

# **Classification Management**



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**PROGRAM**  
**FOURTH ANNUAL SEMINAR**

St. Francis Hotel, San Francisco

July 16 - 18, 1968

**Tuesday, July 16**

**REGISTRATION**

**WELCOMING ADDRESS** .....Civic Official

**PRESIDENTIAL WELCOME** .....Lorimer F. McConnell  
President, NCMS, System  
Development Corporation

**KEYNOTE ADDRESS** .....Donald B. Woodbridge,  
Union Carbide Nuclear Company

**ADDRESS** .....Charles L. Marshall  
Atomic Energy Commission

**PANEL — THE MAN IN THE MIDDLE**

Moderator — Robert D. Donovan, United Technology Center.  
Panelists — representing fields of technical editing, contract  
administering, drafting.

**PANEL — FREEDOM OF INFORMATION VERSUS  
CLASSIFICATION**

Moderator — Richard L. Durham, Arms Control and Dis-  
armament Agency.  
Panelists will be working newsmen and public affairs and  
information field representatives.

**Wednesday, July 17**

**APPLICATION AND UTILIZATION OF THE REVISED DD254**

Francis W. May, Air Force Headquarters.

**COSTS OF COMPLIANCE WITH CONTRACTUALLY IMPOSED  
CLASSIFICATION REQUIREMENTS.** Prepared by a cost  
analysis firm, speaker to be announced.

**PANEL — CLASSIFIED RESEARCH IN THE UNIVERSITY  
ENVIRONMENT**

Moderator — Robert D. Simmons, Leland Stanford University.  
Panelists — representatives of universities and the Department  
of Defense.

**TRENDS IN CLASSIFICATION THINKING**, George MacClain, Department of Defense.

**PANEL — PREPARATION OF CLASSIFICATION GUIDANCE**

Moderator — C. Donald Garrett, Department of Defense.  
Panelists will be representatives of the various echelons of guidance-writing.

**Thursday, July 18**

**COORDINATION BETWEEN DOD AND INDUSTRY IN APPLICATION OF CLASSIFICATION REQUIREMENTS**, Willard Thompson, Space and Missile Systems Organization, U.S. Air Force.

**PANEL — CLASSIFICATION MANAGEMENT IN INDUSTRY**

Moderator — Kenneth E. Wilson, Sylvania Electronics Products, Inc. Panelists to be announced.

**PANEL — IDENTIFICATION AND MARKING OF PROPRIETARY INFORMATION**

Moderator — Lorimer F. McConnell.  
Panelists to include representatives from fields of patent and copyright law.

**BUSINESS MEETING**

**SEMINAR CRITIQUE** .....Participation by all  
Seminar Chairman: Frederick J. Daigle, Lockheed Missiles and Space Company

Program Committee: Robert D. Donovan, United Technology Center  
Robert D. Simmons, Leland Stanford University  
Frederick J. Daigle

Facilities Manager: James A. Maneggie, Applied Technology, Inc.

Finance Manager: Robert D. Simmons

Publicity Manager: J. R. Rasmussen, Sylvania Electronic Systems

Registration and Hospitality Manager: Steven B. Dudley, Lockheed Missiles and Space Company

Recording and  
Speakers Brochures Manager: Jack Kyne, Ampex Corporation

## CLASSIFICATION IN RUSSIA†

by Zigurds L. Zile, Robert S. Sharlet, and Jean F. Love

Soviet secrecy laws establish a dual system of classification: one for the purpose of determining the type of handling to be given to documents in accordance with the information they contain; the other for the purpose of determining the sanction to be imposed for infringing the particular security level. The classification for purposes of handling—"Top Secret (*sovershenno sekretno*)," "Secret (*sekretno*)," "Not to be Made Public (*ne podlezhit razglasheniiu (oglashe-niiu)*)," "For Official Use (*dlia sluzheb-nogo pol'zovaniia*)" and possibly other, less formal categories—does not correspond to the classification for imposing sanctions—"State Secret (*gosudarstvennaia taina*)," "Military Secret (*voennaia taina*)," and "Official Secret (*sluzhebnaia taina*)." [9, 5-6]

A state secret is defined as "information of state importance especially protected by the state." "It includes data of military, economic and foreign policy character." Official secrets constitute a category of security information other than state secrets. Military secrets appear to have amphibian traits. Many military secrets are also state secrets; the remainder (*i.e.*, all military documents and correspondence) partake of the nature of official secrets.

A currently cited list identifies the following broad categories of state

secrets, each of which might be classified at different levels for purposes of handling:

Information of a Military Nature Includes:

[1] mobilization plans and other documents containing general data on the preparation for mobilization of the country as a whole, of the armed forces, of the branches of the armed services, of the military districts, of the armies, fleets and flotillas, and also of all-union and union-republic ministries of the USSR and of enterprises of all-union significance;

[2] general information on places of storage, stockpiles and plans for stockpiling all types of state and mobilization reserves, and also individual types of products having defense or strategic significance as a whole for the USSR, the Main Administration of State Material Reserves attached to the Council of Ministers of the USSR and its territorial administrations;

[3] operative plans, general information on the location and number of troops, the amount of armaments and military equipment as a whole for the armed forces, the branches of the armed services, military districts, armies, fleets and flotillas.

[1] generalized data on the military training of the troops and the

†This article is extracted from "Legal Aspects of Verification in the Soviet Union," August 1967, which was prepared by the Law School, University of Wisconsin, for the U.S. Arms Control and Disarmament Agency. Conclusions set forth herein do not necessarily represent views of the University of Wisconsin or the U.S. Arms Control and Disarmament Agency.

state of discipline as a whole for the Ministry of Defense of the USSR, the Ministry of Internal Affairs of the USSR [now replaced by Ministry for Protection of Public Order] for the branches of the armed services, military districts and fleets;

[5] general information on the number under a military obligation in reserve as a whole for the USSR and for military districts, and also information on the recruitment of troops through regular draft calls as a whole for the armed forces of the USSR, the military districts, and the fleets;

[6] plans with descriptions, sketches and photographs of fortified regions, naval bases, central and district bases and supply pools of armaments and ammunition and also data on their armament and equipment;

[7] general information on the network of airports, on the quality and capacity of airports as a whole for the USSR. General information on defense, airport, base and special construction as a whole for the armed forces, military districts and fleets;

[8] plans of preparation for local antiaircraft defense of cities, major industrial, defense and special objectives;

[9] information on the state of the protection of the state frontier.

Information of an Economic Nature includes:

[10] general information on the location of military industry enterprises, production capacities and

plans for production of armaments, military equipment and ammunition and data on the fulfillment of the plans in concrete terms as a whole for the USSR, for all-union and union-republic ministries, chief administrations, and enterprises of all-union significance;

[11] general information on production capacities and plans of production of nonferrous, precious and rare metals and accounts of their fulfillment in concrete terms as a whole for the USSR, for the Ministry of Nonferrous Metallurgy of the USSR, the Ministry of Nonferrous Metallurgy of the Kazakh SSR and their chief administrations;

[12] information on underground reserves in the USSR of radioactive elements, on their extraction, on productive capacities and plans of production of radioactive and trans-uranium elements, and data on the fulfillment of the plans in absolute figures as a whole for the USSR, ministries, chief administrations and enterprises;

[13] information on the extent of underground reserves in the USSR of nonferrous, rare, and precious metals, titanium, diamonds and piezo-optic minerals as a whole for the USSR, ministries and major deposits and also petroleum as a whole for the Ministry of the Petroleum Industry of the USSR;

[14] discoveries and inventions of major military significance;

[15] discoveries and inventions of major scientific and economic significance before the grant by the

heads of ministries and departments of permission for their publication;

[16] the state of foreign currency reserves, information on the balance of payments, general data on state reserves and places of safe-keeping of precious metals and precious stones as a whole for the USSR;

[17] state codes [*i. e.*, cryptographic material];

[18] such other information as may be added by the Council of Ministers of the USSR to the list of matters subject to state secrecy. [10, 159-60]

The preceding list of state secrets is based on the Decree of the Council of Ministers of the USSR of April 28, 1956. The decree was issued as part of the Soviet criminal law reform that began a few years after Stalin's death. Although the first seventeen items add up to a list somewhat milder than the one contained in the Council's Decree of June 8, 1947, one must not lose sight of the fact that the enumeration is open-ended. In the words of the law itself, anything "may be added by the Council of Ministers of the USSR."

