

**ADMINISTRATOR'S REMARKS FOR NASA TOWN
MEETING
RALEIGH, NC
NOVEMBER 9, 1992**

**PART 1: INTRODUCTION AND BACKGROUND -- 15
MINUTES**

*** Good afternoon and thank you for that introduction, Chancellor Monteith.**

*** Welcome to the first in a series of public town meetings NASA plans to hold across the country in the coming months.**

*** We are in the middle of an unprecedented period of self-examination and reorganization at NASA. We are here today to tell you about what we have learned so far about ourselves and what we see as our vision for the future.**

We seek your reaction to this vision, and the programs that will help make it a reality. But we also want to hear about your vision of what NASA should be, and we want your ideas about how we might reshape NASA to make it more relevant to the daily lives of all Americans.

*** We plan to take all the comments and suggestions we gather in these meetings, distill them to reach the best consensus we can, and then use that information to help us write a new strategic plan to guide NASA through the end of the decade and beyond.**

- We also plan to release the findings of the town meetings as a public report that will be made available to all of you who have attended the meetings.

*** Several internal and external factors drove us to this self-examination.**

- Prospect for limited budget growth for NASA in the coming years vs. overly ambitious forecasts a few years ago.

- Increasing concern about U.S. economic competitiveness.

- End of the Cold War removed a major historical rationale for the space program.

> "The world has changed, NASA has to change, and we want your help."

*** But before I tell you what we have been doing the past six months and where WE think NASA should be headed, I want to make sure that all of us have a basic understanding of just what NASA is, and what we are NOT.**

*** NASA is NOT:**

- part of the Defense Department or the military
- we don't build spy satellites or Brilliant Pebbles

> **NASA** is a civilian research and development agency that does work in aeronautics and space technology, and space science.

* **NASA DOES :**

- operate dozens of scientific spacecraft in Earth orbit and beyond, such as the Magellan probe that has mapped Venus in more detail than we have about Earth, and the Mars Observer satellite on its way to study the weather and geography of the Red Planet starting next fall
- plan and launch six to eight space shuttle missions per year, where we do cutting-edge research in biology, medicine and materials science

- design and build future space systems like the international space station Freedom, which will lay the groundwork for human exploration of the moon and Mars
- test aeronautics technology designed to improve the efficiency of commercial airplanes, lowering ticket prices for you and me
- pursue cooperative international projects, both to share the financial and technological burdens, and to improve international relations. **EXAMPLE: Recent Russian deals.**

Helping commercial space & access to space.

*** Historically, and today, it is important to remember that NASA remains a very small fraction of the U.S. federal budget.**

{SHOW/EXPLAIN BUDGET CHARTS}

- NASA as part of overall federal budget 1962 vs. 1992

- NASA as part of discretionary spending 1962 vs. 1992

- NASA as part of domestic discretionary 1962 vs. 1992

- NASA funding history from 1958-1993 [NOTE: spending less now than in early 1960s.]

*** This money is not spent in space, but right here on Earth, through one of NASA's nine field centers across the country.**

{CHART OF NASA FIELD CENTER GEOGRAPHY}

- Ames Research Center in northern California specializes computer science, flight simulation and human factors.

- Goddard Space Flight Center in Maryland builds small science spacecraft, operates the Hubble Space Telescope and several other orbiting observatories and does Earth studies research.

- The Jet Propulsion Laboratory in southern California operates large satellite

communications dishes around the world that relay data from robotic explorers scattered across the solar system, and designs and builds planetary probes such as the Galileo spacecraft headed toward Jupiter in 1995, and the Cassini Saturn probe slated for launch in 1997.

- Johnson Space Center in Houston is the training and control center for space shuttle missions, the home of NASA's experts in space-related medical health issues, and the leader of work on the exterior systems for the space station.

- Kennedy Space Center in Florida launches and services our space shuttle fleet, and will do the final assembly of pieces of the space station before launch.

- Langley Research Center in southeastern Virginia conducts research in aeronautics and atmospheric sciences, and performs design studies of some our most advanced concepts like a smaller successor to the shuttle.

- Lewis Research Center in Cleveland leads work on the electrical power system for the space station, studies advanced space propulsion and satellite communications and designs microgravity research experiments.

- Marshall Space Flight Center in Alabama designs large rocket engines and rocket boosters for the space shuttle, and directs the

development of the living and working modules for the space station. It also will be the home of the control center for space station experiments.

- Stennis Space Center in Mississippi works closely with Marshall as our lead center for test firing rocket engines. It also has a very active science and technology laboratory.**
- Also mention Dryden and Wallops???**

*** NASA funding also provides direct support for 24,000 people who work for NASA, and roughly 220,000 people employed for the major companies that work for us under contract.**

[NUMBERS at bottom of NASA GEOGRAPHY CHART]

*** Within this workforce are a tremendous number of scientists and engineers. {TWO CHARTS ON NASA DEMOGRAPHICS}**

- 56% of our employees are scientists and engineers.**
- 60% have college degrees. 25% have advanced degrees.**
- NASA also provides important support for the next generation of engineers and scientists studying at U.S. colleges and universities. In 1992, we channeled more than \$625 million**

to students and faculty at 365 different schools.

