

A portrait of Daniel S. Goldin, NASA Administrator. He is a middle-aged man with glasses, wearing a dark suit, white shirt, and dark tie. He is standing in front of a blue backdrop. To his left is the United States flag, and to his right is a NASA flag. A wooden podium is visible at the bottom of the frame.

Daniel S. Goldin  
NASA Administrator

1  
00:00:19,990 --> 00:00:14,640

I

2  
00:00:24,220 --> 00:00:20,000

into NASA to listen to the hopes and the

3  
00:00:26,740 --> 00:00:24,230

dreams of the NASA employees I listened

4  
00:00:30,130 --> 00:00:26,750

to the concerns expressed by America's

5  
00:00:31,810 --> 00:00:30,140

leaders outside the agency and also the

6  
00:00:34,930 --> 00:00:31,820

compliments that they've made of the

7  
00:00:38,110 --> 00:00:34,940

wonderful work that nASA has done I've

8  
00:00:40,029 --> 00:00:38,120

been to all of our centers but one I've

9  
00:00:43,330 --> 00:00:40,039

met with all the red teams and blue

10  
00:00:46,270 --> 00:00:43,340

teams sometimes a few times met with

11  
00:00:49,630 --> 00:00:46,280

leaders in academia CEOs of corporations

12  
00:00:51,340 --> 00:00:49,640

I met with small entrepreneurial

13  
00:00:53,680 --> 00:00:51,350

businesses small disadvantaged

14

00:00:56,110 --> 00:00:53,690

businesses I met with leaders of the

15

00:00:59,319 --> 00:00:56,120

minority community women's community in

16

00:01:02,229 --> 00:00:59,329

the country and I've traveled abroad met

17

00:01:04,719 --> 00:01:02,239

with the leaders abroad that with 200

18

00:01:06,790 --> 00:01:04,729

members of Congress I read the Augustine

19

00:01:10,030 --> 00:01:06,800

report the pain Commission report the

20

00:01:13,780 --> 00:01:10,040

Rogers report and when I go through all

21

00:01:16,240 --> 00:01:13,790

this there's universal agreement that

22

00:01:19,570 --> 00:01:16,250

NASA is vital to our nation and cannot

23

00:01:21,610 --> 00:01:19,580

afford to fail and NASA must perform its

24

00:01:23,740 --> 00:01:21,620

missions by reaching for the planets and

25

00:01:25,810 --> 00:01:23,750

the stars but at the same time as I

26

00:01:28,540 --> 00:01:25,820

talked a few days ago bring back

27

00:01:31,360 --> 00:01:28,550

cutting-edge technology to generate new

28

00:01:35,170 --> 00:01:31,370

jobs and new industries and hope and

29

00:01:39,160 --> 00:01:35,180

opportunity and we can do it and have

30

00:01:41,020 --> 00:01:39,170

been doing it but to do it even better

31

00:01:43,750 --> 00:01:41,030

today I'm going to announce the

32

00:01:46,180 --> 00:01:43,760

following changes in our organization to

33

00:01:49,330 --> 00:01:46,190

improve management and bring focus to

34

00:01:52,300 --> 00:01:49,340

programs that are very very essential to

35

00:01:54,310 --> 00:01:52,310

America's future the first program and

36

00:01:56,920 --> 00:01:54,320

it's so important to our future is Space

37

00:01:59,920 --> 00:01:56,930

Station freedom and on Space Station

38

00:02:02,280 --> 00:01:59,930

freedom we have the support of the

39

00:02:04,810 --> 00:02:02,290

American people in the Congress and in

40

00:02:07,810 --> 00:02:04,820

1993 we have to deliver on the promise

41

00:02:08,949 --> 00:02:07,820

so as a first step as part of the

42

00:02:10,899 --> 00:02:08,959

restructuring and the management

43

00:02:12,309 --> 00:02:10,909

approach we're going to put two of our

44

00:02:17,589 --> 00:02:12,319

very best people on Space Station

45

00:02:19,690 --> 00:02:17,599

freedom first we have Tommy Campbell the