While the list would seem to reflect a predominantly military concern, actual Soviet practice is not so circumscribed. Secrecy regulations have been extended to cover many other types of information. This has been accomplished by adding them to the list of state secrets through item 18, tossing them into the basket of miscellaneous official secrets, or, finally, by developing restrictions outside the

standard categories which are especially tailored to suit the situation (e.g., the secrecy status of certain information *vis-à-vis* foreigners.) A recent study of Soviet economic secrecy notes that "the first indicators to be suppressed [beginning in the late 1920's] were those bearing upon the living standards of the population, directly or by implication. . . . [I]t was not until the latter years of the decade that the secrecy curtain began to be spread across the indicators measuring performance in the strategic sector of the economy." [6, 5]. Ever since the early 1930s, when The National Economic Plan of the USSR for the Year 1931 was stamped "not to be made public," the annual economic surveys and forecasts have been withheld from general circulation. The publication of annual volumes of economic statistics was resumed in 1956, but they continue to omit information on several vital subjects. Matters as diverse as taxation, trade union finances and price formation are under the wraps of secrecy. This suppression of economic information is carried to such ludicrous lengths that it becomes dysfunctional. If by reason of suppression of Soviet economic statistics, Soviet economists who are charged with engineering the country's economic progress must rely on the CIA reports for data, the wisdom of the secrecy policy is questionable. As the London *Economist* once put it, "[t]he Soviet leadership's problem is how to stop foreigners 'poking their noses' into Russian life without cutting off its own nose in the process." [11]

Certain books and other scientific and literary materials often are stored in special libraries or special collections within ordinary libraries. Many items are consigned to these collections merely because they contain politically unacceptable ideas. Foreigners often are denied access even to unclassified and domestically published information. This is a source of continuous frustration to the American participants in the cultural exchange program with the Soviet Union. The feeling is widespread that, insofar as the exchange of information is concerned, the program is essentially a one-way street. Access to basic data taken for granted by the community of scholars in the United States is denied to foreigners studying comparable problems in the Soviet context. An American economist in an attempt to exchange statistical information on transportation sent seven pounds of United States material to a Soviet counterpart, but received nothing in return. His experience is quite typical. For a decade after Stalin's death, non-Soviet social scientists found the dissertations of Soviet doctoral candidates to be valuable research materials. Since 1963, however, it has become increasingly difficult to gain access to them. Even the essential collection of Decrees and Orders of the Council of Ministers of the USSR is not mailed to the outside world on any systematic basis, to say nothing of ministerial and departmental regulations. Lawyers and experts representing Soviet interests in inheritance cases in the United States have been compelled to specu-

late on Soviet foreign currency regulations in the absence of any direct help from their counterparts in Moscow. Various periodicals, both technical and popular, though freely sold in the Soviet Union, are unavailable for subscription abroad. Foreign embassy publications procurement officers are constantly harassed and often physically prevented from making purchases of certain materials displayed on the open shelves of bookstores. This, of course, shades into the question of the classification of security information for handling purposes.

Unfortunately, little is known about the actual administration of the security classification system. The application of secrecy laws itself is by and large enveloped in secrecy. A glimpse of past practices is provided by document leaks which occurred during the Second World War. For example, a 1939 "Index for Determination of the Level of Secrecy of Materials Relating to Meteorology, Hydrology, Subterranean Waters, and Maritime Hydro-meteorology (for Peacetime Conditions)" describes in some detail the handling of relevant data concerning a specially described frontier zone.

The document suggests that, within a given department, security classification was determined by a "secret branch (*sekretnaia chast'*)" operating independently of the Chief Administration for Matters of Literature and Publishing Houses (*Glavnoe upravlenie po delam literatury i izdatel'sto* or *Glavlit* for short). At the time, the secret branch was a sub-



unit of the larger "special section (*spetsotdel*)" of the state security organ (NKVD), which had overall responsibility for the implementation of all security standards within a department, institution, enterprise or organization. In the case of interdepartmental security arrangements, the approval of all the affected departments had to be obtained. However, as the final approving agency, the NKVD had the decisive voice.

In the popular mind, *Glavlit* has been associated with the prior censorship of all publications aimed at general consumption, a function which it indeed had, at least until its full name was changed to Chief Administration for Protection of Military and State Secrets (apparently, in the 1950's). *Glavlit* was established and began operating under a Decree of June 6, 1922. Insofar as can be determined, the last collection of documents pertaining to this organization was published in 1937. More recent (*e.g.*, 1954 and 1961) editions of documents on the press entirely ignore censorship. Therefore, the 1922 decree may no longer be in effect. According to the original setup, however, *Glavlit's* work meshed to some extent with that of the secret (or political) police, which participated in naming one of the two *Glavlit* deputy heads and had the responsibility for combatting the distribution of publications not approved by *Glavlit*. Whether this arrangement has continued to exist since the change in *Glavlit's* title has not yet been determined. While it is generally thought by American special-

ists that the special sections live on under the aegis of the KGB, there is less certainty as to whether the functions of the secret branches have been transferred to *Glavlit* or to some other security agency.

The captured document of 1939 also gives insight into the publication of the security classifications up to the "secret" level. Here are a few examples of possible relevance to arms inspection:

(1) Information on the thickness of ice, the characteristics of the ice cover, and the location of open water (with the exception of bodies traversed by the state border): field notes—for official use; office compilations, manuscripts and publications—secret.

(2) The same information for bodies traversed by the state border—secret.

(3) Hydrologic descriptions and sketches of individual bodies of water and their basins: office compilations—for official use; manuscripts and publications—secret.

(4) Data on the network of stations studying subterranean water systems—for official use.

(5) Chemical and bacteriological analyses and sanitary evaluation of the subterranean waters: field notes and office compilations—for official use; manuscripts and publications—secret.

(6) Long-range and short-range forecasts of catastrophic [water] levels with an indication of the probable consequences (floods, drying up and so forth)—secret.

(7) Short-range forecasts of the

levels, ice-breaking and freezing of bodies of water (covering periods less than 10 days), without the right to radio broadcasting (covering periods not in excess of 5 days), with the exception of bodies of water traversed by the state border—unclassified (*ne sekretno*).

(8) The same information for bodies of water traversed by the state border—for official use.

(9) Velocity of the travel of sound in water, refraction and reflection of sound waves from the surface, and audibility in the Bering Sea, Pacific waters off Kamchatka, Sea of Okhotsk, Sea of Japan, Caspian Sea, Black Sea, Gulf of Finland, Barents Sea, White Sea, Sea of Chukotsk, Lake Ladoga, Lake Onega, Lake Peipus-Lake Pskov, and Lake Baikal: field notes—unclassified; office compilations, manuscripts and publications—for official use. The same information in the Sea of Azov, Kara Sea, Laptev Sea, East Siberian Sea, and Aral Sea—unclassified.

(10) Materials characterizing the profile (*rel'ef i grunty*) of the bottom to the depth of 300 meters in the bodies of water listed in the first group under (9): field notes and office compilations—for official use; manuscripts and publications—secret. The same information in the bodies of water listed in the second group under (9)—unclassified.

Prior to the Second World War, Soviet weather conditions in general (not just major weather phenomena affecting the frontier zone) were deemed security information. Domestic weather broadcasts were in secret

code. The outbreak of hostilities led the Soviet Union to modify this practice *vis-à-vis* its Western Allies. In connection with the Lend-Lease Act, the Soviets agreed in 1941 to exchange weather data between San Francisco and Khabarovsk. In 1942, with the establishment of the Alaskan-Siberian air link, an exchange of weather data was begun between Fairbanks and Irkutsk. By 1944, these scant beginnings had been broadened to comprise about one hundred weather stations on both continents which exchanged aerological data, outlines of weather maps, and long-range forecasts. The United States military mission also asked for and received some information on Soviet cold-weather equipment, tactical methods in river crossing, and certain types of intelligence information concerning the Germans. On the other hand, "[t]he bases for allocating UNRRA supplies for food rationing were never released to the UNRRA missions, since they were determined on an all-union basis and were considered as highly strategic data." [13, 247-48]. The released information was probably classified "No to Be Made Public" or "For Official Use" within the limited area and for the duration of the emergency. That which was retained under wraps was probably classified at a higher level of secrecy.

An example of the use of the classifications "Secret" and "Top Secret" in current practice may be found in the USSR Statute on Discoveries, Inventions and Rationalization Proposals of April 24, 1959:

Art. 58. Discoveries, inventions

and rationalization proposals related to national defense are regarded as secret [information].

Other discoveries, inventions and rationalization proposals are also regarded as secret if their preservation in secrecy is necessary in the interests of the state.

The Committee on Matters of Invention and Discovery under the Council of Ministers of the USSR or any other agency which receives an application relating to a discovery, invention or rationalization proposal must determine in each individual case whether the proposed discovery, invention or rationalization proposal is secret . . . .

Art. 59. Applications related to secret and top secret discoveries and inventions, with the exception of top secret discoveries or inventions related to new types of armaments, military equipment or their tactical application, are received and considered by the Committee on Matters of Invention and Discovery under the Council of Ministers of the USSR.

Art. 60. Applications dealing with top secret inventions related to new types of armaments, military equipment or their tactical application are received and considered by the Ministry of Defense of the USSR . . . . [SP SSSR 1959, no. 9, text 59]

Information about bank accounts, various notarized transactions, public correspondence, voting, preliminary investigations and communications to lawyers and physicians are under the secrecy laws. It would appear that such matters are generally classified as "Not to Be Made Public" or "For

Official Use." This does not mean, of course, that properly authorized officials are denied access to this class of information.

Side by side with the secrecy imposed and maintained for the benefit of the formal state apparatus, there exists a separate system of secrecy within the Communist Party. However because of the peculiar ties between the state and the Party, the two theoretically distinct systems of secrecy may be treated as one for many practical purposes. While the Soviet legal system is expressly concerned only with state, military and official secrecy, in reality the state and the Party maintain a joint monopoly of all important facilities for the collection, preservation and dissemination of information. Of course, if violations occur solely within the Party system of secrecy, inner-Party, and not state sanctions are imposed.

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# CLASSIFYING HARDWARE

by C. Donald Garrett

Classification managers rightfully emphasize the necessity of identifying and classifying items of *information*, rather than things. To be practical about it, however, in many operational circumstances the operator is interested only in *whether* the thing he is making or handling is classified and he is not concerned with *why* it's classified. All the handler wants to know and, really, needs to know in many situations, is what level of classification applies to the thing he has. The business of classifying hardware involves very practical applications of accepted classification principles. It is the purpose of this article to explore some of the possibilities.

