



MARSHALL STAR

Serving the Marshall Space Flight Center Community

Feb. 26, 2009

STS-126 space shuttle astronauts to visit Marshall on March 5

By *Sanda Martel*

Crew members who flew aboard space shuttle Endeavour's STS-126 mission to the International Space Station will visit the Marshall Space Flight Center on March 5.

Shuttle Endeavour launched from the Kennedy Space Center, Fla., last Nov. 14, and landed at Edwards Air Force Base, Calif., on Nov. 30.

The astronauts will present highlights of their 15-day mission at 9 a.m. in Morris Auditorium, Building 4200. A question-and-answer and autograph session will follow the presentation.

Endeavour's mission – the 27th space shuttle mission to the space station – delivered equipment that will enable larger crews to reside aboard the orbiting complex. Among equipment delivered was the Water Recovery System, the second part of a comprehensive life support system developed at the Marshall Center. Through a series of chemical treatment processes and filters, the system – when fully operational – will create water clean enough to drink.

Other deliveries to the space station included the reusable logistics module to hold supplies and equipment, additional crew quarters, extra exercise equipment and spare hardware.

Veteran space flier Navy Capt. Christopher J. Ferguson commanded the STS-126 mission. Air Force Lt. Col. Eric A. Boe served as the pilot. The mission specialists were Navy Capt. Stephen G. Bowen, Army Lt. Col. Robert S. Kimbrough, Navy Capt. Heidemarie M. Stefanyshyn-Piper and NASA astronauts Donald R. Pettit and Sandra H. Magnus.



The STS-126 crew includes astronaut Christopher J. Ferguson, commander, center; astronaut Eric A. Boe, pilot; third from the right; and remaining crew members, pictured from left to right, Sandra H. Magnus, Stephen G. Bowen, Donald R. Pettit, Robert S. (Shane) Kimbrough and Heidemarie M. Stefanyshyn-Piper, all mission specialists.

Magnus remained on the space station, replacing Expedition 17/18 Flight Engineer Gregory E. Chamitoff, who returned to Earth with the STS-126 crew. Magnus will serve as a flight engineer and NASA science officer for Expedition 18. Magnus will return to Earth on the next shuttle mission, STS-119.

Martel, an AI Signal Research Inc. employee, supports the Office of Strategic Analysis & Communications.

Space shuttle Discovery launch delayed

From combined reports

NASA Space Shuttle Program managers have delayed the launch of space shuttle Discovery. The decision was based on the need for additional time to

evaluate the shuttle's flow control valves.

A review of shuttle Discovery's readiness for flight was held Feb. 20 at Kennedy Space Center, Fla. NASA managers decided they would postpone

the launch, which had been targeted for Feb. 27, to gather more data and possibly conduct more testing before proceeding to launch.

See Delay on page 3

Director's Corner

Words matter



There has been considerable discussion in the news and internally surrounding a video made by a team of Johnson employees and posted on YouTube.com. Written and filmed by

a NASA astronaut, the video depicts a young engineer trying repeatedly to get her managers to listen to her proposal for a better spacecraft design. She is repeatedly stifled until she gives up, dispirited.

The video was made in connection with a program launched by Johnson senior management to enhance innovation and open mindedness and shown at a NASA management retreat last month. When Wayne Hale saw it, he posted it on his blog, which, in turn, has been circulated across NASA. It has made for some interesting dialogue. One of the most insightful responses is by our own Mark Perry in ET20, emailed to Dan Dumbacher, who in turn forwarded it to me and others for consideration. With his permission, I am providing Mark's response in full for your consideration as well:

Dissenting Opinion

"Dissent" – I never thought I would hear that word used to describe a difference of technical opinion. In my thirty-three years as a technician and engineer, I never thought of someone who had a different idea about how to accomplish a goal as a "dissenter." The only times I have heard the terms "dissenting" and disgruntled" are from technically weak individuals who are

afraid that someone else might have a better idea and outshine them in the eyes of upper management. Read the following definition of "dissent." "dissent from something, DISAGREE WITH, object to, protest against, refuse to accept."

This indicates a person who not only disagrees with you, but is so closed-minded that he or she is not willing to listen to the differing opinion of the other person. The funny thing is, the "dissenter" in the video is the only one with an open mind, and the true dissenters are her senior management. Yes, I have seen that kind of resistance to change at NASA. Yes, there are those who resist change, particularly in mid-career years when rocking the boat creates a sense of insecurity. My personal approach has always been to listen to the wisdom of the senior technical minds, especially those who have earned your respect. Listen to the junior people who are just coming along because their ideas from unchecked optimism can lead to some interesting revelations. Listen to your peers. They have arrived at the same place you have, but probably along a different path. Agreeing to disagree is a healthy thing, and disagreement is not necessarily dissent.