46

00:02:21,670 --> 00:02:19,700

control of NASA Tommy is going to go

47

00:02:24,760 --> 00:02:21,680

over and be the chief financial officer

48

00:02:27,100 --> 00:02:24,770

on Space Station freedom but taking the

49

00:02:27,670 --> 00:02:27,110

strongest financial person at NASA if

50

00:02:29,770 --> 00:02:27,680

not in the

51  
00:02:32,979 --> 00:02:29,780  
government and sending him over the

52  
00:02:34,720 --> 00:02:32,989  
station tommy is very gracious he is

53  
00:02:36,940 --> 00:02:34,730  
pretty he feels privileged to do it and

54  
00:02:40,149 --> 00:02:36,950  
he told me how excited he was just a few

55  
00:02:42,069 --> 00:02:40,159  
hours ago Marty crests who's had a

56  
00:02:45,490 --> 00:02:42,079  
legislative affairs is going to go over

57  
00:02:47,800 --> 00:02:45,500  
the Space Station freedom as the deputy

58  
00:02:50,170 --> 00:02:47,810  
program manager the policy and

59  
00:02:53,470 --> 00:02:50,180  
management to dick course Marty is one

60  
00:02:56,740 --> 00:02:53,480  
of up and coming bright people he did a

61  
00:02:59,229 --> 00:02:56,750  
wonderful job working with me on the

62  
00:03:00,429 --> 00:02:59,239  
hill to convince the Congress that it

63  
00:03:02,800 --> 00:03:00,439

was right in proceeding the Space

64

00:03:04,780 --> 00:03:02,810

Station freedom Maudie's committed to

65

00:03:07,089 --> 00:03:04,790

the space station and he's going to

66

00:03:09,159 --> 00:03:07,099

bring a tremendous wealth of capability

67

00:03:12,220 --> 00:03:09,169

in tying our international partners

68

00:03:13,839 --> 00:03:12,230

closer together bringing the utilization

69

00:03:16,149 --> 00:03:13,849

community the scientists and the

70

00:03:17,679 --> 00:03:16,159

engineers in industry and academia that

71

00:03:20,679 --> 00:03:17,689

are going to take part in this wonderful

72

00:03:22,539 --> 00:03:20,689

program to bring them closer together so

73

00:03:24,759 --> 00:03:22,549

that they feel at their participating

74

00:03:26,979 --> 00:03:24,769

and to relieve dick cause of a variety

75

00:03:29,050 --> 00:03:26,989

of management duties so dick cores could

76  
00:03:30,699 --> 00:03:29,060  
assure that we have a successful CDR and

77  
00:03:33,520 --> 00:03:30,709  
the hardware comes out when it's

78  
00:03:35,140 --> 00:03:33,530  
supposed to come out now the variety of

79  
00:03:37,240 --> 00:03:35,150  
other tasks associated with the space

80  
00:03:39,580 --> 00:03:37,250  
station and its management structure

81  
00:03:41,289 --> 00:03:39,590  
that have not been resolved yet by our

82  
00:03:43,929 --> 00:03:41,299  
red team and our roles admissions team

83  
00:03:46,030 --> 00:03:43,939  
and because we have not yet reached

84  
00:03:48,879 --> 00:03:46,040  
consensus we're going to hold off until

85  
00:03:50,379 --> 00:03:48,889  
we really work it through there's a

86  
00:03:51,819 --> 00:03:50,389  
meeting of the NASA top team this

87  
00:03:54,550 --> 00:03:51,829  
Saturday we're going to continue our

88  
00:03:56,499 --> 00:03:54,560

deliberations and as soon as we cut our

89

00:03:58,479 --> 00:03:56,509

consensus then we'll move with the next

90

00:04:00,640 --> 00:03:58,489

steps on Space Station freedom but we

91

00:04:02,409 --> 00:04:00,650

felt it was so important to get our real

92

00:04:04,059 --> 00:04:02,419

key people there and this is the first

93

00:04:06,009 --> 00:04:04,069

in a series of management moves were

94

00:04:08,830 --> 00:04:06,019

going to make to bring the very best we