Hardware items are the physical things that comprise or make up an end product of military equipment, beginning with basic materials, through parts, components, subassemblies, and assemblies to the final end item.

## *We Classify Information*

There are certain fundamentals that need to be expressed and understood at the start. First of all, it is *information* that is classified. If this maxim is kept foremost in mind, then the problem of deciding what and when hardware items are to be classified becomes, in a sense, mechanical.

Second, things, documents, and hardware, are classified *only* because they contain *and* reveal classified information. Now there are certainly many instances when the mere exist-

tence of a particular operable piece of equipment warrants classification. Certainly. But why? Because the equipment will do certain things or because it is available at a given place at a given time and gives our troops an advantage over an enemy. But the equipment is classified not because it is a piece of hardware but because of what it will do or because it is available to do it. The gist of this is that the existence of the equipment reveals some classified information and that's why it's classified, not just because it is a super-duper piece of equipment.

Third, not all materials, parts, components, subassemblies, and assemblies that make up classified equipments or systems have to be classified. As a matter of fact, in many, if not most, instances most materials, parts and components, and some subassemblies and assemblies are off-the-shelf items and unclassified.

Fourth, a commercially openly available item of hardware considered by itself can *never* be classified. This is a rather broad statement that needs some clarification because there are certainly many instances (like tubes and crystals and frequencies) wherein the mere association of a specifically identified item with an identified military equipment can reveal classified information pertaining to the equipment. Also, an otherwise unclassified item may be used in a unique way or modified for a specific

military application that warrants classification. These points will be developed more later.

Lastly, security costs money, time, and effort. Our security resources must be preserved and used to protect only what really needs protection. It behooves everyone involved, therefore, to make sure that classification is applied only when necessary to ensure protection against unauthorized disclosures of classified information.

### *Not Just Academic*

This business of being careful in the classification of hardware is not just an academic exercise—it's a matter of considerable actual dollar and cents savings. One industrial concern has figured that it costs *eleven times* as much to ship classified hardware items as unclassified. One firm reported saving \$300 shipping costs on each of 250 units because it was decided to be possible to procure unclassified instead of classified. A \$75,000 savings is certainly worthwhile. A Government agency saved \$150,000 which had been requested to cover security costs, in connection with a \$500,000 contract, because it was determined that the particular component concerned could be procured unclassified, thereby making it unnecessary to clear the contractor's production employees, to establish a restricted area in the contractor's plant, or to ship the component classified. Through concerted efforts and cooperation, a prime contractor and the DOD customer declassified all hardware items of a particular system; in another, 29 of 42 major components were declassified; and in a fourth, 17

of 35 major components were declassified. These are just a few concrete examples of real honest-to-goodness savings resulting from good hardware classification practices.

One of the first things to keep in mind is to distinguish between classified information that must be put into the paperwork that is a part of the procurement process, and the classified information that is contained in the hardware items themselves. Also, too much classified information is often put into procurement papers.

For example, standards and specs for hardware items by themselves usually do not need to be classified unless they are expressive of special, unique, or unusual qualities. Sometimes those standards and specs express the operating limits of the equipment in which the hardware items are to be used. Even if those operating limits are classified, it does not necessarily mean that the hardware items themselves, as separate things, must also be classified.

In these cases, the standards and specs would, of course, have to be put into the procurement documents. They probably would be ascertainable from the hardware items themselves. Consequently, if those standards and specs inherently warrant classification because of their special or unusual nature or uniqueness, then the procurement papers containing them and the hardware items would have to be classified.

### *Key Is What's Revealed*

If, on the other hand, the standards and specs warrant classification only

because they reveal classified operating capabilities of the military equipment in which the hardware items are to be used, then procurement papers containing those standards and specs would be classified but the hardware items would not be classified.

Tubes and crystals and frequencies exemplify this point. Hundreds of tubes, many unclassified to start with, and crystals, nearly all of which are unclassified, are used in classified electronic equipment. Those things determine frequencies. Operating frequencies are often classified and rightfully so. The tube and crystal frequencies are readily available in the manufacturers' catalogs. Alert intelligence agents are trained to look for such simple connections as an identified unclassified tube or crystal with an identified military system. The classified information can be easily compromised unless people are alert and take care not to permit releases of the frequencies, or the identified tubes or crystals, in association with the military equipment.

In such cases, the procurement papers would *not* have to be classified necessarily. If the papers identify the system, and its operating frequencies are classified, then these procurement papers would have to be classified, but the tubes or crystals still would *not* be classified. There is no logical reason why a purchase order cannot be made out for a given quantity of x-type tubes or crystals with no mention whatever of the system in which they are to be used or the prime or sub-contract to which they pertain. Other

records can be maintained at the plant for costing and audit purposes.

### *Modified Components*

Another example would be an unclassified openly commercially available part or component that is modified for use in a particular military equipment. Suppose that the modification is obviously unique and unusual. This is still no reason to classify that modified hardware item. The modified item must still be the source of some kind of national defense advantage resulting from the equipment in which it is used. Suppose that it does supply some such advantage worthy of security protection. This still does not require that the modified hardware item must be classified. Here again the classifiable information is not the hardware item itself, but, rather, what it does in or for the equipment in which it is used. Any documentation revealing the association of that modified hardware item with the military equipment would be classified, but only if through that association the classified information pertaining to the equipment would be disclosed. The important point here is to recognize when it is an association or connection that reveals classified information, and then to break that chain of association completely or to classify whatever it is that reveals the association.

In the foregoing cases, the emphasis is on classifying information contained in documentation. If the hardware items, themselves, do not reveal any classified information, they do not warrant or require security protection.

### *One-Product Situation*

A shipment of a particular identified hardware item, like a tube or crystal, to a manufacturer which is producing only one classified military equipment might reveal the classified operating frequency of that military equipment. This still does not mean that the hardware item must be classified but, rather, the fact of shipment, the documentation identifying what is being shipped, etc., would reveal the classified information. That's what should be classified. Here again, the important thing is to recognize, first, what is classified and, second, what and how that classified information can be revealed.

In the actual process of production engineering, not all of the plans, drawings, blueprints, and other production papers have to be classified. It is essential to understand exactly what information the customer has said is classified. Each plan, drawing, blueprint, and other engineering and production paper must be reviewed individually to see *whether* classified information is actually revealed. By removing all unnecessary data that may reveal classified information, lots of those papers will be unclassified.

Through careful management in this production engineering process and the preparation of "family tree" diagrams showing how all the parts and components fit together, it is possible to determine exactly which elements will reveal classified information. Associations between parts, components and assemblies that reveal classified information can be identified. By determining exactly

what and when classified information is revealed, precise determinations can and must be made as to the individual hardware items that must be classified, the last possible moment in the production process when classified hardware items must be introduced, and the circumstances under which classified information is actually revealed by the assembled hardware.

After the engineering and production processes have been carefully worked out, a listing should be made of all hardware items—by part number or other identifier—that have to be classified, the levels of classification, and those that are unclassified. Such a listing, together with a clear understanding of associations, between hardware items and the finished end product that could reveal classified information, will provide procurement people with a means of reducing costs quite materially by maximum procurement of unclassified hardware items. Logistics personnel (shipping, handling and storage) will be able to identify what and when hardware items require security protection, thus also reducing logistics costs very materially.

### *Practical Considerations*

In most cases classified information can be obtained from hardware items only by dismantling, technical analysis, test or operation. Only in a few cases can classified information be obtained from visual access. In many cases, not only must physical access be possible, but there must be an opportunity to dismantle, analyze, test or operate. Technical knowledge is required to determine what the in-



formation is that is revealed. Often elaborate test or calibration equipment is needed to determine from the hardware item information in sufficiently precise quantities or qualities to require classification.

All of the foregoing suggests that in production line operations, where the classified information is *not* included in the accompanying production papers, it is practical to arrange matters so that it is not possible for anyone to spend the time and effort necessary to determine the classified information. In other words, the production line can be set up so that classified information is not revealed under any circumstances. That production process can then be carried out securely without imposing classification procedures except on the final end item.

Even end items that contain classified information may not have to be classified because the classified information is inaccessible to anyone. Ordinarily, such equipment is sufficiently valuable that controls are imposed to prevent pilferage, sabotage, clandestine tampering, or unauthorized physical access. When such controls effectively *preclude* access to the equipment under conditions permitting revelation of the classified information involved, then classification of the inclusive equipment would be necessary only at the level required to protect classified information that could be obtained by visual access. Physical controls which preclude access to the degree necessary to ascertain the classified information contained in a hardware item can

take the place of controls imposed to protect classified information.

### *Test Equipment*

Test equipment is often standard. By itself it is not classified. When test equipment is set or calibrated to test tolerances, specifications, performance, or other details that are classified, then classification must be considered. If any of that test data is classified, then the calibrated test equipment must be treated as classified, but only so long as the test equipment reveals the classified information. It is important in such cases to ensure that the paperwork used by the operators of the test equipment is classified, that the calibrated test equipment is protected to the degree necessary to preclude disclosure of the calibrated data and that the calibrated data is removed from the test equipment whenever consistent with operating requirements.

