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THE **CRITICAL** PATH

**PUBLISHED BY THE
FLIGHT PROJECTS DIRECTORATE**

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**HAVE A STORY IDEA,
NEWS ITEM OR LETTER FOR
THE CRITICAL PATH?**
Please let us know about it.

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Don't forget to include your
name and phone number.

*The deadline for the next
issue is November 9, 2016*

WE'RE ON THE WEB
Visit the new
Code 400 home page
<http://fpd.gsfc.nasa.gov>



HELLO....

As I write this article, the Origins, Spectral Interpretation, Resource Identification Security Regolith Explorer (OSIRIS-REx) team is on the verge of fueling up their spacecraft in advance of launching on an Atlas V rocket from Cape Canaveral, Florida on September 8.



This launch will mark the beginning of a very busy year of Goddard missions heading to the launch pad, with the Geostationary Operational Environmental Satellite (GOES)-R and Raven launching later in the fall and a whole string of other missions in 2017. Exciting time for the teams after many years of work. As always, please look out for your teammates during this time of excitement and stress, and thank your families and friends for their years of support. Also, make sure to raise your hand if anything does not appear to be just right on the run up to launch. Slowing down to take stock in the midst of a tense operation is well worth the extra time.

On the new business front, I want to congratulate the Deep Atmosphere of Venus Investigation of Noble Gasses and Chemistry with Imaging (DAVINCI), Lucy, High Resolution Mid-Infrared Spectrometer (HIRMES) and PRAXyS teams for recently delivering high quality Step 2 proposals to NASA Headquarters for review and, hopefully, selection. On the heels of those proposals, our teams continue working on other excellent concepts in response to the Heliophysics Small Explorers (SMEX), Earth Venture Instrument-4, Astrophysics Medium-Class Explorers (MIDEX), and New Frontiers announcements of opportunity. Whether it is an infrared instrument on the Stratospheric Observatory For Infrared Astronomy (SOFIA) airborne observatory (HIRMES), ground-breaking x-ray polarimetric measurements in astrophysics (PRAXyS), a probe of the deep Venus atmosphere (DAVINCI), or a tour of the never-before-visited Trojan asteroids

CONTINUED ON PAGE 4

(Lucy), we are committed to leading in Earth and space sciences and affording our teams the opportunity to do amazing things.

We have many other missions now in the thick of execution, it seems like our management teams are visiting NASA Headquarters every other week for one or two "Key Decision Point" reviews which is important for our continued success in delivering missions for NASA, our external stakeholders, and our country. Thank you all.

As summer starts to wind down, I want to congratulate all of our summer interns for an awesome summer. A total of 160 interns supported the Flight Projects Directorate (FPD) this year and I had the opportunity to visit the intern poster session in Building 28 and the innovation boot camp in Building 34. The work these students did in just a few weeks' time was amazing. With people like these interns in our pipeline, I am very optimistic about our future, whether they come back to Goddard or move on to other places.

Last but not least, I'm sure you all know that Steve Shinn, our Deputy Director for Planning & Business Management, was recently promoted to the position of Goddard Chief Financial Officer. Over the past five years in FPD, Steve has been an exemplary leader who has cultivated an organizational environment focused on continuous process improvement, while also respecting differences and including all perspectives. He has significantly influenced NASA's mission, advancing goals to exceed expectations and projecting an image that is trusted and sought by other agencies/industry. Steve also entertained us at such events as the peer award ceremonies, making employees laugh at his humorous remarks and costumes (mostly at his expense), endearing himself to many in FPD. While I am very happy for Steve in becoming CFO and I know that he will excel at it, I will greatly miss his knowledge, work ethic, and creativity in what he did for me and the rest of FPD. I am grateful that in his new position, he is only four floors above us in Building 8. All the best to you Steve, my friend!

