18 July 1994

The MITRE Corporation
K312
Burlington Road
Bedford, MA 01730
ATTN: Mr. Henry Bayard

Dear Mr. Bayard:

Dr. Thuraisingham provided unparalleled support to NSA's INFOSEC Computer Science Division while I was its Chief from 1990-1994. She maintained an outstanding customer focus on the needs of my Division and did an exceptional job of meeting those needs. She made significant contributions to the growth of the Multilevel Database Management Systems (MLS DBMS) research program in my division, and equally important, her assistance in mentoring and coaching some of my junior researchers in this field paid great dividends.

Her broad knowledge of database technology helped NSA to better define its future MLS DBMS research directions and to select projects deserving of support. Her consultation was invaluable in helping us to coordinate and integrate our projects with those throughout the database community and across many other parts of the U.S. Government.

Dr. Thuraisingham worked on many projects that I directed either internally or sponsored through external organizations such SPAWAR or Rome Laboratory. She did excellent work with NSA on Multilevel Object Modeling Techniques and Inference Control in Object Oriented Databases. What especially distinguishes, Dr. Thuraisingham from other researchers is her ability to work with customers. Many researchers feel that their particular specialty provides the solution to all problems. Dr. Thuraisingham has a very wide range of knowledge about techniques and current research, so she is not tied to a particular area. She actually listens to customers and suggests an appropriate solution or research direction

even if it will not benefit her directly. For projects she works on, she has a reputation for delivering quality products. In an environment where it is seems the norm to complain about the quality of deliverables, customers do not complain about Dr. Thuraisingham's work.

Dr. Thuraisingham's work on various projects (some of which I helped to fund) over the last 8 years such as Secure Distributed Database Systems (Rome and SPAWAR), Inference Research (CECOM and SAPWAR), Secure Multimedia Systems (SPAWAR), Secure Object-Oriented Database Systems (SPAWAR), and Lock Data Views at Honeywell is well-known in the research community and highly valued. She is widely sought after for her advice and research support.

Dr. Thuraisingham also did an outstanding job helping my Division execute the INFOSEC Computer Science University Research Program (URP) which supports advanced research at dozens of academic institutions. She helped us review proposals and specific projects, and provided some of the very best inputs overall to guide us in planning and managing the MLS DBMS research area of the URP.

I wish to commend Dr. Thuraisingham for her research abilities; her customer-oriented attitude; her outstanding reputation for quality, knowledge, open-mindedness and fairness; and her demonstrated leadership in her field. There are few others in any field that can match this fine combination of attributes and who have contributed more. Dr. Thuraisingham is a real credit to your organization and role model for others to follow.

MICHAEL R. WARE
Deputy Chief
INFOSEC Information
Services and Telecommunications
Support