### *In Summary*

The foregoing covers most, but not all, of the matters to keep in mind when classifying hardware. In summary, good classification management practices can materially:

- a. Improve the quality of classification determinations at all levels of the hardware procurement and production processes.
- b. Reduce quantities of classified documentation and material.
- c. Reduce the numbers of hardware items that are procured classified.
- d. Limit the amount of classified information put into procure-

ment and production documentation.

e. Reduce security costs associated with shipping, handling and

storage of classified hardware.

f. And overall, give us more security for a buck.

## THE HISTORY OF THE FOUNDING OF NCMS

by Richard L. Durham

Over the years since the incorporation of the National Classification Management Society as a professional nonprofit organization, there have been many comments, both in the press and orally, giving the impression that our Society was established by a splinter group of the American Society for Industrial Security (ASIS). To set the record straight, and, hopefully, to interest the readers of the *Journal* who are of a historical bent, I shall attempt to summarize the history of the founding of our Society.

Early in the spring of 1963, a need was recognized for improving communications between the classification people of the nuclear design laboratories and those of the nuclear production agencies. It was at this time that the idea was conceived of establishing a professional society in the field of security classification management.

### *First Discussions*

Discussions were held that spring with James Ruff, then classification officer at Lawrence Radiation Laboratory, Livermore, California, and with our mutual colleague, Dr. Leslie M. Redman of the Los Alamos Scientific Laboratory in New Mexico.

I was then classification officer, Sandia Corporation, Livermore Laboratory, California. It was agreed among the three of us that this would be an appropriate item for discussion at the first meeting of the Weapon Contractors Classification Conference (WCCC) working group which was to be held June 4 and 5, 1963, at the Bendix Corporation's Kansas City Division.

In attendance at that first meeting of the WCCC were: James Marsh, classification officer, and Charles Prohaska, classification analyst, Sandia Corporation, Albuquerque; Les Redman; Donald Woodbridge and Robert Dreyer, classification officers, Union Carbide Nuclear Company, Oak Ridge, Tennessee; Edward Calvert, classification officer, South Albuquerque Works, AFC Industries Incorporated; James Bunch, classification officer, Pantex Company, Amarillo, Texas; our host for the first meeting, Jack Long, classification officer, Bendix Corporation, Kansas City Division; and myself.

On June 5, 1963, the second day of the meeting, we discussed the idea of forming a professional classification management society. Everyone there felt that it was worth looking into.

### *ASIS Affiliation Discussed*

Considerable discussion then ensued as to the advisability of associating our organization with ASIS. The group agreed that an approach would be made to the western representatives of ASIS to solicit their views, and, hopefully, through them, the views of the national officers of ASIS on the feasibility and advisability of associating our organization with theirs.

It was further agreed that we should talk to DOD contractor classification personnel. It was suggested that a meeting could be arranged for this purpose at the close of the second meeting of WCCC, which was scheduled for November 19 and 20, 1963, at Sandia Corporation, Livermore Laboratory.

In the time between June 5 and November 19, contact was made with DOD contractor people and with an ASIS chapter officer, who agreed to raise the question with the appropriate people in ASIS. No response was received from ASIS by November 19.

### *Organizational Meeting*

The contact with DOD contractor personnel was most fruitful, however, and on the afternoon of November 20, 1963, in the conference room of Sandia Corporation, Livermore, twenty-three classification representatives from DOD contractors, AEC contractors and field classification personnel of the AEC met, considered the idea favorably, and organized a steering committee. The *ad hoc* steering committee consisted of John

Shunny, Sandia Corporation, Albuquerque; Robert Rushing, Lockheed Missiles and Space Company, Sunnyvale, California; William Herling, Space Technology Laboratory, Redondo Beach, California, and myself. John Shunny was named chairman, and I was secretary-treasurer.

The first duty of the steering committee was to draft bylaws. The steering committee was also charged with selection of a name for the organization. Also during the meeting, it was suggested that those present contribute \$10 to help build a treasury to cover initial costs. It was agreed that the initiation fee to the Society would be \$10 and the membership fee \$10 a year. (Figures that have not changed in five years!)

### *First Members*

As of December 18, 1963, the following were considered the very first charter members of the Society: John Shunny, Ed Calvert, James Patterson, then of Sandia, Livermore Laboratory; John Wise, Fred Daigle, Lyle Dunwoody, and Bob Rushing, all of Lockheed Missiles and Space Company, Sunnyvale; and I.

By December 18, the steering committee had agreed, after considerable cogitation, on the official title of "National Classification Management Society," and the draft bylaws were published and disseminated to the charter members and prospective charter members.

The main driving forces during the initial founding phase prior to the incorporation of the Society were, in

my opinion, John Shunny and Bob Rushing.

On December 18, I tendered my resignation as secretary-treasurer, turning over those duties to Ed Calvert, but I maintained my membership on the *ad hoc* committee while I moved from Sandia Livermore to the Arms Control and Disarmament Agency in Washington, D. C.

By January 16, 1964, the formal charter members had grown by the addition of Jim Marsh, and Lorry McConnell of Systems Development Corporation, Santa Monica, California. Major A. A. Correia, then of Norton AFB, California, became the first military member, in February, and Francis W. May, of Air Force Headquarters, joined in March and was the first government civilian employee to become a member.

#### *Legally Incorporated*

On March 31, 1964, the Society was incorporated as a nonprofit professional society under the laws of the state of New Mexico and, as such, the Society formally and legally came into being.

During the period from January through June, extensive recruitment was undertaken by the *ad hoc* committee, and tentative plans were made for the first Society Journal and the first seminar of the Society. Much of the heavy letter writing in this period to prospective new members was accomplished by John Shunny and Bob Rushing. As of May 13, 1964, the

Society had grown to 35 charter members, and the treasury held \$495. On August 11, 1964, a letter was sent to all charter members of NCMS furnishing a slate of officers for the initial NCMS directorships.

On September 17, 1964, the ballots had been counted and the Board of Directors was selected as follows: Bob Rushing, Don Woodbridge, Tony Correia, Les Redman, Bill Herling, Bob Niles of Defense Atomic Support Agency, and I. Rushing and I were named to terms of three years, Woodbridge and Correia two years, and the others one year.

From among the board, officers were elected on October 6, 1964, as follows: Don Woodbridge was named Chairman of the Board; Bob Rushing, President; I was elected Vice President; and Bill Herling, Secretary-Treasurer. The membership was so informed on October 30, 1964.

By November 1964, plans were underway to hold the first seminar, in 1965. Washington, D. C., was selected as the site and I was given the job of seminar chairman. In the spring of 1965, the first issue of the *Journal* appeared, under the editorship of Les Redman.

The seminar took place, in the International Conference Room, Department of State, on July 13 and 14, and thus the Society was off and running, as an independent and — we know now — viable organization.

# ORGANIZING A CLASSIFICATION MANAGEMENT PROGRAM

by Gilbert C. Nowak

The purpose of this paper is to deal with the organizational plan, the managerial function, which can carry a good classification management program through a successful cycle.

A great deal has been written and said as to which department should administer a classification management program. Some companies have it under their contract administration office. Here the contact with the customer is first made and negotiations are conducted that can be beneficial to clarification of classification requirements. Others have placed the organizational function under the administration offices because of the controls that can be afforded to classified inventories. Other companies have it under the organizational control of industrial security because the requirements of both classification and security are contained in the *Industrial Security Manual*. After much discussion with security and classification management personnel as to the experience of administering such a program, I have concluded that the only and most logical place for the organizational placement is in the industrial security office, not as a part of the security function, but as a separate and complementary function. It is important to recognize that the objectives of a classification management program are directed toward the improvement of the security program and are closely allied to attaining cost efficiency and protection of the national interests. The distinction be-

tween classification management and security is that the former determines what has to be protected, identifies this material with proper markings, and manages the classified inventories. Security provides the enforcement of those procedures necessary to protect the classified material. The close interrelationship of the functions of security and classification management will result in close liaison between personnel, and both programs will benefit.

## *CM Program at Northrop Norair*

The classification management program at the Norair Division of the Northrop Corporation was established to centralize procedures in the close-out of classified contracts, concerning retention and disposition of classified material. This function was assumed by the security group and has resulted in a system whereby matters concerning classified inventory at contract close-out are completely handled through the master document accountability station located in the security office. At this station a complete listing is available of accountable documents identified with specific programs. This provides a complete inventory to submit to program managers for retention or destruction determinations. For the past two years this portion of the classification program has functioned successfully and has been commended by our cognizant agency. Early in the program it became evident that the

master document accountability station was the point of control for many operations of the classification management organization. Here documents are linked to contracts, records are maintained showing the special handling and automatic downgrading requirements, and the numerical inventory is recorded. Through this central station the entire picture of classification costs can be ascertained. Beyond the sphere of the master station, the security program takes over, as the concern is then in the handling of the document itself. Accountability in the remote control stations becomes a matter of protecting and controlling the use of the classified document. The managerial process gives way to the enforcement process.