David F. Mitchell
Director, Flight Projects
david.f.mitchell@nasa.gov

STEVE SHINN BIDS CODE 400 A FOND FAREWELL



Many of you know me well enough to know: I'm a pretty emotive person. Often to my own detriment, I'm never short on words. Yet, here I am without the words to express my gratitude to every one of you in Code 400. The last 5 years as Deputy Director of Planning and Business Management for the Flight Projects Directorate were a transformative time for me. It was certainly a culture shock for me when I came to GSFC; at Goddard, you're a "newcomer" for your first 20 years! Yet, so many people in the Code 400 family welcomed me with open arms, willing to collaborate and support new ideas and initiatives at the Center. Through all of your hard work and effort, our performance has been outstanding. We have been meeting our commitments to NASA HQ and external stakeholders.

The role of Chief Financial Officer is certainly exciting and a little daunting. But, I'm certainly going to miss working every day with everyone in the Flight Projects Directorate. I leave the organization feeling energized for the great things Code 400 has done and will continue to do, and I'm enthusiastic to support the Center on a larger scale. I'm very pleased that I'll still get to work with many of you, and I look forward to helping Code 400 from my new role.

As always, please don't hesitate to visit me if you're in Building 8. I'll be sure to crash the holiday party and maybe even the peer awards this year! Keep in touch!

Steve Shinn
CFO, Goddard Space Flight Center
stephen.a.shinn@nasa.gov

ADVANCING TECHNICAL PHOTOGRAPHY

THE NEED FOR IMAGE MAKERS IN A HARDWARE BUILD



JWST technical photographers Chris Gunn & Desiree Stover reflected in one of Webb's mirrors.

Ultra-sensitive cameras integrated into the James Webb Space Telescope (JWST) will detect the earliest stars and galaxies in the infancy of formation more than 13.5 billion years ago. The spectacular images produced by this time machine will reveal discoveries about distant stars and galaxies never before seen by NASA's most advanced telescopes. Building, integrating, and testing many of the revolutionary elements that make up JWST require precision engineering and unprecedented technology

development, some of which have been taking place in the Building 29 cleanroom at Goddard. The JWST project has pushed the envelope of technical photography to capture this extraordinary development by dedicating an exceptional team of experienced photographers to tackle the challenge. Led by Chris Gunn, the highly trained team includes Desiree Stover and Jolearra Tshiteya. ▲

BY MAUREEN DISHAROON, CODE 443
JWST DATA SYSTEMS MANAGER

“**Photographic documentation is a critical part of any flight hardware build. The size and complexity of JWST provide unique challenges to our photo team. The talent, knowledge, and dedication of our photo team is second to none as they work across GSFC, JSC, and Northrop Grumman.**

- Bill Ochs, JWST Project Mgr



JWST IMAGE MAKERS

JOLEARRA TSHITEYA, CHRIS GUNN, & DESIREE STOVER

TALK TECHNICAL PHOTOGRAPHY

On August 9, Flight Project Directorate technical photographers joined TCP for a special Q&A session to talk about their experience shooting the James Webb Space Telescope. **Click on any question below for their responses, or to view the complete interview, click on the large image above.**

What do you most love about your job?

With your expertise in photography, what did you think your path would be, and how has your time at NASA changed that?

What do you feel is the greatest contribution your photographs have made to the JWST mission thus far?

Other than high-speed photography, what are other examples of how technology has changed since your work on the Hubble program as a technical photographer?

Photographers attend the daily JWST stand-up integration and test meetings. What is the impact that this has on the work that you perform?

What was one of the most challenging shots you've had to get during your tenure at NASA?

Once you take the photographs, what do you do with the images? How are they integrated with other critical mission data, and why is that important?

Although the main goal of the photos you take is to document the technical documentation of flight hardware buildup and test, some images are released to the public. Describe the processes put in place by the project to accurately release these images.

How long have you been a part of the NASA team? Where do you see yourself in the next 10 or 20 years and why?

A lot of your job involves travel and meetings. Why is it necessary?

How many images are in JWST's project database, the Next Generation Integrated Network "NGIN" as contrasted to Hubble?

