kenneth Jacobson

Kenneth Jacobson, a retired research analyst formerly with the Operations Organization, died on Aug. 25 of cancer. He was 59.

Born in Briar Hill, Pa., Mr. Jacobson served 3 years in the Army before coming to the Agency in 1954; he retired in 1983.

Mr. Jacobson, a Glen Burnie resident, was a member of the Elks, the National Rifle Association, the Maryland Saltwater Sportfisherman's Association, the Phoenix Society, and the Ft. Meade Rod and Gun Club.

Survivors include his wife, Ruth Jacobson, and his daughters, Susan Reiner and Denise Jacobson.

### Eldred E. Jaeger

Eldred E. Jaeger, a retired accountant, died on Sept. 12. He was 77.

Mr. Jaeger, a veteran of WWII, was born in Cleveland, Wis. He worked at NSA for 29 years, retiring in 1974.

At the time of his death, Mr. Jaeger was living in Florida. He was a member of the Concordia Evangelical Lutheran Church, Amvets, and the Phoenix Society.

## IN APPRECIATION . . .

We deeply appreciated all the kind expressions of sympathy and concern following the death of my mother.

--Robert L. Wignall

My family and I would like to express our sincere appreciation to all my friends and co-workers for their thoughtful expressions of sympathy following the death of my father.

--Shirley Icenroad and Family

I wish to thank all my friends and co-workers for the cards, letters, donations, and most of all for the prayers upon the recent death of my daughter, Heather. The outpouring of love and friendship was most appreciated at a very difficult time.

--Barry Kaspro

Words cannot express my gratitude for the kindness and sympathy I received from friends and co-workers, especially Capt. Salisbury, Evelyn Reynolds, Charlotte Byrom, Ruth Freeman, and Patricia White, during

the long illness of my son Dwight and after his death. The sincere outpouring of affection and kind words of encouragement have done much to ease the pain and give me courage to face the long days ahead. May God bless each of you who contributed to the Scholarship Fund that was given to Dupont Park S.D.A. School.

--Leah E. Talley

On behalf of our family, we would like to thank the friends and co-workers at NSA for the many kind expressions of sympathy received following the death of our sister and aunt, Mary Frances Realce. The cards, flowers, visits, and most of all your prayers were appreciated and helped us tremendously during our time of bereavement. Although she had been retired for approximately 2 years, your support and concern were greatly welcomed. May God bless you.

--Theodore Kenner  
and Delores Laws

## RETIREMENTS . . .

My family and I would like to thank everyone for making my retirement luncheon such a wonderful occasion. I was truly overwhelmed by the large number of friends and co-workers who took the time to say goodbye. I would also like to thank those who called or sent a card to wish me well in retirement. The thoughtfulness of so many is truly gratifying and greatly appreciated.

--Ed Hoy

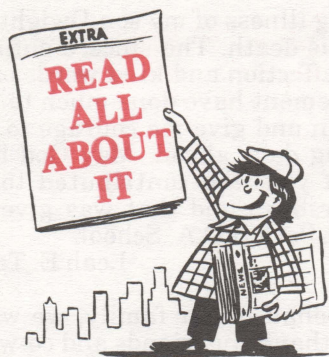
I wish to take this opportunity to thank all my friends who attended my retirement luncheon and cocktail party and who gave me several very nice farewell gifts. Special thanks are also due to those friends who organized the events. I will miss you all.

--Roger Opie

My sincere thanks to all my friends who attended my retirement luncheon and made it such a memorable occasion for me, with a special thanks to Mary, who made the arrangements. I very much appreciated all the people stopping by during my last days at work wishing me well in my new life. I will always remember with much fondness all those wonderful people with whom I have worked through my years at NSA.