From this beginning our program grew. We established a more positive approach to the interpretation of customer classification requirements. Besides providing personalized classification interpretation, an expanded distribution was made of the DD Form 254s on classified contracts. Our goal in this portion of the program was eventually to develop detailed security classification guides to supplement the DD 254 in our internal operations. The aim was to publish comprehensive company guidance based on approved interpretation of the DD 254, giving a summary of classification requirements in a tailored and easily understandable format. This has been accomplished on the major programs. A third goal was to provide assistance to contract negotiators in determining realistic classification requirements to allow for more accurate funding. It is important that the customer's de-

sires as to classification are clearly understood, and that misinterpretation of guidance does not occur. Realistic savings are made by discussions as to the necessity for classification and changes in levels of classification during contract or proposal performance. The same process applies in providing the subcontractor with the necessary classification guidance. Here the role of the prime becomes the role of the customer. In addition to participating in the negotiations, the classification management personnel must establish channels to be followed by subcontractors to resolve classification questions as they arise.

#### *Personnel Utilized*

One of the big problems of organization of the program was the establishment of a workable means so that classification specialists are available to assist employees in their classification decisions when originating new documents. It can be readily seen that in a large facility the age-old problem of size becomes paramount. The number of specialists available has to be consistent with good economy. It was decided at this point to utilize the technical knowledge of personnel already in the facility. It was only necessary to provide them with classification interpretation and guidance. The approach was made through systems engineering on each proposal effort or contract performance, and personnel from data management were designated by the program manager to act as liaison and contact point for classification management. In this way one classification specialist was able to be active and provide assist-

ance through the central offices of various programs at all times. At the initiation of each program, the classification specialist held discussions with the data management personnel to set standards for classification by a thorough examination of the DD 254. These standards were made known, either orally or in writing, to the team managers of the program. In addition, the system of data control was linked to the identification of documents that would eventually be retained in the facility at closeout. This would then provide an easily identifiable list of all classified documents, including confidential ones, that could be utilized on future efforts. It also assists in the preparation of the request for retention to be submitted to the contracting officer. It provides for an orderly destruction of residual classified material, or the required return to the customer if so indicated. The use of data management as the servicing point proved extremely effective in a number of major efforts and provided a smooth flow of day-to-day classification guidance to the employees. When changes or major decisions had to be made, the classification specialist was summoned and a resolution was obtained.

It will be noted that inherent in utilizing data management personnel in the program is the educational program so necessary to the entire structure. The briefings provided to

team managers, written announcements, and classification guides supplement the entire program without disrupting the production process.

#### *Other Benefits to Company*

As the classification management program achieves acceptance as it has here at the Norair Division, other facets of a company's business requirements as to classification emerge. Beyond the scope of government classification, especially in the competitive posture, protection of company information will benefit through the classification management program. The system of protection can be the same as the system used by the security program for government classified documents; but the identification and designation of levels of importance of the information to the company bring new problems. The education of management in determining the value of information that affects the company's economic success is becoming a major effort of the program.

Once management is aware of the cost avoidance savings that are actually made through the program and good classification practices are followed, the net gain will result in better respect by the customer for the company. Thus, the classification management function becomes a necessary part of the business systems of good management.

## AUTHORS OF ARTICLES IN THIS ISSUE

Zigurds L. Zile was the director of the project and principal researcher in the study from which "Classification in Russia" is extracted. He is professor of law at the University of Wisconsin, at Madison. Robert S. Sharlet, the project assistant in the study, is assistant professor of political science at Union College, Schenectady, New York. Mrs. Jean F. Love, the project assistant, is a member of the University of Wisconsin Law School.

C. Donald Garrett is Deputy Director, Security Classification Management Division, Directorate for Security Policy, Office of the Assistant Secretary of Defense, Administration. He is a graduate of Franklin and Marshall College and the George Washington University School of Law. A former teacher, and a member of the bar, U.S. District Court and U.S. Supreme Court, his main career has been one of service in the federal

government. He is a charter member and is currently national vice president of NCMS.

Richard L. Durham was graduated from the United States Military Academy at West Point, and served in the Army as an artillery officer and Counter Intelligence Corps agent. He entered the classification field at the Sandia Corporation's Livermore Laboratory in California. He was formerly the civilian assistant to the Assistant Secretary of Defense, Atomic Energy, and is now Director of Classification, U.S. Arms Control and Disarmament Agency. He was the principal founder of NCMS, and is currently national Chairman of the Board.

Gilbert C. Nowak is responsible for the classification management program at the Norair Division of the Northrop Corporation, at Hawthorne, California. He was graduated from Marquette University in Wisconsin. He served twenty years as a Navy officer, as a line officer and, for the last eight years, in Naval Intelligence.



## NATIONAL CLASSIFICATION MANAGEMENT SOCIETY MEMBERSHIP

Chapter affiliation (see code beside each name)

W—Washington, D.C.  
SC—Southern California  
NC—Northern California  
NM—New Mexico  
NE—New England  
ME—Mid Eastern

AITKEN, M. D. (W)  
6102 Pinto Place  
Springfield, Virginia 22150  
Office Phone: OX 2-0083

ANDERSON, PAUL H. (W)  
(NASA, Washington, D. C.)  
13010 Hathaway Drive  
Silver Spring, Maryland 20906  
Office Phone: WO 3-5357

ANTONUCCI, JOSEPH T. (ME)  
(Applied Devices Corp.)  
29-27 163rd Street  
Flushing, New York 11358  
Office Phone: 445-4200

ATKINSON, CHARLES M. (W)  
(Defense Atomic Support Agency)  
7104 Healy Drive  
Springfield, Virginia 22150  
Office Phone: OX 5-4318

AYERS, LESLIE S. (W)  
(U. S. Arms Control and  
Disarmament Agency)  
5327 28th Street N.W.  
Washington, D. C. 20015  
Office Phone: DU 3-8831

BAGLEY, JAMES JOSEPH (W)  
U. S. Naval Research Laboratory  
Washington, D. C. 20390  
Office Phone: 767-2391

BARBER, ARTHUR E.  
Atlantic Richfield Hanford Company  
P.O. Box 250  
Richland, Washington 99352  
Office Phone: 942-1111, Ext. 27812

BEATTY, RONALD  
HUMPHRIS (ME)  
Lycoming Division  
AVCO Corporation  
Stratford, Connecticut 06497  
Office Phone: 378-8211, Ext. 341

BECKNER, ROBERT L. (SC)  
(TRW Systems)  
13191 Vener Drive  
Garden Grove, California 92641  
Office Phone: 679-8711, Ext. 66506

BELLERUE, VICTOR L. (W)  
Raytheon Company  
4217 Wheeler Avenue  
Alexandria, Virginia 22304  
Office Phone: 836-3700

BERGEN, RAPHAEL J. (NE)  
(U. S. Air Force Elect Systems Div.)  
11 Bacon Street  
Winchester, Massachusetts 01890  
Office Phone: 274-6100, Ext. 4477

BERKUS, JACK M. (SC)  
Litton Industries-Advanced Marine  
Technology Division  
9920 W. Jefferson Blvd.  
Culver City, California 90230  
Office Phone: 836-5500

BETTS, PHIL V. (NM)  
(Edgerton, Germeshausen &  
Grier, Inc.)  
4976 S. Topaz Rd.  
Las Vegas, Nevada 89109  
Office Phone: 736-8111, Ext. 578

BOBERG, RICHARD J. (SC)  
Aerospace Corporation  
2350 E. El Segundo Blvd.  
El Segundo, California 90045  
Office Phone: 648-7184

**BOEDER, WILLMAR KARL (NM)**  
 The Dow Chemical Company  
 P.O. Box 888  
 Golden, Colorado 80401  
 Office Phone: 303-444-3311, Ext. 2022

**BOOSER, RONALD J. (W)**  
 (General Systems Sciences)  
 7310 Wilburn Drive  
 Seat Pleasant, Maryland 20027  
 Office Phone: 223-9171

**BOYLE, JOSEPH J. (NM)**  
 (U. S. Air Force-Holloman AFB)  
 1718 Monte Vista Courte  
 Alamogordo, New Mexico 88310  
 Office Phone: GR 3-6511, Ext. 46153

**BRACKEN, THOMAS G. (W)**  
 (Research Analysis Corporation)  
 8124 Keeler Street  
 Alexandria, Virginia 22309  
 Office Phone: 893-5900, Ext. 581/582

**BRIGGS, RALPH TALMADGE (W)**  
 (Navy Department)  
 500 Roosevelt Blvd.  
 Apt. No. 128  
 Falls Church, Virginia 22044  
 Office Phone: OX 4-1848

**BURDETTE, JOHN JOSEPH (ME)**  
 General Electric Company  
 P.O. Box 152  
 East Hartford, N.Y. 13413  
 Office Phone: SW 7-1000, Ext. 5034

**BUSH, JOSEPH P.**  
 Honeywell, Inc.  
 Ordnance Division (H 1033)  
 600 Second Street North  
 Hopkins, Minnesota 55343  
 Office Phone: 935-5155, Ext 8270

**BUXTON, RICHARD W. (W)**  
 (Naval Ordnance Systems Command)  
 7105 Cynthia Court  
 Annandale, Virginia 22003  
 Office Phone: OX 6-2309

**CALLISTER, PHYLLIS O. (W)**  
 (Dept. of the Navy)  
 Apt. No. 1224  
 5001 Seminary Road  
 Alexandria, Virginia 22311

**CALVERT, EDWARD H. (W)**  
 (Hq. U. S. Air Force)  
 9701 Fields Rd.  
 Apt. 1802  
 Gaithersburg, Md. 20760  
 Office Phone: OX 6-7941

**CARE, JOSEPH C. (NE)**  
 Navy Underwater Sound Laboratory  
 Code 8230  
 Fort Trumbull  
 New London, Connecticut 06320  
 Office Phone: 203-442-0771, Ext. 2880