95

00:04:11,289 --> 00:04:08,840

have in NASA to the space station Mary

96

00:04:12,699 --> 00:04:11,299

Kerwin will become the acting admittance

97

00:04:15,520 --> 00:04:12,709

administrator for legislative affairs

98

00:04:17,460 --> 00:04:15,530

and she was the director of liaison

99

00:04:24,879 --> 00:04:17,470

division for the legislative affairs

100

00:04:28,180 --> 00:04:24,889

activity and Gary Allison will become

101  
00:04:32,110 --> 00:04:28,190  
the acting controller and both of these

102  
00:04:34,810 --> 00:04:32,120  
jobs will be advertised for open

103  
00:04:36,310 --> 00:04:34,820  
competition clearly we have high regard

104  
00:04:38,440 --> 00:04:36,320  
for these two people in the acting

105  
00:04:40,570 --> 00:04:38,450  
capacity but these jobs are going to be

106  
00:04:43,850 --> 00:04:40,580  
opened up to all of America

107  
00:04:46,850 --> 00:04:43,860  
the next the appointment gives me

108  
00:04:48,909 --> 00:04:46,860  
tremendous pleasure and that is Lenfest

109  
00:04:51,860 --> 00:04:48,919  
will become the chief scientist of NASA

110  
00:04:54,529 --> 00:04:51,870  
he is one of the most brilliant people

111  
00:04:57,679 --> 00:04:54,539  
we have in this organization probably

112  
00:04:59,390 --> 00:04:57,689  
one of our most effective and the

113  
00:05:01,909 --> 00:04:59,400

strongest contributors in the science

114

00:05:04,129 --> 00:05:01,919

area and in order to get closer to

115

00:05:07,010 --> 00:05:04,139

academia to communicate with the

116

00:05:09,769 --> 00:05:07,020

presidents of our major universities to

117

00:05:12,110 --> 00:05:09,779

get much closer with the lodge and small

118

00:05:15,170 --> 00:05:12,120

corporations in their R&D facilities and

119

00:05:17,179 --> 00:05:15,180

get NASA tied into America so we could

120

00:05:19,369 --> 00:05:17,189

transfer our technology and we could

121

00:05:20,659 --> 00:05:19,379

pull technology out of all these places

122

00:05:23,570 --> 00:05:20,669

so we could always be on the cutting

123

00:05:25,760 --> 00:05:23,580

edge Len is going to be there and as I

124

00:05:27,320 --> 00:05:25,770

discussed a few days ago NASA is going

125

00:05:30,409 --> 00:05:27,330

to intensify its efforts in the

126

00:05:32,029 --> 00:05:30,419

international arena and when is going to

127

00:05:34,700 --> 00:05:32,039

be our spokesman and I think it's very

128

00:05:37,010 --> 00:05:34,710

important to recognize that NASA is more

129

00:05:39,469 --> 00:05:37,020

than just management and programs NASA

130

00:05:41,719 --> 00:05:39,479

exists with science and exploration and

131

00:05:44,119 --> 00:05:41,729

I'm thrilled to have a man of lens

132

00:05:46,189 --> 00:05:44,129

stature join me in the administrator's

133

00:05:47,869 --> 00:05:46,199

office and when and I talked and

134

00:05:50,089 --> 00:05:47,879

hopefully he'll be joining me in days

135

00:05:52,040 --> 00:05:50,099

and it will be no longer than than than

136

00:05:54,769 --> 00:05:52,050

two weeks because we have a lot of work

137

00:05:58,879 --> 00:05:54,779

to do to get his organization structured

138

00:06:03,110 --> 00:05:58,889

for change in the area of OSS a to get

139

00:06:06,230 --> 00:06:03,120

the organization aligned to programs and

140

00:06:07,399 --> 00:06:06,240

science and to get more visibility to

141

00:06:08,959 --> 00:06:07,409

the American community and the

142

00:06:11,510 --> 00:06:08,969

administrator we're going to break up

143

00:06:14,059 --> 00:06:11,520