I worked in private industry before coming to work at NASA and learned a lot from holding peer reviews, listening and learning from others. We always called it "differing opinions," "constructive criticism," "critique," "alternate views," "alternative design," but never "dissent." I have to wonder about a work culture where innovation is thought of as dissent, and the first thing that needs to happen is to eliminate that word or opinion of others from all levels of the workplace. I have had my opinions valued by seniors and juniors from my earliest days as a technician to the present as a senior engineer. I have always valued the opinions of others and tried multiple approaches. I have been right, and I have been wrong, and I'm not

afraid to admit to either.

I have been fortunate in my career here to work with some great engineers, younger and older than myself. I have learned from both. I am really disappointed that, for some reason, "dissent" was chosen as the word used to describe differing opinions. It is far too harsh a word to use for disagreement on technical matters, and, believe it or not, the use of that word coming from upper management to describe what was taking place in the video is appalling. Good use of the English language is much more important than is thought when communicating these issues. It presents a condescending tone and has an adverse effect on the people you are trying to motivate by calling them "dissenters." Please take this constructive criticism and think about it before inundating the Center with this term for innovative people.

Thanks for taking the time to read this personal opinion. Even if you disagree with it, I won't refer to you as a "dissenter."

**Mark Perry
ET20**

Mark, you are absolutely right. Words matter, and "dissent" is not the right word to describe the advancement of an innovative idea and the spirited discussion of points of view that is the norm for most high-performing teams. They are critical to our continued progress, and you are right to point it out.

A handwritten signature in black ink that reads "Dave". The signature is written in a cursive, slightly stylized font.

**Dave King
Marshall Center Director**

THE FACE OF MISSION SUCCESS IS:

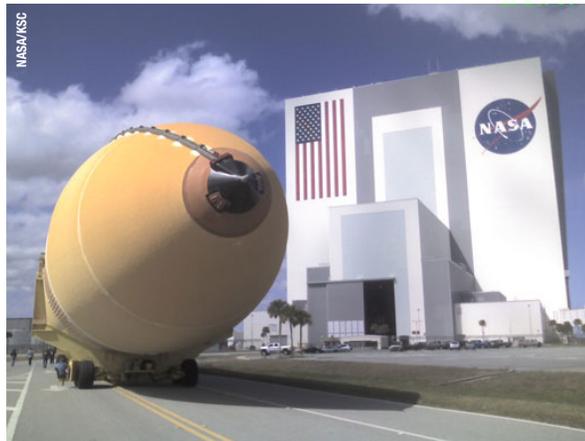
Nadra Hatchett
Aerospace engineer



- **Organization:** Mechanical Fabrication Branch in the Engineering Directorate
- **Joined NASA:** 1990
- **Education:** Bachelor's degree in math, minor in physics, Athens State University, Athens, Ala., 1995; applied science degree in design drafting technology, Calhoun Community College, Decatur, Ala., 1991
- **Responsibilities:** Serves as a senior manufacturing engineer responsible for researching and developing processes and techniques for manufacturing aerospace hardware
- **Coolest part of job:** Having the opportunity to support space exploration that has "greatly impacted my two sons' daily lives by getting them excited about NASA's mission."
- **Favorite Marshall memory:** "I worked with Marshall TV to create a video highlighting improvement within the Space Systems Department. The video won the Continual Improvement Award from NASA Headquarters in 2006. I was selected to go to Washington where I accepted the award and spoke on behalf of the team before 400 people, including then-NASA Administrator Michael Griffin, Marshall Director David King and NASA team members."

Space shuttle external tank ET-131 arrives at Kennedy from Michoud after sea journey

Space shuttle external tank ET-131 rolled out at NASA's Michoud Assembly Facility in New Orleans on Feb. 15, at right, for its sea journey to NASA's Kennedy Space Center, Fla., by covered barge. It arrived at Kennedy Feb. 21, where it was unloaded and moved into the Vehicle Assembly Building, below. Inside the building, the tank will be lifted into a vertical position for checkout, attached to twin solid rocket boosters and the orbiter Discovery, then rolled out to the launch pad. ET-131 will help launch space shuttle Discovery on mission STS-127 to the International Space Station later this year.



Delay

Continued from page 1

Engineering teams throughout the agency have been working to identify what caused damage to a flow control valve on shuttle Endeavour during its November 2008 flight.

"We need to complete more work to have a better understanding before flying," said Bill Gerstenmaier, associate administrator for Space Operations at NASA Headquarters in Washington. Gerstenmaier chaired the Feb. 20 Flight Readiness Review.