**CARNES, CECIL G. (Jr.) (NM)**  
 Los Alamos Scientific Laboratory  
 130 Rover Blvd.  
 White Rock  
 Los Alamos, New Mexico 87544  
 Office Phone: 443-1302

**CARNES, PATRICK F. (SC)**  
 (System Development Corporation)  
 20407 Parthenia Avenue  
 Canoga Park, California 91306  
 Office Phone: 393-9411

**CHELIUS II, GEORGE LEWIS (SC)**  
 (Douglas Aircraft Co.)  
 3000 Ocean Blvd.  
 Santa Monica, California  
 Office Phone: 213-Ex-9-9311, Ext. 4418

**CLARK, LAWRENCE F. (ME)**  
 Grumman Aircraft Engineering Corp.  
 South Oyster Bay Road  
 Bethpage, New York 11714  
 Office Phone: 516-LR 5-2375

**CONDER, JAMES W. (NM)**  
 The Dow Chemical Company  
 P.O. Box 888  
 Golden, Colorado, 80401  
 Office Phone: 444-3311, Ext. 2022

**CORREIA, ANTONIO A. (SC)**  
 Autonetics Division  
 North American Rockwell  
 Dept. 167  
 3370 Miraloma Avenue  
 Anaheim, California 92803  
 Office Phone: 632-4417

COYNE, JOHN E. (SC)  
North American Rockwell Corp.  
1700 East Imperial Highway  
El Segundo, California 90245  
Office Phone: 670-9151

CROSS, RUTH ANN (NM)  
U. S. Navy  
Naval Weapons Evaluation Facility  
Kirtland Air Force Base  
Albuquerque, New Mexico 97117  
Office Phone: 247-1711, Ext. 3758

DAIGLE, FREDERICK J. (NC)  
(Lockheed Missile and Space Co.)  
155 Smithwood Street  
Milpitas, California 95035  
Office Phone: 742-8882

DANIELSON, CARL RALPH (ME)  
(Thiokol Chemical Corp.)  
Box 123  
Parsippany, New Jersey 07054  
Office Phone: OA 7-7000, Ext. 365

DARLING, DON D. (SC)  
Don Darling and Associates  
P.O. Box 358  
N. Hollywood, California 91603  
Office Phone 769-4948

DAVIS, ALBERT S. (NE)  
The MITRE Corporation  
P.O. Box 208  
Bedford, Massachusetts 01730  
Office Phone: 617-271-2821

DEANE, WALTER A. (NE)  
Edgerton, Germeshausen & Grier, Inc.  
Crosby Drive  
Bedford, Massachusetts 01730  
Office Phone: 617-271-5000

DE ANGELIS, CLARISSA M. (NE)  
Navy Underwater Sound Laboratory  
Code 8230  
Fort Trumbull  
New London, Connecticut 6320  
Office Phone: 203-422-0771, Ext. 2756

DENECKE, MILDRED F. (Miss)  
Institute of Science and Technology  
University of Michigan  
P.O. Box 618  
Ann Arbor, Michigan 48107  
Office Phone: UH 3-0500, Ext. 401

diLORENZO, L. V. (W)  
Military Assistant for Security  
and Classification (Atomic Energy)  
Office of the Assistant to the  
Secretary (AE)  
Department of Defense  
Washington, D. C. 20301  
Office Phone: OX 7-5574

DONOVAN, ROBERT D. (NC)  
United Technology Center  
1050 E. Arques Avenue  
P.O. Box 358  
Sunnyvale, California 94088  
Office Phone: 408-739-4880

DREYER, ROBERT C.  
U. S. Atomic Energy Commission —  
DTIE  
P.O. Box 62  
Oak Ridge, Tenn. 37830

DRYER, CASS J. (W)  
(Naval Research Laboratory)  
2422 Chestnut Street  
Falls Church, Virginia 22043  
Office Phone: 767-2794

DuCOING, WILLIAM F.  
The Magnavox Company  
2131 Bueter Road  
Fort Wayne, Indiana 46803  
Office Phone: 219-484-2621, Ext. 550

DUNCANSON, ROBERT L. (SC)  
System Development Corporation  
Defense Systems Division  
2500 Colorado Avenue  
Santa Monica, California 90406  
Office Phone: EX 3-9411, Ext. 6059

DUPELL, ALFRED E. (W)  
(Naval Ordnance Systems Command)  
6405 25th Street N.  
Arlington, Virginia 22207  
Office Phone: OX 6-2309

DURHAM, RICHARD L. (W)  
(U. S. Arms Control and  
Disarmament Agency)  
11232 Waycross Way  
Kensington, Maryland 20795  
Office Phone: DU 3-4302

EICHELBERGER, JOHN  
Monsanto Research Corporation  
Mound Laboratory  
P.O. Box 32  
Miamisburg, Ohio 45342

ENGLE, ROBERT W. (NC)  
(Lockheed Missiles & Space Co.)  
1070 W. Riverside Way  
San Jose, California 95129  
Office Phone: 743-1894

ENTLER, DANIEL M. (W)  
Westinghouse Electric Corp.  
Underseas Division  
234 Anchorage Drive, Rt. 5  
Annapolis, Maryland  
Office Phone: 765-7363

FARRELL, JAMES W. (NE)  
General Dynamics Electric Boat Div.  
Eastern Point Road  
Groton, Connecticut 06340  
Office Phone: 203-446-2992

FELAGO, ERNEST E. (ME)  
General Precision Equipment Corp.  
50 Prospect Avenue  
Tarrytown, New York 10591  
Office Phone: 914-ME 1-6200

FELAGO, JOHN J. (ME)  
General Precision Systems, Inc.  
Kearfott Group  
Kearfott Products Division  
1150 McBride Avenue  
Little Falls, New Jersey 07424  
Office Phone: 201-C16-4000,  
Ext. 2441-2

FLORENCE, WILLIAM G. (W)  
(Hq. USAF)  
708 6th St. S.W.  
Washington, D. C. 20009  
Office Phone: OX 7-5300

FORSBURG, HENRY J. (NC)  
(Lockheed Missiles & Space Co.)  
12745 Cambridge Drive  
Saratago, California 95070  
Office Phone: 742-8882

FOSTER, JOHN E. (ME)  
(AVCO/Lycoming Division)  
P.O. Box 645  
Bridgeport, Connecticut 06601  
Office Phone: 378-8211, Ext. 311

FUCHS, JOHN D. (SC)  
Aerospace Corp.  
2350 E. El Segundo Blvd.  
El Segundo, California 90045  
Office Phone: 648-7466

GALLO, Jr., SALVATORE (SC)  
Martin Company  
Division of Martin Marietta Corp.  
P.O. Box 1681  
Vandenberg AF Base  
California 93437  
Office Phone: 866-1611, Ext. 5383

GARRETT, C. DONALD (W)  
(Ofc. Asst. Sec. Defense) (ADM)  
6505 Machodac Court  
Falls Church, Virginia 22043  
Office Phone: OX 7-5568, OX 7-4917

GARZA, ROBERTO R. (SC)  
System Development Corporation  
2500 Colorado Avenue  
Santa Monica, California 90406  
Office Phone: 213-393-5411, Ext. 7214

GILLIS, JOHN P. (W)  
National Academy of Sciences  
2101 Constitution Avenue  
Washington, D. C. 20418  
Office Phone: 961-1572

GORDON, MARION B. (NM)  
The Dikewood Corporation  
1009 Bradbury Drive, S.E.  
Albuquerque, New Mexico 87106  
Office Phone: 243-9781, Ext. 73

GOULART, EDWARD G. (NE)  
M.I.T. Lincoln Laboratory  
P.O. Box 73  
Lexington, Massachusetts 02173  
Office Phone: 862-5500, Ext. 611

GREEN, JAMES B. (NC)  
Lockheed Missiles and Space Co.  
P.O. Box 504, Orgn. 80/44  
Sunnyvale, California 94088  
Office Phone: 743-2202

GREEN, ROBERT E. (W)  
Hq., Naval Material Command  
18th and Constitution Avenue, N.W.  
Washington, D. C. 20360  
Office Phone: OX 6-3338

GREEN, WILLIAM (NM)  
(Field Command, DASA, Sandia Base)  
8809 Snow Heights N.E.  
Albuquerque, New Mexico 87112  
Office Phone: 264-1314

HALASZ, FRANKLIN E. (NM)  
Org. 3414, Sandia Corporation  
P.O. Box 5800  
Albuquerque, New Mexico 87115  
Office Phone: 264-1977

HANSEN, ROBERT L.  
Hq. U. S. Army Weapons Command  
Rock Island Arsenal  
Rock Island, Illinois 61201  
Office Phone: 794-5746

HARGIS, JACK RICHARD (SC)  
System Development Corporation  
2500 Colorado Avenue  
Santa Monica, California 90404  
Office Phone: 393-9411, Ext. 7385

HEBBLEWHITE, ROBERT K. (SC)  
Aerospace Corporation  
San Bernardino Operations  
P.O. Box 1308  
San Bernardino, California 92404  
Office Phone: 714-884-9211

HEFLIN, WILLIAM R.  
(Hq. U. S. Army Missile Command)  
503 Chadwell Circle  
Huntsville, Alabama 35802  
Office Phone: 876-4192