OSS a the office of space science

144

00:06:16,100 --> 00:06:14,069

applications into two parts mission to

145

00:06:18,679 --> 00:06:16,110

Planet Earth and mission from Planet

146

00:06:19,999 --> 00:06:18,689

Earth and Shelby Tilford will be the

147

00:06:22,909 --> 00:06:20,009

acting associate administrator

148

00:06:25,189 --> 00:06:22,919

permission to Planet Earth and Wes

149

00:06:26,959 --> 00:06:25,199

Huntress will be the acting associate

150

00:06:28,790 --> 00:06:26,969

administrator for mission from Planet

151

00:06:30,800 --> 00:06:28,800

Earth now once again there are a few

152

00:06:33,679 --> 00:06:30,810

details that we have not yet worked out

153

00:06:36,769 --> 00:06:33,689

there isn't consensus yet on how to go

154

00:06:38,929 --> 00:06:36,779

about where we put life sciences and

155

00:06:41,149 --> 00:06:38,939

microgravity but we're going to have a

156

00:06:42,709 --> 00:06:41,159

further set of roles in missions

157

00:06:44,329 --> 00:06:42,719

meetings and I felt it would be

158

00:06:46,369 --> 00:06:44,339

inappropriate to break the spirit of

159

00:06:48,619 --> 00:06:46,379

teamwork that was going on there as we

160

00:06:50,420 --> 00:06:48,629

made these changes so we'll continue our

161

00:06:52,999 --> 00:06:50,430

deliberations and as soon as we get done

162

00:06:53,719 --> 00:06:53,009

we'll be able to announce that but this

163

00:06:55,700 --> 00:06:53,729

is going too real

164

00:06:58,850 --> 00:06:55,710

be an opportunity for strengthening our

165

00:07:01,010 --> 00:06:58,860

planetary astrophysics programs and get

166

00:07:02,869 --> 00:07:01,020

us more focused in meeting a moral

167

00:07:05,029 --> 00:07:02,879

commitment we have two American the

168

00:07:07,999 --> 00:07:05,039

people of the world to bring back the

169

00:07:09,829 --> 00:07:08,009

data to understand what is happening to

170

00:07:12,019 --> 00:07:09,839

our environment what are the naturally

171

00:07:13,429 --> 00:07:12,029

induced effects and what should what are

172

00:07:15,829 --> 00:07:13,439

the human-induced effects because

173

00:07:18,019 --> 00:07:15,839

policymakers need is very critical data

174

00:07:19,850 --> 00:07:18,029

over the decades ahead to make the very

175

00:07:22,760 --> 00:07:19,860

difficult decisions that have to be made

176

00:07:24,469 --> 00:07:22,770

and I'm very proud of this team by

177

00:07:26,600 --> 00:07:24,479

breaking it up into two parts and it was

178

00:07:28,700 --> 00:07:26,610

getting very very big I think we'll be

179

00:07:30,529 --> 00:07:28,710

more focused but I was just speaking to

180

00:07:32,360 --> 00:07:30,539

some of the people from lens Advisory

181

00:07:33,409 --> 00:07:32,370

Committee on the phone and I assured

182

00:07:35,959 --> 00:07:33,419

them we're not going to lose the

183

00:07:37,639 --> 00:07:35,969

synergism that Len built in having a

184

00:07:39,559 --> 00:07:37,649

science community and we're going to

185

00:07:42,139 --> 00:07:39,569

work very closely with the advisory

186

00:07:45,679 --> 00:07:42,149

committees national research council and

187

00:07:48,110 --> 00:07:45,689

the committee's thereof to assure that

188

00:07:53,570 --> 00:07:48,120

we have coherence in our science

189

00:07:55,760 --> 00:07:53,580

programs another area that's become

190

00:07:58,429 --> 00:07:55,770

quite clear in need of focus and

191

00:08:02,540 --> 00:07:58,439

attention as aeronautics I talked about

192

00:08:06,290 --> 00:08:02,550