"We were not driven by schedule pressure and did the right thing," Gerstenmaier said. "When we fly, we want to do so with full confidence."

The shuttle has three flow control

valves that channel gaseous hydrogen from the main engines to the external fuel tank. Teams also have tried to determine the consequences if a valve piece were to break off and strike part of the shuttle or external fuel tank.

The Space Shuttle Program has been asked to develop a plan to inspect additional valves similar to those installed on Discovery. This plan was scheduled to be reviewed during a meeting Feb. 25. Afterward, NASA officials may consider setting a new target launch date.

For more information about the Space Shuttle Program, including a fact sheet about the flow control valves, visit: <http://www.nasa.gov/shuttle>.

SAIC, Oakwood sign NASA Mentor-Protégé agreement

A first between NASA contractor, historically black university

By Megan Norris Davidson

The Marshall Space Flight Center marked a major milestone Feb. 18 when the first “Mentor-Protégé” signing agreement between a NASA prime contractor and a historically black college or university.

The three-year NASA agreement is between Science Applications International Corp. of San Diego, known as SAIC, and Oakwood University of Huntsville. Marshall’s Small Business Office oversaw the signing agreement, which coincides with Black History Month.

Originating in 1926, the month is a remembrance of important people and events in black history. Historically black colleges and universities are defined as American schools established before 1964, which were formed with the intention of serving the black community. Oakwood University, originally an industrial school, was founded in 1896.

Under the new pact, SAIC will aid Oakwood University with technology enhancement, contract management and business administration. “This agreement will increase the viability of Oakwood University as a business partner and potential prime contractor for future NASA projects,” said David Brock, a small business specialist in Marshall’s Office of Procurement. “It also will allow students interested in pursuing technical or engineering careers to gain experience through SAIC internships and provide potential opportunities for graduates in technical fields at NASA.”

Audrey Robinson, manager of Marshall’s Office of Diversity



Participating in the NASA Mentor-Protégé signing Feb. 18 between SAIC and Oakwood University are, seated from left, Dan Harris, SAIC senior vice president; Brenda Tate, contracting officer in Marshall’s Office of Procurement; and Dr. Delbert Baker, Oakwood University president. Observing, from left, are Bruce Emerson and Nicole Lucas of SAIC, supporting Marshall’s Office of the Chief Information Officer; Jeff Jackson, contracting officer in Procurement; Sheila Fogle, manager of Marshall’s Application, Web & Multimedia Services Office; Jonathan Pettus, director of Marshall’s Office of the Chief Information Officer; David Brock, small business specialist in Marshall’s Small Business Office; Glenn Delgado, assistant administrator of the Office of Small Business Programs at NASA Headquarters in Washington; Audrey Robinson, manager of Marshall’s Office of Diversity and Equal Opportunity; and Byron Butler, director of the Office of Procurement.

and Equal Opportunity and an Oakwood University alumna, spoke at the event. “As we celebrate Black History Month,” she said, “it is fitting that we take time to recognize and celebrate Oakwood University’s selection as the first historically black university to participate in the NASA Mentor Protégé Program. As an alumna, it makes me proud to see the school develop relationships with organizations such as SAIC.

“Through this venture,” she added, “SAIC has the opportunity to create a more diverse work force, which can result in greater creativity and innovation. The students will have real life research and work experiences which will excite their imaginations and make them more competitive as they enter the professional arena. It’s a win-win for everyone.”

The NASA Mentor-Protégé Program was established by NASA’s

Office of Small Business Programs and implemented in January 2008. The program pairs large companies with eligible small businesses and institutions to establish long-term relationships, enhance technical capabilities and enable them to successfully compete for larger, more complex prime contract and subcontract awards.

SAIC provides NASA and primarily the Marshall Center with information technology systems and services under the Unified NASA Information Technology Services, or UNITEs, contract. Awarded in 2004, the contract includes encryption security systems and computer networking.

For more information about the NASA Mentor-Protégé Program, visit <http://osbp.nasa.gov/mentor.html>.

Davidson, an AI Signal Research Inc. employee, supports the Office of Strategic Analysis & Communications.

MARS Tennis Club looking for players

The 2009 MARS Tennis Club Membership Drive is open until March 28. Membership is available to anyone who works on Redstone Arsenal, as well as off-site contractors

and family members. Annual single dues are \$25 and family dues are \$30. For more information, visit <http://home.comcast.net/~mtc120/site/>, or contact a club officer: President Ronda Moyers,

544-6809; Vice President Rhonda Lash, 544-9137; or Secretary/Treasurer Linda Brewster, 544-0169.