HENDRICKSEN, HARRY E. (ME)  
Leesona Moos Labs  
Pond Hill Road  
Great Neck, N.Y.  
Office Phone: 516-466-0800, Ext. 361

HERALD, VIRGIL H. (SC)  
(General Precision Systems, Inc.  
Librascope Group)  
351 W. Linden Avenue  
Burbank, California 91506  
Office Phone: 245-8711

HEYD, JOSEF W.  
Monsanto Research Corporation  
Mound Laboratory  
Miamisburg, Ohio 45342  
Office Phone: 513-866-7444

HODGES, LEO JOSEPH (W)  
(Hq. Air Force Systems Command  
Andrews AFB, Wash. D. C.)  
3708 Milford Mill Road  
Baltimore, Maryland 21207  
Office Phone: 981-5257

HOLLEN, SAMUEL J. (W)  
System Development Corp.  
5720 Columbia Pike  
Falls Church, Virginia 22041  
Office Phone: 481-2220

HUDSON, WILLIAM J. (NM)  
Sandia Corporation  
Sandia Base  
Albuquerque, New Mexico 87115  
Office Phone: 264-8808

INGARGIOLA, HENRY B. (NC)  
Standard Research Institute  
Menlo Park, California 94025  
Office Phone: 326-6200, Ext. 3168

JACKSON, JR., JAMES G. (SC)  
Cal Tech., Jet Propulsion Lab.  
4800 Oak Grove Drive  
Pasadena, California 91103  
Office Phone: 345-5090

JAHN, FRANCIS X. (W)  
Westinghouse Electric Corp.  
P.O. Box 1693  
Baltimore, Maryland 21203  
Office Phone: 301-765-3981

JERNIGAN, JOHN B. (ME)  
General Electric Co., Re-entry Systems  
3198 Chestnut St.  
Philadelphia, Pennsylvania 19101  
Office Phone: 215-823-3396

JESPERSON, HENRY L. III (ME)  
Western Electric Co., Inc.  
83 Maiden Lane  
New York, N.Y. 10038  
Office Phone: 212-571-5782

JOHNSON, ELEANOR (W)  
(Naval Ordnance Systems Command)  
1266 Delafield Place N.E.  
Washington, D. C. 20017  
Office Phone: OX 6-4952

JOHNSON, RICHARD D. (SC)  
Hughes Aircraft Company  
359 4th Fl.  
El Segundo, California 90045  
Office Phone: 805-252-5594, Ext. 6721

KEMP, RAYMOND J. (W)  
Bendix Field Engr. Corp.  
Owings Mills, Maryland 21117  
Office Phone: 363-1300

KERCHER, HELEN RUTH (NM)  
Ken O'Brien and Associates  
1027 San Mateo S.E.  
Albuquerque, New Mexico 87108  
Office Phone: 265-7817

KYNE, JACK (NC)  
Ampex Corporation  
401 Boadway, MS 2-20  
Redwood City, California 94063  
Office Phone: 367-2651

LICHLITER, LEROY L. (W)  
(Navy Ship Systems Command,  
Washington, D. C.)  
P.O. Box 344  
McLean, Virginia 22101  
Office Phone: OX 6-3620

LOCH, WAYNE S. (NC)  
Watkins-Johnson  
3333 Hillview Avenue  
Palo Alto, California 94304  
Office Phone: 326-8830, Ext. 551

LONG, JACK E.  
Bendix Corporation  
Kansas City Division  
95th and Troost  
Kansas City, Missouri 64141  
Office Phone: EM 3-3211

LOUDENSLAGER, HARRY C.  
Battelle Memorial Institute  
(Columbus Labs)  
505 King Avenue  
Columbus, Ohio 43201  
Office Phone: 614-299-3151

LUCAS, WALTER A. (ME)  
Curtiss Wright Corporation  
Main & Passaic Streets  
Wood-Ridge, New Jersey 07075  
Office Phone: 201-777-2900

LUDLOW, RICHARD W. (SC)  
Aerospace Corporation  
2350 E. El Segundo Blvd.  
El Segundo, California 90245  
Office Phone: 648-7466

LUNINE, LEO R. (SC)  
(Jet Propulsion Lab)  
10007 Memory Park Ave.  
Sepulveda, California 91343  
Office Phone: 354-3371

MacCLAIN, GEORGE (W)  
(ADM)  
2646 S. Fort Scott Drive  
Arlington, Virginia 22202  
Office Phone: OX 7-5568

MAINES, HOWARD G. (W)  
(National Aeronautics & Space Adm.)  
301 "G" Street S.W.  
Washington, D. C. 20024  
Office Phone: 963-6357

MAIRSON, O. JANE (Mrs.) (SC)  
System Development Corp.  
2500 Colorado Avenue  
Santa Monica, California 90406  
Office Phone: 393-9411, Ext. 7675

MANEGGIE, JAMES A. (NC)  
Applied Technology, Inc.  
Division of Itek Corp.  
3410 Hillview Avenue  
Palo Alto, California 94304  
Office Phone: 415-321-5135

MANGOS, CHARLES JOHN (NE)  
Sylvania Electronic Systems Div.  
77 "A" St.  
Needham, Massachusetts 02194  
Office Phone: 617-449-2000

MAY, FRANCIS W. (W)  
(Hq. USAF)  
728 South Lee Street  
Alexandria, Virginia 22314  
Office Phone: OX 6-7941

McANDREW, LUCILLE  
(Pat) R. (NM)  
University of California  
Los Alamos Scientific Lab.  
P.O. Box 1663  
Los Alamos, New Mexico 87544  
Office Phone: 7-4515

McCONNELL, L. F. (LORRY) (SC)  
(System Development Corp.)  
14001 South Daphne Avenue  
Gardena, California 90249  
Office Phone: 213-393-9411

McELHINNEY, THOMAS  
JOHN, JR. (W)  
(Army Materiel Command)  
5208 Stratford Avenue  
Oxon Hill, Maryland 20021  
Office Phone: JE 4-0911

McROBERTS, GEORGE W. (NC)  
(Philco-Ford Corporation)  
3186 David Avenue  
Palo Alto, California 94304  
Office Phone: 326-4350, Ext. 4112

MERRITT, OCTAVA  
L. (Mrs.) (NM)  
(Test Command, Defense Atomic  
Support Agency)  
733 California Street, S.E.  
Albuquerque, New Mexico 87108  
Office Phone: 264-6110

MILLER, CHARLES R. (NM)  
(Field Command, DASA, Sandia Base)  
3413 Harwood Court, N.E.  
Albuquerque, New Mexico 87110  
Office Phone: 299-8639

MILLETT, LOVELL H. (NE)  
General Electric Co.  
1 Federal Street  
Springfield, Massachusetts 01105  
Office Phone: 781-6000, Ext. 2054

MOGLIA, PETER JAMES (SC)  
(Hughes Aircraft Co.)  
Bldg. 6, M/S D-154  
Culver City, California 90230  
Office Phone: 391-0711, Ext. 6945

MORAN, JAMES DONALD (ME)  
(General Precision Inc., Aerospace  
Group)  
94 Young Avenue  
Cedar Grove, New Jersey 07009  
Office Phone: 256-4000, Ext. 562

MORGAN, BETTY ANGELA (SC)  
General Precision Systems, Inc.  
Librascope Group  
808 Western Avenue  
Glendale, California 91201  
Office Phone: 213-245-8711, Ext. 1416

NAVARRE, FORBERT JESSE (SC)  
Litton Systems, Inc.  
Advanced Marine Technology  
Division  
9920 W. Jefferson Blvd.  
Culver City, California 90230  
Office Phone: 836-5500, Ext. 120

NEAL, ROBERT E. (SC)  
TRW  
One Space Park  
Building R-5, Room 160  
Redondo Beach, California 90278  
Office Phone: 679-8711, Ext. 65470

NEWLAN, IRL E. (SC)  
Jet Propulsion Laboratory  
California Institute of Technology  
4800 Oak Grove Drive  
Pasadena, California 91103  
Office Phone: 351-3360

NICHOLS, LeROY (W)  
Airtronics, Inc.  
Dulles International Airport  
Washington, D. C. 20041  
Office Phone: 471-4161, Ext. 240

NILES, ROBERT G. (W)  
(Defense Atomic Support Agency)  
2201 South Dinwiddie  
Arlington, Virginia 22206  
Office Phone: OX 5-4318

NITKOSKI, KAROL ADAM (W)  
ANNADIV US Navy Ship R&D  
Center  
Annapolis, Maryland 21402  
Office Phone: 761-8858

NORVILL, ROBERT V. (NC)  
Sandia Corporation  
Livermore, California 94550  
Office Phone: 447-5100, Ext. 2659

NOWAK, GILBERT C. (SC)  
11742 Cherry St.  
Los Alamitos, California 90720  
Home Phone: 596-1955

O'CONNOR, GEORGE F.  
Def. Contract Adm. Serv. Reg.  
Los Angeles  
10915 Inglewood Ave.  
Inglewood, California 90304  
Office Phone: 643-1826

ODA, WILLIAM S. (NC)  
(Lockheed Missiles & Space Co.)  
332 Funston Ave.  
San Francisco, California 94118  
Office Phone: 743-2234

O'DEA, MILTON L. (W)  
Raytheon/Autometric  
4217 Wheeler Ave.  
Alexandria, Virginia 22304  
Office Phone: 751-1000