Recently, a GPR was released that provides guidance to projects with regard to technical photography. Can you explain how this will help future projects incorporate photos into their processes to adequately document and store these vital records?

The JWST Technical Photography Team has an outstanding reputation of providing specialized photo and video support for critical flight hardware during its buildup and test flow. Can you explain some of the equipment and techniques used in the past several years that provide more than an "aim and shoot" approach to resolving difficult challenges that arise during hardware integration?



They are the utmost professionals.

-Jason Hylan

JASON HYLAN

SPEAKS TO THE VALUE OF TECHNICAL PHOTOGRAPHERS



Click the play button above to hear Jason Hylan's endorsement of JWST technical photographers.



Beth, Cecilia, Nylse, Don and Lateef celebrating graduation with a bit of bubbly!



also participated in several Pause and Learn sessions and provided valuable feedback to improve the program for future Cohorts. Through their dedication and excellence, they have confirmed and elevated the validity, quality, and reputation of the FPDP.

We are incredibly proud of each individual from Cohort #1. They are dedicated, hardworking, industrious, innovative, and talented. We look forward as we watch them soar from the FPDP nest. ▲

BY CECILIA A. CZARNECKI, CODE 400
FPD ASSISTANT DIRECTOR

FPDP COHORT #1 HAS GRADUATED!

Please join us as we congratulate Lateef Ajayi, Nylse Ortiz Collazo, Beth Weinstein, and Don Whiteman for their incredible accomplishments.

On June 17, 2016, they formally graduated from the first offering of the Flight Projects Development Program (FPDP). They met all graduation requirements by successfully completing two challenging work assignments, and each completed over 32 days of required coursework. They also completed a minimum of three elective courses specifically selected to optimize their professional skills. They attended and presented at Agency-wide project management workshops and

attended other developmental events. In the second year of the program, in addition to their demanding work assignments and other program commitments, they collaborated to complete a Capstone Project, and consequently, produced a comprehensive guidebook that will be extremely beneficial for new FPD project management personnel during project initiation. The guidebook provides a trove of information that will be beneficial to ensure a strong project start, resulting in a strong finish. They



Through their dedication and excellence, they have confirmed and elevated the validity, quality, and reputation of the FPDP.

BEHIND THE BADGE GETTING TO KNOW THE FACES OF 400 WANDA C. PETERS

Wanda Peters serves as an Associate Director in the Flight Projects Directorate (FPD), responsible for managing strategic investments, providing functional direction and oversight for strategic planning, policy and requirements development, FPD portfolio analysis, new business coordination, and common data management governance. Wanda works with Center and Headquarters management in the coordination and collaboration of Directorate strategic investments. She manages Directorate strategic commitments and agreements with other GSFC directorates, NASA centers, government agencies, industry, academia, and international partners.



LIFE AT GODDARD:

Working at NASA was a dream come true for Wanda. Wanda has extensive professional experience working for the federal government and private industry in scientific and engineering fields. In 1990, Wanda joined the NASA family as a support contractor working for McDonnell Douglas Space Systems Company as an aerospace engineer. In 1994, she joined Swales Aerospace as the thermal coatings engineering group manager. In 2005, Wanda became a NASA employee, working in the Contamination and Coatings Engineering Branch as the thermal coatings group lead. Wanda supported over 30 NASA missions as a thermal coatings engineer. She is extremely proud of her contribution as the Principal Investigator for

BORN:

Washington, DC.

EDUCATION:

- Currently pursuing a PhD in Systems Engineering – George Washington University
- MEM, Engineering Management – George Washington University
- BSE, Engineering (Biomedical emphasis) – Catholic University of America
- BS, Biology – University of Maryland, Eastern Shore

LIFE BEFORE GODDARD:

Prior to working at Goddard, Wanda worked for the Department of the Navy at the Naval Research Laboratory and then at GEO Centers as a research scientist. She researched and investigated the thermal-mechanical properties of polymeric, ceramic, and metal materials. Her research evaluated, and in some cases improved, the thermal-mechanical properties of materials. Materials characterized by her research were used in the construction of naval vessels.