this over the last few weeks I have now

193

00:08:08,570 --> 00:08:06,300

met with most of the major CEOs and

194

00:08:11,510 --> 00:08:08,580

manages of Aeronautics program in this

195

00:08:14,860 --> 00:08:11,520

country and is clear that they believe

196

00:08:16,850 --> 00:08:14,870

the relationship with NASA is beneficial

197

00:08:18,739 --> 00:08:16,860

apartman defense has a good relationship

198

00:08:20,629 --> 00:08:18,749

with NASA in terms of its cutting-edge

199

00:08:23,570 --> 00:08:20,639

technology so we're announcing today

200

00:08:27,379 --> 00:08:23,580

that we're going to break 0 AST into two

201  
00:08:28,939 --> 00:08:27,389  
parts the office of aeronautics and i'll

202  
00:08:31,670 --> 00:08:28,949  
talk about the second part in just a

203  
00:08:34,969 --> 00:08:31,680  
moment but this office of aeronautics is

204  
00:08:37,100 --> 00:08:34,979  
very very crucial and cecil rosen will

205  
00:08:40,040 --> 00:08:37,110  
be the acting associate administrator of

206  
00:08:42,290 --> 00:08:40,050  
this office and pete peterson who has

207  
00:08:45,550 --> 00:08:42,300  
been the head of O AST is going on to

208  
00:08:48,620 --> 00:08:45,560  
take a very difficult job the augustine

209  
00:08:50,300 --> 00:08:48,630  
report panel had indicated that

210  
00:08:52,160 --> 00:08:50,310  
infrastructure was one of the key issues

211  
00:08:54,290 --> 00:08:52,170  
at nasa had to take a good hard look at

212  
00:08:56,210 --> 00:08:54,300  
and as we went out and talked to the

213  
00:08:58,370 --> 00:08:56,220

folks in the Aeronautics industry in the

214

00:08:59,720 --> 00:08:58,380

space industry it became clear that

215

00:09:01,069 --> 00:08:59,730

there was a lot of duplication of

216

00:09:04,280 --> 00:09:01,079

facilities in the Department of Defense

217

00:09:06,290 --> 00:09:04,290

and NASA and an industry and as a result

218

00:09:07,490 --> 00:09:06,300

we spread a whole large infrastructure

219

00:09:09,590 --> 00:09:07,500

across the country

220

00:09:12,710 --> 00:09:09,600

but what we've got to have off focus

221

00:09:14,780 --> 00:09:12,720

facilities that a world-class so Pete

222

00:09:18,440 --> 00:09:14,790

Peterson is not going to undertake a 15

223

00:09:19,940 --> 00:09:18,450

month study to work with industry work

224

00:09:22,520 --> 00:09:19,950

with the Department of Defense and other

225

00:09:24,020 --> 00:09:22,530

departments of US government to see how

226

00:09:26,650 --> 00:09:24,030

we could work closer together in

227

00:09:29,480 --> 00:09:26,660

aeronautics and space to come up with a

228

00:09:32,750 --> 00:09:29,490

facility infrastructure that gives us

229

00:09:35,330 --> 00:09:32,760

world-class facilities and utilizes the

230

00:09:37,370 --> 00:09:35,340

resources that the taxpayers and

231

00:09:41,090 --> 00:09:37,380

industry are providing to get maximum

232

00:09:43,220 --> 00:09:41,100

benefit so Pete Peterson is going to

233

00:09:45,710 --> 00:09:43,230

have 15 months and we're going to all be

234

00:09:47,210 --> 00:09:45,720

working with him to assure that we get

235

00:09:53,240 --> 00:09:47,220

the very best infrastructure in this

236

00:10:01,250 --> 00:09:53,250

country the second half of OST the S the

237

00:10:04,910 --> 00:10:01,260

T in OA s space technology in OSD is

238

00:10:08,120 --> 00:10:04,920

going to be combined with the commercial

239

00:10:10,280 --> 00:10:08,130

activity and we are going to form the

240

00:10:13,370 --> 00:10:10,290