Classified Ads

To submit a classified ad to the Marshall Star, go to Inside Marshall, to "Employee Resources," and click on "Employee Ads — Submit Ad." Ads are limited to 15 words, including contact numbers. No sales pitches. Deadline for the next issue, March 5, is 4:30 p.m. Thursday, Feb. 26.

Miscellaneous

Firewood, \$80 per truckload. 755-0050

Weimeraner, blue and silver, 4 months old, \$300. 430-1868

Wedding dress, \$600; water fountain, needs pump, \$200; Stepper exerciser, \$50. 651-4723

Craftsman 10-inch Radial Arm Saw, circa 1960, stand, \$70. 684-0129

Dorm refrigerator, 20"W x 19"D x 32"H, stand, \$30. 684-0129

Two CD carousels, black, each holds 100 CDs, 18 inches high, \$20. 777-1810

Sofa, beige, floral design, \$300. 586-7424

Two UA-AU basketball tickets, March 3, 8 p.m., section D, row 46, midcourt. 830-6584

Lily Flagg Pool membership, \$650 plus 2009 membership dues. 881-0551

Used Kenmore washer, \$75. 721-6599

Lawn/garden edging, green corrugated plastic, 4' x 25' roll, \$2; 4' x 40' roll, \$3. 776-7248

Dolby Digital DTX9950 Digital Stream

Converter Box, pass through, remote control. 859-1862

Albany contemporary sofa, dark brown, light brown microfiber cushions, \$300. 527-3486

1915 Edison Diamond Disk phonograph, Model A-250, working condition, \$350. 461-0903

18.3 Frigidaire refrigerator, white, freezer on top, \$200. 527-0110

"Rat Pack" by Broadway Theater League, March 29, 2 p.m., two seats, 8th row/center, \$75. 603-1273

Broyhill kitchen hutch, glass sides/doors/shelves, \$325; five-piece indoor wicker set, \$350. 975-1667

Small fridge, \$40; four cases XL adult briefs, \$60; bedside commode, \$90; wheelchair, \$70. 778-8893

Treadmill, \$375. 684-6006

White pedestal dining table, four chairs, tile top, leaf, \$125. 651-2257

Drexel pecan dining table, two leaves, pad, \$500; Henredon end tables, \$150 each. 585-3594

Vehicles

2008 Blue Honda Accord Coupe, loaded, black leather, ground effects, multi-CD/XM/iPod, 8,800 miles, \$26,900. 604-9951

2008 Mustang GT Coupe, silver, leather, six-disc premium sound, Sirius, Bluetooth, 6,600 miles, \$22,900. 724-1789

2006 BMW 325i, white/tan, loaded, 42k miles, \$21,500. 883-6894 or 468-6894

2005 Ford Five Hundred Limited, AWD, leather, power moon roof, 44k miles, \$12,500. 975-1667

2004 Dodge Intrepid SE, gray, 160k miles, \$3,500 obo. 604-7424

2000 Dodge Ram van, dark green, tan leather interior, 80,933 miles, \$6,000 obo. 341-7552

1998 Stingray RS180 Bowrider, 18 feet, new 140HP engine, other equipment, \$10,500 firm. 640-6427

1997 Lincoln Towncar, loaded, \$3,850. 586-7424 or 486-4716

1996 Ford Thunderbird, 3.8L V6, auto, A/C, power options. 464-8649

1988 Buick Regal limited, \$750. 503-8040

1986 Nissan 300ZX, no air/power steering, \$900 obo. 759-3009

Wanted

Electrical work to do, wiring houses, detached garage, adding/removing lights, switches, plugs. 468-8906

Tree work, complete tree removal, trimming/shaping, stump grinding, 468-8906

Dorm refrigerator, coin-operated washer/dryer. 509-7907

Lightweight white letter-size paper, less than 20# weight. 536-6228

Hard rock maple table, six chairs. 881-4577

Old maps, can be from anywhere. 426-4995

Found

Eye glasses, east end of Building 4487, B-wing. 544-3891

Media tour the Marshall Center

More than 20 media representatives from Alabama, Florida, Georgia, Tennessee and Missouri took a tour of the Marshall Space Flight Center on Feb. 7. They got a glimpse of the work that goes on in the Shuttle Engineering Support Center and the Payload Operations

Center, both in Building 4663. The visit to Huntsville included participation in Space Camp at the U.S. Space & Rocket Center. Marshall Director David King presented new Space Camp graduates with pins during the graduation ceremony.



Patrick Meyer, left, of the Engineering Directorate, briefed visiting media about the functions of the Payload Operations Center.

David Higginbotham/M/SFC

Matt de Nesnera, at right, of WJHG News Channel 7 in Panama City Beach, Fla., videos Marshall team members performing their daily tasks in the Payload Operations Center.



David Higginbotham/M/SFC

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