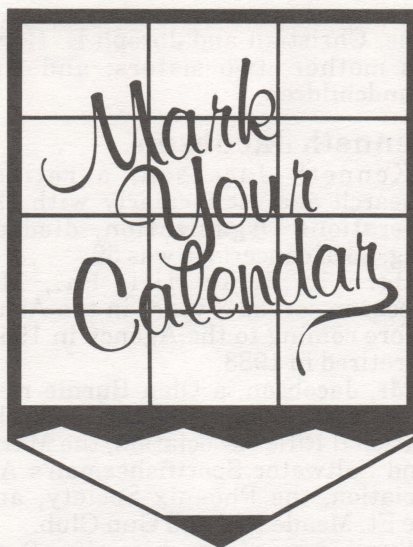
--Lillian Malkus





★Be careful when you're in OPS 1--**Louis Denunzio** of the Operations Organization is running a little shop of horror. Three years ago Lou put a philodendron cutting in a pot on his desk. Well, that little cutting is now 46 feet long and circles the entire office--it's tacked up against the walls with string and magnetic hooks. He measures the plant every week--it grows, he says, about a foot every 2-3 weeks. People come from all over to look at this amazing aroid, but Lou is reluctant to give away cuttings and thus stunt the plant's growth--a year ago, he says, the plant stopped growing and it took him 3 or 4 weeks to get it restarted. Lou plans to sell the movie rights soon.

★Do you or your children like to swim, even if you've never swum competitively? Have you always wanted to be a member of a swim club but never had the opportunity? Well, here's your chance--you can join the Fort Meade Blue Swim Team. The coaches have a wide variety of swimming and coaching experience, and they need both swimmers and adult volunteers to help run the meets. This is a United States Swimming affiliated team, open to all dependents of active and/or retired military personnel as well as DOD civilians. Swimmers must be between the ages of 6 and 18 and have basic swimming skills and a desire to learn, work hard, meet new people, and have lots of fun! For registration and further information, call Tony Ellis, Youth Activities sports director, at 677-7815/7835.



#### November 10 HINT Briefing

Highlights of *IN*Telligence (HINT) briefings feature topics of special interest from around the world and are presented each month as scheduling permits. All NSA employees with green badges are invited to attend. Briefings will be held at 11:30 a.m. and 12:15 p.m. in the FANX III Auditorium.

#### December 1 HINT Briefing

A HINT briefing will take place at 10:15 a.m. in the Friedman Auditorium.

#### November 16-20 Career Development/Productivity Enhancement Observance

See page 3 for information.

#### November 19 Great American Smokeout

See page 5 for information.

#### December 5 NSA Family Christmas Party

All NSAers and their immediate family members are invited to attend this annual event in the OPS 1 Cafeteria. This year's entertainment will be provided by Kohl & Company, winners of the 1987 International Comedy Magic Competition in Las Vegas. Show times are 10:00 a.m., 11:00 a.m., 12:30 p.m., and 1:30 p.m.; costumed characters will be on hand with cookies and punch. All attend-

ees must have tickets, which are free and will be available starting November 30 at all CWF ticket outlets.

#### December 14-18 NCS TV Center Auditions

The National Cryptologic School Television Center is holding Agency-wide auditions for its video productions. Auditions will include on-camera narration, role playing, and a demonstration. Acting or narrating experience is preferred. These auditions will supersede the current talent file, so those wishing to remain on file need to audition again. Call Glen Muir or Jennifer Wilcox at 859-6629 for an audition appointment (no walk-ins, please). Scripts and information will be sent to you. Auditions will be held in the NCS TV studios, FANX II, Room A2A25. All NSA employees who appear in an NSA video must sign a Video Consent Form.

#### THE NATIONAL SECURITY AGENCY NEWSLETTER

NOVEMBER  
1987



Volume XXXV  
No. 11

**JUDI DAVIDSON WOLF**

Editor

**JO ANN LAMBERT**  
Assistant Editor

**RANDY HOFFERBERT**  
Production Assistant

**THURSTON FAULKNER**  
Publisher

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