OTTENSTROER,  
HUBERT W. (W)  
Naval Research Lab  
Washington, D. C. 20390  
Office Phone: 574-2240

PARSELL, WILLIAM L. (W)  
U. S. Naval Weapons Lab  
Dahlgren, Virginia 22448  
Office Phone: NO 3-2511, Ext. 975

PHILIPSEN, WILLIAM R. (W)  
Ling-Temco-Vought Inc.  
1155 15th St. NW  
Washington, D.C. 20005  
Office Phone: 659-2020

POENICKE, CHARLES D. (W)  
Cmdr., USN  
Dept. of the Navy  
Office of the Chief of Naval Material  
Washington, D. C. 20360  
Office Phone: OX 6-3338

POGNA, ROBERT (NM)  
E. G. & G., Inc.  
933 San Pedro S.E.  
Albuquerque, New Mexico 87108  
Office Phone: 265-8481, Ext. 241

POMPETTI, PETER (ME)  
Rohm & Haas Co.  
Independence Mall West  
Philadelphia, Pennsylvania 19105  
Office Phone: 592-3487

RASMUSSEN, J. R. (NC)  
Sylvania Electronic Systems  
Western Division  
P.O. Box 188  
Mountain View, California 94040  
Office Phone: 966-3667

RATY, RAYMOND (NC)  
(Sandia Corp., Livermore Lab)  
1023 Westridge  
Danville, California 94526  
Office Phone: 447-5100, Ext. 2420

REDMAN, LESLIE M. (NM)  
University of California  
Los Alamos Scientific Lab  
P.O. Box 1663  
Los Alamos, New Mexico 87544  
Office Phone: 667-5011

RICHARDSON, DEAN C.  
Texas Instruments  
13500 N. Central Expressway  
Dallas, Texas 75222  
Office Phone: 214-238-3261

ROUSH, OKEY C.  
North American Rockwell Corp.  
4300 E. 5th Ave.  
Columbus, Ohio 43216  
Office Phone: 614-231-1851, X1296

ROZZI, GAETANO D. (ME)  
Grumman Aircraft Engr.  
South Oyster Bay Road  
Bethpage, L.I. N.Y. 11714  
Office Phone: 516-LR 5-3910

RUBENSTEIN, SIDNEY S. (W)  
(Mosler Safe Co.)  
8201 16th St. NW, Apt. 1225  
Silver Spring, Maryland 20910  
Office Phone: 525-5800



SANDERS, GEORGE E. (SC)  
(System Development Corp.)  
214 Euclid St.  
Santa Monica, California 90402  
Office Phone: 393-9411

SATTERFIELD, LYNWOOD G. (W)  
Westinghouse Electric Corp.  
Friendship International Airport  
P.O. Box 1693  
Baltimore, Maryland 21203  
Office Phone: 765-3976

SAVINO, VINCENT G. (ME)  
Naval Plant Representative Off.  
187 Princess St.  
Hicksville, N. Y. 11801  
Office Phone: 516-574-1003

SCHAEFER, SYLVESTER G. (NC)  
Applied Technology Inc.  
3410 Hillview Ave.  
Palo Alto, California 94304  
Office Phone: 321-5135

SCHUKNECHT, LLOYD C. Jr. (NC)  
Stanford Research Institute  
333 Ravenswood Ave.  
Menlo Park, California 94025  
Office Phone: 326-6200

SHEEHAN, JOHN B. (ME)  
Fairchild Camera & Instrument Corp.  
300 Robbins Lane  
Syosset, New York 11791  
Office Phone: 516-WE 1-4708

SHUNNY, JOHN (NM)  
Sandia Corp (3411)  
Sandia Base  
Albuquerque, New Mexico 87115  
Office Phone: 505-264-2804

SIMMONS, ROBERT D. (NC)  
(Stanford University)  
3756 Starr King Circle  
Palo Alto, California 94306  
Office Phone: 321-3300 X341

STADERMAN, HOWARD A. (W)  
(Office of the Secretary of  
Defense, ODDR&E)  
4000 Massachusetts Ave. N.W.  
Apt. 1508  
Washington, D. C. 20016  
Office Phone: OX 7-5697

STANLEY, C. JUNE (W)  
(Naval Ordnance Systems Command)  
6704 Westcott Road  
Falls Church, Virginia 22042  
Office Phone: OX 6-2309

STELLE, A. MACNEIL (SC)  
Atomics International  
Box 309  
Canoga Park, California 91304  
Office Phone: 341-1000 X2321

SULLIVAN, VINCENT J. (NC)  
Applied Technology Inc.  
684 W. Maude Ave.  
Sunnyvale, California  
Office Phone: 738-1000

SUNDE, EIVEN (W)  
Page Communications Engrs. Inc.  
3300 White Haven St. N.W.  
Washington, D. C. 20007  
Office Phone: FE 7-7600

SUTO, EUGENE J. (W)  
(Research Analysis Corp.)  
6116 Roseland Lane  
Rockville, Maryland 20852  
Office Phone: 703-893-5900 X371

TAYLOR, ROBERT L.  
Capt. USAF  
211 Ferson Loop  
San Antonio, Texas 78236

TENNANT, THEODORE C. (SC)  
System Development Corp.  
2500 Colorado Ave.  
Santa Monica, California 90406  
Office Phone: 393-9411 X7762

THOMPSON, WILLARD N. (SC)  
Hq. SAMSO (SMMIS)  
Air Force Post Office  
Los Angeles, California 90045  
Office Phone: 643-2534

TOBIN, JOSEPH FRANCIS Jr. (NE)  
AVCO Corporation  
201 Lowell Street  
Wilmington, Massachusetts 01887  
Office Phone: 658-8911 X2474

TORMEY, JOHN C. (NE)  
Bolt, Beranek & Newman, Inc.  
50 Moulton St.  
Cambridge, Massachusetts 02138  
Office Phone: 617-491-1850

TROSINO, JAMES C. (NC)  
Sylvania Electronic Systems  
Western Division  
100 Ferguson Drive  
P.O. Box 188  
Mountain View, California 94040  
Office Phone: 966-2816

TROUPE, DAVID H. (NC)  
(Lockheed Missile Space Center)  
1111 Lockheed Way  
Sunnyvale, California 94088  
Office Phone: 408-742-2173

TYDELL, ERNEST (NC)  
Sylvania Electronic Systems  
100 Ferguson Dr.  
Mountain View, California 94086  
Office Phone: 966-2368

UHLAND, CHARLES V. (ME)  
General Electric Reentry Systems  
435 N. 38th St.  
Camden, New Jersey 08110  
Office Phone: 215-823-2849

UNLAND, KENNETH R. (SC)  
TRW Systems Group  
600 East Mill Street  
San Bernardino, California 92408  
Office Phone: 714-884-0411

VOGT, PHYLLIS A. (W)  
(Defense Atomic Support Agency)  
4301 Columbia Pike  
Apt. 532  
Arlington, Virginia 22204  
Office Phone: OX 5-4318

VOLZ, HARRY A. (ME)  
Grumman Aircraft Engr. Corp.  
South Oyster Bay Road  
Bethpage, New York 11714  
Office Phone: 516-LR 5-3910

WALSH, RICHARD J. (W)  
Raytheon Co.  
Box 1395  
APO, New York 09293

WEISS, EDMUND C. (ME)  
Bell Telephone Labs Inc.  
Mountain Ave.  
Murray Hill, New Jersey 07974  
Office Phone: 201-582-5252

WHALEN, JOHN W. (NC)  
Applied Technology  
3410 Hillview Ave.  
Palo Alto, California 94304  
Office Phone: 961-7406

WHIPP, ROBERT F. (W)  
(Arms Control & Disarmament Acy.)  
5312 Flanders Ave.  
Kensington, Maryland 20795  
Office Phone: RE 7-5600 X 7246

WILCOX, WAYNE T. JR. (W)  
ARINC Research Corp.  
2551 Riva Road  
Annapolis, Maryland 21401  
Office Phone: 202-296-4626

WILLIAMS, DAVID H. (SC)  
Douglas Aircraft Co.  
3855 Lakewood  
Long Beach, California 90808  
Office Phone: 421-2711 X4323

WILSON, KENNETH E. (NE)  
Sylvania Electronic Products Inc.  
40 Sylvan Road  
Waltham, Massachusetts 02154  
Office Phone: 617-894-8444

WILSON, WILLIAM A. (NE)  
(Elect. Systems Div. U.S. Air Force  
L.G. Hanscom Field)  
868 Washington St.  
South Easton, Massachusetts 02154  
Office Phone: 274-6100

WISE, JOHN W. (SC)  
Hughes Aircraft Co.  
Centinella & Teace  
Culver City, California 90230  
Office Phone: 391-0711 X7788

WOODBIDGE, DONALD B.  
Union Carbide Nuclear Co.  
P.O. Box Y  
Oak Ridge, Tennessee 37830  
Office Phone: 483-8611

YOUNG, SETH T. (W)  
(Hq. AFSC)  
7409 Colchester Dr.  
Clinton, Maryland 20735  
Office Phone: 297-9509

YOUTZ, EDWIN S. (W)  
Westinghouse Defense & Space Center  
Friendship International Airport  
P.O. Box 1693  
Baltimore, Maryland 21203  
Office Phone: 301-763-3975

ZUCKER, JEANNE K. (W)  
National Scientific Labs Inc.  
Westgate Research Park  
McLean, Virginia 22101  
Office Phone: 703-893-4423