advanced concepts and technology office

241

00:10:15,500 --> 00:10:13,380

that will catalyze activities at NASA to

242

00:10:18,110 --> 00:10:15,510

be on the cutting edge of technology we

243

00:10:19,970 --> 00:10:18,120

want to have advanced concepts we want

244

00:10:22,220 --> 00:10:19,980

to have a place in NASA where

245

00:10:25,730 --> 00:10:22,230

entrepreneurs feel comfortable to show

246

00:10:27,860 --> 00:10:25,740

up with brand new ideas where people in

247

00:10:30,800 --> 00:10:27,870

academia who have an idea and want to

248

00:10:32,930 --> 00:10:30,810

work with NASA could bring it a place

249

00:10:35,450 --> 00:10:32,940

where industry that's in need of

250

00:10:38,030 --> 00:10:35,460

technology transfer could come to NASA

251  
00:10:40,280 --> 00:10:38,040  
for the very latest technology and feel

252  
00:10:42,500 --> 00:10:40,290  
that there's a receptive place a voice

253  
00:10:44,780 --> 00:10:42,510  
to listen to them where we will be able

254  
00:10:47,210 --> 00:10:44,790  
to help them move out and develop new

255  
00:10:49,190 --> 00:10:47,220  
industries and new products and most of

256  
00:10:51,010 --> 00:10:49,200  
all a place where we could aggressively

257  
00:10:53,150 --> 00:10:51,020  
deal with the commercialization of space

258  
00:10:55,970 --> 00:10:53,160  
so this is going to be a small

259  
00:10:58,070 --> 00:10:55,980  
tight-knit catalytic organization and

260  
00:11:01,340 --> 00:10:58,080  
we've asked Gregory rec to become the

261  
00:11:03,170 --> 00:11:01,350  
acting associate administrator of this

262  
00:11:07,850 --> 00:11:03,180  
new office or advanced concepts and

263  
00:11:09,860 --> 00:11:07,860

technology Courtney stad will assist him

264

00:11:12,950 --> 00:11:09,870

as the acting deputy associate

265

00:11:15,050 --> 00:11:12,960

administrator to bring in the commercial

266

00:11:17,900 --> 00:11:15,060

aspects and to tie in the commercial

267

00:11:20,000 --> 00:11:17,910

industry Jack Maddux was presently head

268

00:11:22,490 --> 00:11:20,010

of the the

269

00:11:24,140 --> 00:11:22,500

commercial office will become associate

270

00:11:26,240 --> 00:11:24,150

general counsel for intellectual

271

00:11:29,960 --> 00:11:26,250

property and I look forward to the

272

00:11:32,840 --> 00:11:29,970

tremendous output that Jack is going to

273

00:11:36,080 --> 00:11:32,850

make so we had to find a number of new

274

00:11:39,050 --> 00:11:36,090

organizations we have the fine

275

00:11:41,360 --> 00:11:39,060

opportunity we're going to advertise all

276

00:11:43,910 --> 00:11:41,370

these jobs widely across the country in

277

00:11:47,810 --> 00:11:43,920

academia we're going to advertise these

278

00:11:49,580 --> 00:11:47,820

jobs in industrial and professional

279

00:11:54,040 --> 00:11:49,590

journals we're going to advertise these

280

00:11:56,630 --> 00:11:54,050

jobs in minority publications and

281

00:11:58,640 --> 00:11:56,640

publications that women read because we

282

00:12:01,340 --> 00:11:58,650

want the very best in America you want

283

00:12:03,170 --> 00:12:01,350

NASA employees to apply we want the very

284

00:12:04,820 --> 00:12:03,180

best people in America to apply and

285

00:12:07,880 --> 00:12:04,830

we'll have an open competition and

286

00:12:10,760 --> 00:12:07,890

select the very very best people I'm

287

00:12:12,830 --> 00:12:10,770

terribly excited I've been on the phone

288

00:12:15,500 --> 00:12:12,840

for the last few hours and I believe

289