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BEHIND THE BADGE

WANDA C. PETERS

the Lotus Dust Mitigation Coating that is designed to reduce the accumulation of dust.

Wanda is an innovative, strategic-thinking, and coalition-building leader, dedicated to providing a positive environment for people and processes to thrive and succeed. She has held various leadership positions such as a project engineering discipline lead, principal investigator, technology development team lead, contracting officer's representative (COR) for a \$750M engineering support services contract, Source Evaluation Board (SEB) Chair, Mechanical Systems Division (MSD) Assistant Chief for Operations, MSD Associate Chief, and Acting Associate Director of the Safety and Mission Assurance Directorate. She has worked in the areas of mechanical systems engineering, flight project management, space technology development, and safety and mission assurance. Wanda is recognized as an upcoming leader within NASA and was selected into the 2015 NASA Senior Executive Service Candidate Development Program (SESCDP). As part of her SES candidate development, she served on detail in the NASA Headquarters' Space Technology Mission Directorate (STMD) and had the privilege of attending the Senior Executive Fellow program at Harvard University's Kennedy School of Government.

Wanda is an advocate for diversity and inclusion in the workplace. She enjoys mentoring and being mentored by others. Mentoring has been both a teaching and learning experience for her. She has authored or co-authored over 15 publications. Wanda is recognized as an authority in the area of thermal control coatings for space applications and holds a patent for the application of specular thin film materials.

LIFE OUTSIDE OF GODDARD:

Wanda is married and has two daughters. She likes to read, dance, garden, and cook. Wanda is currently pursuing her Doctorate in Systems Engineering at George Washington University and has little time for anything else. She has participated in numerous outreach activities where she shared with elementary, middle school, and high school students her work experience at NASA. Wanda volunteers, occasionally at the moment, with the District of Columbia Department of Parks and Recreation's dance program "Footsteps." Footsteps is one of the longest-running dance programs in Washington, D.C. for children ages 5 to 18. The program teaches classical ballet, modern, jazz, tap and hip-hop dance. ▲

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I believe one of the greatest gifts you can bestow on someone is being a positive influence, motivation, or support system for them. It is my personal goal to make a positive difference in all the lives I have the privilege to touch. Our children are our future, and if we don't invest in our children we can't expect to have much of a future.

-Wanda C. Peters

BEHIND THE BADGE

ZACHARY DOLCH



Zac is a planner/scheduler for the Thermal Infrared Sensor (TIRS) 2 and Mars Organic Molecule Analyser – Mass Spectrometer (MOMA-MS) instruments. TIRS-2 is an instrument project on the NASA/United States Geological Survey (USGS) Landsat 9 mission and MOMA-MS is an instrument project on the European Space Agency (ESA) ExoMars 2020 mission. Both instruments are being developed under the Instrument Projects Division (Code 490). On a day-to-day basis, he interfaces with project management and engineering leads to develop and

maintain the project schedule, which captures the full scope of work for the project and helps the project meet its requirements and commitments.

BORN:

Salisbury, MD

EDUCATION:

- Bachelor of Arts, Graphic Design – Salisbury University
- Master of Science, Technology Management – University of Maryland University College
- Project Management Professional (PMP) certification – Project Management Institute (PMI)

LIFE BEFORE GODDARD:

Being born and raised with close proximity to the beach, Zac took full advantage and tried to spend as much time as possible there. He also played sports and enjoyed outdoor activities. He attended Salisbury University where he received his Bachelor's degree and met his wife, Catherine.

