

*The National Academies of*  
SCIENCES • ENGINEERING • MEDICINE

DIVISION ON ENGINEERING AND PHYSICAL SCIENCES  
AERONAUTICS AND SPACE ENGINEERING BOARD

**Committee on NASA Mission Critical Workforce, Infrastructure, and Technology**  
**Meeting No. 15**

**November 28-29, 2023**

NASA Kennedy Space Center, Merritt Island, Florida 32899

Hybrid Site Visit

ALL TIMES IN US EASTERN DAYLIGHT TIME (UTC-5:00)

This agenda is a draft, subject to change, and was last updated on 11/21/2023 5:46 PM

**AGENDA**

**TUESDAY, NOVEMBER 28, 2023**

**OPEN SESSION**

*LIVE-STREAMED FOR PUBLIC ACCESS*

Livestream Link: <https://vimeo.com/event/3889733>

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|-----------------|--|---|
| <b>8:50 AM</b>  | <b>Welcoming Remarks and Introductions</b><br>(10-minute remarks and introductory comments)  | <b>Mr. Norm Augustine, Chair</b>  |
| <b>9:00 AM</b>  | <b>NASA Kennedy Space Center-Welcome/Overview</b><br>(105-minute presentation and discussion session)  | <b>Ms. Janet Petro, Center Director, NASA-KSC /<br/>Mr. Burt Summerfield, Assoc. Director,<br/>Management, NASA-KSC /<br/>Ms. Maria Collura, Director, Spaceport Integration and<br/>Services, NASA-KSC /<br/>Ms. Barbara Brown, Director, Explorations Research<br/>and Technology Program, NASA-KSC</b> |
| <b>10:45 AM</b> | <b>Break</b><br>(10-minute break)  |   |
| <b>10:55 AM</b> | <b>Listening Session 1: NASA-KSC Senior Leadership Team</b><br>(60-minute listening session)<br><b>Participants: Group of NASA-KSC Senior Leadership</b> |   |
| <b>11:55 AM</b> | <b>Break to Begin Tour of KSC Complex</b>  |   |

**TOUR SESSION**

*TOURS WILL NOT BE LIVE-STREAMED FOR PUBLIC ACCESS*

- 12:00 PM**      **Tour Begins from Operations Support Building (OSB) II Conference Center 5109  
Multi-Function Facility**  
Tour Stop
- 12:10 PM      *Tour Pauses for Lunch*
- 1:15 PM      *Tour Pauses, Committee Returns to Operations Support Building (OSB) II Conference Center 5109*

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- 1:40 PM**      **Listening Session 2: NASA-KSC Mid-Career/Supervisor Listening Session**  
(50-minute listening session)  
**Participants:**      **Group of Mid-Career/Supervisor Employees**
- 2:30 PM      *Break*
- 2:40 PM**      **Listening Session 3: NASA-KSC Early Career Employees Listening Session**  
(30-minute listening session)  
**Participants:**      **Group of Early Career Employees**
- 3:10 PM      *Continue Tour of KSC Complex*

**TOUR SESSION**

*TOURS WILL NOT BE LIVE-STREAMED FOR PUBLIC ACCESS*

- 3:20 PM**      **Tour Resumes from Operations Support Building (OSB) II Conference Center 5109  
Vehicle Assembly Building (VAB)**  
Tour Stop  
**Rocco Petrone Launch Control Center (LCC)**  
Tour Stop
- 4:45 PM      *Tour Concludes for the Day*

**WEDNESDAY, NOVEMBER 29, 2023**

**TOUR SESSION**

*TOURS WILL NOT BE LIVE-STREAMED FOR PUBLIC ACCESS*

**8:45 AM**      **Tour Resumes from Operations Support Building (OSB) II Conference Center 5109**  
                  **Utility Annex**  
                  Tour Stop  
                  **Neil Armstrong Operations & Checkout Building (O&C)**  
                  Tour Stop  
                  **Launch Engineering Test Facility (LETF)**  
                  Windshield Tour  
                  **Fire station 1**  
                  Windshield Tour  
                  **Operational Health Facility (OHF)**  
                  Windshield Tour

**11:35 AM**      *Tour Concludes for the Day; Committee Prepares for Open Session*

**OPEN SESSION**

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*Livestream Link: <https://vimeo.com/event/3889735>*

**11:55 AM**      **Closing Remarks and Closeout Session with Senior Leadership**  
                  (60-minute discussion session)

**Participants:**    ***Ms. Janet Petro, Center Director, NASA-KSC***  
                          ***Mr. Kelvin Manning, Deputy Director, NASA-KSC***  
                          ***Ms. Jennifer Kunz, Assoc. Director, Technical, NASA-KSC***  
                          ***Mr. Burt Summerfield, Assoc. Director, Management, NASA-KSC***  
                          ***Mr. Harold (Trey) Carlson, Chief of Staff, NASA-KSC***  
                          ***Mr. Steve Lander, Fellow, NASA-KSC***  
                          ***Mr. Lou Shernisky, Fellow, NASA-KSC***  
                          ***Ms. Maria Collura, Director, Spaceport Integration and Services, NASA-KSC***

**12:55 PM**      *Committee Breaks into Closed Session Discussion*

**The following information is provided for any members of the general public who may be in attendance:**

This meeting is being held to gather information to help the committee in its charge. This committee will examine the information and material obtained during this, and other public meetings, in an effort to inform its work. Although opinions may be stated and lively discussion may ensue, no conclusions are being drawn nor will recommendations be made. Observers who draw conclusions about the committee's work based on this meeting's discussions will be doing so prematurely.

Furthermore, individual committee members often engage in discussion and questioning for the specific purpose of probing an issue and sharpening an argument. The comments of any given committee member may not necessarily reflect the position he or she may actually hold on the subject under discussion, to say nothing of that person's future position as it may evolve in the course of the project. Any inference about an individual's position are therefore also premature.

If you would like to join the meeting in-person, please contact the staff officer Daniel Nagasawa ([dnagasawa@nas.edu](mailto:dnagasawa@nas.edu)) by Friday, 17 November 2023 to arrange attendance and further details.

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## NOTES FOR PRESENTERS

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Your presentation may not include unpublished data, ITAR controlled and/or other sensitive information.

At some point a staff member will be asking you to sign a consent form allowing us to use your presentation, specifically to post it on our website.

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## STATEMENT OF TASK

### Committee Organized on February 2023

The National Academies of Sciences, Engineering, and Medicine (NASEM) will appoint an ad hoc committee to conduct a high-level review of NASA's workforce, infrastructure, and technological capabilities that are most relevant to the strategic goals specified in NASA's 2022 Strategic Plan and other key guiding documents. The committee will consider emerging technologies in selected engineering and science disciplines as well as critical facilities needed, and workforce skills required to perform and support the work of the mission directorates, both now and in the future.

The committee will pay particular attention to critical areas of NASA-wide interest that cross mission directorate boundaries, and the critical mission support underpinning mission accomplishments. The committee will make prioritized recommendations on actions needed to better align NASA's engineering and science workforce, skills, physical and systems infrastructure, and technologies with NASA's mission objectives and strategic goals. Recommendations will address improvements and additions to modeling capabilities, critical infrastructure, test facilities, and support required to perform the work.

The scope of the study will include all NASA mission directorates, including the Mission Support Directorate.