-- For example, students here at N.C. State's Mars Mission Research Center built a model of a space taxi that could replace the space shuttle one day. It was built so realistically that NASA engineers at Langley Research Center used it for important studies of pilot vision and crew arrangements.

*** What has this investment produced?**

- The technological foundation for a U.S. aerospace industry that employs one million people and generated a positive international trade balance of \$29 billion last year.

- Important spinoffs: large computer networks and error-free software, scratch-resistant coatings and lenses, improved breathing systems for firefighters, electronic pills that can transmit important medical information about the inside of the human body, safety grooving for highways, advanced wheelchairs, water purification systems, rechargeable pacemakers, anticorrosion paint, CAT scanners and intensive care-monitoring equipment.

- One recent study found that NASA-developed technology spawned at least 350,000 new jobs between 1979 and 1986.

*** Yet one of the most pressing problems we are having as a society is a lack of adequate investment in the future. It is important to note that NASA is a unique and relatively large part of the government's limited amount of direct investment in the future.**

{CHART ON FEDERAL R&D INVESTMENT}

-NOTE: Even taken as a whole, these investments are a small part of a \$1.4 TRILLION budget.

*** However, there are some troubling issues brewing beneath the surface of NASA.**

- Budget runout expectations were far too ambitious given the tight federal budget. This was damaging our major programs year-after-year and allowing no room for anything new.

{"BUDGET REALISM" CHART}

- Minority employment does not reflect the diversity of the nation as a whole.

{MINORITY DISTRIBUTION CHART}.

- End of Cold War rationale.

- ((other factors that led to Red/Blue review???)

[SHUT OFF OVERHEAD MACHINE]

*** These factors led us to kick off in May a series of agency-wide, bottoms-up reviews of all our major program areas to look for cost savings and new ways of ensuring fiscal responsibility and higher quality in every thing we do.**

- ((elaborate on Red/Blue reviews???)

***As a part of this process, we put together a special video to show to our employees. To give you a better sense of where we are coming from today, we thought it would be beneficial to show it to you.**

- Please remember that this video was designed for NASA employees, not the general public.

- It may assume some detailed knowledge of NASA you don't have.

- It does not cover many of the successes we have had in aeronautics or satellite communications, nor does it highlight our highly successful and crucial partnerships with industry over the years.

> "However, we feel that the spirit of candor and honesty in the video overcomes these omissions."

PART 2: VIEWING OF NASA VIDEO - 20 MINUTES

PART 3: THE NASA VISION - 15 MINUTES

*** Our goal is restore the pride of accomplishment evident in those early years of NASA, to bring back the magic and make the name "NASA" the definition of the term "best in the world."**

*** For the past six months, I have traveled to all but one of our centers, listening to hundreds if not thousands of NASA employees and the leaders of our internal review teams.**

I have met with the CEOs of America's top companies, the leaders of small and disadvantaged businesses, and more than 200 congressmen. I have met with international space leaders, and analyzed several recent advisory commission reports on the state of NASA.

*** As a result of this effort, a four-point vision has emerged as a basic guideline for all of our activities and thinking. I would like to share that vision with you right now.**

*** First, it has become clear to me that many Americans are searching for inspiration in their lives, a source of intellectual nourishment.**

I can think of no other human activity with the potential to be as inspirational as expanding the frontiers of air and space.

- From a practical standpoint, NASA is an ideal inspiration to enliven education.
- From a more philosophical perspective, the desire to explore and conquer the unknown is what has driven human evolution for thousands of years. What is more stirring than three spacewalking astronauts grabbing a wayward satellite with their bare hands, or sending a space probe to study Pluto, the last remaining unexplored planet in our solar system?

* NASA also exists to provide hope that the future will be better than the past. Hope that our children and grandchildren will enjoy good health, a clean environment and a prosperous society.

- * Part of this hope is creating economic opportunity.
 - Technological advances are the key a component of creating new products, new industries and new jobs. All NASA employees have been charged with remembering that we have a dual purpose: accomplishing our missions yet ensuring that the technology we use to do it transferred out of NASA into the private sector.
 - This opportunity should exist for all Americans, from all cultural and ethnic backgrounds. This is why the concept of cultural diversity has become a fundamental guidepost within NASA.

-- Examples include Minority Business Resource Advisory Committee; firm percentages for SDB subcontracting in our major prime contracts; making SDB subcontracting a key part of contract award selection and monetary awards; and, new Mid-Range Procurement to ease paperwork between \$25,000 and \$500,000

*** Finally, NASA should serve as a catalyst for peace in post-Cold War world.**

- Examples : space station international crew, upcoming Russian astronaut on shuttle and visit to Mir

*** This is the vision we developed. But you are our ultimate customer.**

- What do you think of it?

- Do you find that NASA is relevant to your daily life? If not how could we change?

- If you could gain anything you wanted from our space program, what would it be?

> Let's open the floor up for questions. I would like to turn to Chancellor Monteith for the first one.

PART 4: QUESTION AND ANSWER PERIOD - 30 TO 45 MINUTES.

*** Close opening segment.**

- Thank audience for their comments,**
- Explain that we would like to expand the dialogue with some basic details about our programs.**
- Introduce Col. Bolden and empower panel as experts able to speak for NASA, responsible for communicating your inputs back to the rest of the agency.**