LIFE AT GODDARD:

Zac started at Goddard under the Program Analysis and Control (PAAC II) contract, providing support in the planning and execution of the Project Management Challenge and other project management-related training courses offered throughout NASA. While supporting this effort, he began splitting his time with the Mars Atmosphere and Volatile Evolution (MAVEN) mission as a planner/scheduler. Within MAVEN, he worked closely with the in-house instrument development for the mission, the Neutral Gas and Ion Mass Spectrometer (NGIMS) and the Magnetometer (MAG). He was

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BEHIND THE BADGE

ZACHARY DOLCH

proud to be part of a team which launched under budget and on time (to the second). While supporting MAVEN, he started working with the Origins, Spectral Interpretation, Resource Identification, Security, Regolith Explorer (OSIRIS-REx) mission as they entered into Phase B. Along with supporting the project office, he also provided dedicated support to the in-house OSIRIS-REx Visible and Infrared Spectrometer (OVIRS) instrument development. In recognition for the efforts contributed to OSIRIS-REx, he was rewarded by having an asteroid named in his honor. During his time with OSIRIS-REx/OVIRS, he began helping out with the MOMA-MS instrument. This is his first time working on a project where he directly interfaces with international partners, which has provided many learning opportunities. After the delivery of the OVIRS instrument, Zac was asked to support the turn-on of the TIRS-2 instrument. He currently supports the TIRS-2 instrument as it has successfully passed its Preliminary Design Review (PDR) and is working toward its Critical Design Review (CDR) just 8 months later.

In addition to these responsibilities, Zac enjoys getting involved in education and public outreach events, as well as other center-related activities. On behalf of his projects, he has assisted with career days at local schools, the NASA booth at the University of Maryland's "Maryland Day," and other various Goddard intern events. He is also a certified Project Management Professional (PMP) by the Project Management Institute (PMI) and assists his contract in developing training material and occasionally conducting training classes for colleagues interested in becoming PMP-certified. While working at NASA, he also received his Master's of Science in Technology Management from the University of Maryland University College. Until recently, he participated in the Goddard Soccer League with the Green Team and helped them win the championship cup in 2015. Injuries have kept him off the pitch since then, but he hopes to be able to get back out soon. For the past 4 years, he has served on the Executive Committee as the Club President.

LIFE OUTSIDE OF GODDARD:

Outside of Goddard, Zac enjoys spending time with family and friends, traveling, and being active in the outdoors. Zac and his wife Catherine live in Arnold, Maryland (a few miles north of Annapolis) with their dog Nixon. Living in Arnold provides quick access to the water and many outdoor activities, so he and his wife enjoy paddle-boarding, bike riding, and walks around historic Annapolis. When traveling, they enjoy hiking and a recent highlight is their five-mile hike along the Cliffs of Moher on the west coast of Ireland. Zac would highly recommend it. Zac likes to travel, frequently visiting his in-laws in Scotland, along with exploring all over the U.S. He and his wife look forward to heading to Germany this fall with fellow Goddard employees to experience Oktoberfest. ▲

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I love to take advantage of outdoor activities while traveling – hiking along the Cliffs of Moher on the west coast of Ireland was an amazing experience.

-Zachary Dolch

REMEMBERING KEVIN MCCARTHY

“VOLUNTEER, SERVE, WORK, CARE, BEFRIEND, LAUGH, GIVE, READ, SHARE, LOVE.”

Kevin did all of these things and much, much more throughout his life and during his 36 years of military and civilian service. Kevin shared these life lessons with the many people he encountered along the way. Kevin passed away suddenly on April 12, 2016.



Kevin's NASA career spanned 25 years during which time he made significant contributions to the success of numerous national and international missions. He worked with other NASA centers and organizations as well as many non-NASA entities.

Kevin travelled extensively and thoroughly enjoyed visiting and working with people in many places around the globe. His journeys included trips throughout the U.S., as well as to Antarctica (McMurdo), New Zealand, Norway, Germany, Russia, Holland, France, Greece, Switzerland, Kazakhstan, Central America, and the Caribbean.

Kevin was involved with the Constellation Program, the forerunner to NASA's Exploration Missions, and managed efforts across multiple

NASA centers developing plans for the launch and ascent phases of the missions. He subsequently accepted an assignment as the Contracting Officer's Technical Representative (COTR) on a large GSFC contract and did such an outstanding job with administration he was recognized as the NASA COTR of the year in 2004.