00:12:17,600 --> 00:12:15,510

it's been very positive the people

290

00:12:21,050 --> 00:12:17,610

involved feel very very good about it

291

00:12:23,210 --> 00:12:21,060

and we've begun phase one of the

292

00:12:25,760 --> 00:12:23,220

restructuring at NASA thank you very

293

00:12:27,890 --> 00:12:25,770

much and the before we end I'd like to

294

00:12:30,410 --> 00:12:27,900

ask Len Fisk was going to have to be

295

00:12:36,740 --> 00:12:30,420

dealing with me on a day-to-day basis to

296

00:12:39,410 --> 00:12:36,750

come up and say a few words when thank

297

00:12:41,360 --> 00:12:39,420

you down just a couple of comments I

298

00:12:43,310 --> 00:12:41,370

think there's an important message in

299

00:12:48,230 --> 00:12:43,320

and the reestablishment of the position

300

00:12:51,320 --> 00:12:48,240

of chief scientist it it sends the very

301  
00:12:53,420 --> 00:12:51,330  
clear message that that science is such

302  
00:12:57,740 --> 00:12:53,430  
an integral part of what we do here at

303  
00:13:00,020 --> 00:12:57,750  
NASA and it is the part of the NASA

304  
00:13:02,030 --> 00:13:00,030  
program which really lends itself so

305  
00:13:05,450 --> 00:13:02,040  
naturally to the things that we try and

306  
00:13:07,730 --> 00:13:05,460  
do as Dan said the other day in his

307  
00:13:10,430 --> 00:13:07,740  
remarks if you if you break down the

308  
00:13:12,230 --> 00:13:10,440  
sort of goals of the agency it's is to

309  
00:13:13,850 --> 00:13:12,240  
provide inspiration it's provide hope

310  
00:13:16,250 --> 00:13:13,860  
it's provide opportunity and for

311  
00:13:19,550 --> 00:13:16,260  
international in addition international

312  
00:13:21,740 --> 00:13:19,560  
cooperation and science plays a very

313  
00:13:24,950 --> 00:13:21,750

natural role in all of those those

314

00:13:28,100 --> 00:13:24,960

activities and so I'm looking forward to

315

00:13:32,240 --> 00:13:28,110

the opportunity to bring that theme to

316

00:13:32,639 --> 00:13:32,250

the agency on a very broad scale of all

317

00:13:36,660 --> 00:13:32,649

of what

318

00:13:40,049 --> 00:13:36,670

it does and also to communicate to the

319

00:13:43,199 --> 00:13:40,059

rest of the world that that nASA has so

320

00:13:46,379 --> 00:13:43,209

many things to offer both in in science

321

00:13:49,590 --> 00:13:46,389

and in technology thank you guys let me

322

00:13:52,530 --> 00:13:49,600

shake your hand again and that let me

323

00:13:54,179 --> 00:13:52,540

just close by saying the first six

324

00:13:57,210 --> 00:13:54,189

months that I've been at NASA have been

325

00:13:59,280 --> 00:13:57,220

the happiest moments of my life the most

326

00:14:02,249 --> 00:13:59,290

tiring moments the hardest-working

327

00:14:05,220 --> 00:14:02,259

moments but the NASA employees are

328

00:14:07,259 --> 00:14:05,230

wonderful they're an exciting motivated

329

00:14:10,079 --> 00:14:07,269

group of people that really want to make

330

00:14:11,639 --> 00:14:10,089

a difference in our world and we're

331

00:14:13,739 --> 00:14:11,649

going to continue the wonderful

332

00:14:17,629 --> 00:14:13,749

tradition that's been set we're going to

333

00:14:21,960 --> 00:14:17,639

move forward and we have nothing but

334

00:14:23,280 --> 00:14:21,970

inspiration hope opportunity and the

335

00:14:25,410 --> 00:14:23,290

thought that we could be a catalytic

336

00:14:27,210 --> 00:14:25,420

action for peace in the world so thank

337

00:14:28,559 --> 00:14:27,220

you very much for listening and I look