He then worked in GSFC's Ground Network project and managed the NASA-owned stations as they evolved into today's Near Earth Network. He transferred within GSFC to support the European Meteorological Operational satellite program (MetOp) to help prepare for the successful MetOp-B spacecraft launch in 2012. Kevin then served as the Deputy Project Manager for the Space Network Ground Segment Sustainment effort, which is an ongoing activity to modernize critical portions of NASA's communications infrastructure.

Kevin successfully negotiated dozens of complex mission support agreements over the years. His extensive knowledge of the business, technical, and political aspects of NASA and our customers made him one of the most valuable and sought after team members in the Goddard community.

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Notably, Kevin received a NASA Outstanding Leadership medal for his work in Louisiana following hurricanes Katrina and Rita which occurred in 2005. Kevin felt an overwhelming desire to help those in need after watching coverage of the devastation and jumped at the chance to volunteer with FEMA. He spent 64 days in difficult conditions making a significant positive difference in people's lives by arranging for emergency housing for displaced families. His selfless dedication to others was evident through this work.

Prior to his NASA career, Kevin served with the US Army beginning in 1980. He was assigned to the 82nd Airborne Division and deployed to Grenada during Operation Urgent Fury in 1983. Kevin led combat patrols as a Fire Team Leader of an Airborne Rifle Company which helped secure the rescue of American students trapped on the island nation.

He also served as a Heavy Weapons Sergeant on Operational Detachment- Alpha-227, later designated ODA-2053/ Company B, 2nd Battalion, 20th Special Forces Group (ABN). His group was activated for Operation Desert Storm in 1991. He trained for 6 months at Fort Bragg in the conduct of unconventional warfare in Northern Iraq and Southern Turkey while working with the Kurdish forces against the Saddam Hussain regime. However, unknown to the coalition military forces at the time, the ground war would only last for 100 hours. When the war concluded, his unit was released from active duty and Kevin returned home.

Kevin became a member of the Green Berets, the elite Army Special Forces unit. The qualification course takes more than a year of highly specialized training before one receives the distinctive Special Forces "Tab" and a green beret. It is not an easy accomplishment. Kevin's unit was assigned to the Army National Guard with a focus on Central and South America and the Caribbean. In the years following Desert Storm, his unit participated in counter-drug missions in Central America and the Caribbean. Kevin was instrumental with the training and assistance to the military forces in the region. He also participated in joint operations with the Drug Enforcement Agency in the Chesapeake Bay area. He remained in the Special Forces until the end of his enlistment in 1993. Kevin received many honors during his time in the military, including the Combat Infantry Badge, the Expert Infantry Badge, Parachute Jump Wings, Italian Jump Wings, as well as numerous

other awards and declarations. He also received the Army Commendation Medal with two Oak Leaf Clusters.

Kevin was an avid reader, a lifelong student of history, an effective and dedicated mentor, and a caring colleague. He was a constant champion and advocate for his children. He proposed to his wife, Ruth Wright, when the two of them were in Moscow. They were married in May 2008 in Annapolis, MD, where they were active patrons of the arts and encouraged others to experience and enjoy the local history and culture. Kevin is survived by his wife Ruth, also a former NASA employee, and two children, Jay and Sarah.

Kevin was much more than a co-worker to many of us here at GSFC, and he will be sorely missed. We at NASA will continue to carry his life lessons with us. ▲

BY THOMAS GITLIN, CODE 452
DEPUTY PROJECT MANAGER-TECHNICAL
SPACE NETWORK GROUND SEGMENT SUSTAINMENT PROJECT

OUT & ABOUT

LIFE'S HIGHLIGHTS OFF CAMPUS

Congratulations to Patricia Aldridge (452), on the birth of her first granddaughter.

BRITTANY ALEXANDRA GREGORY

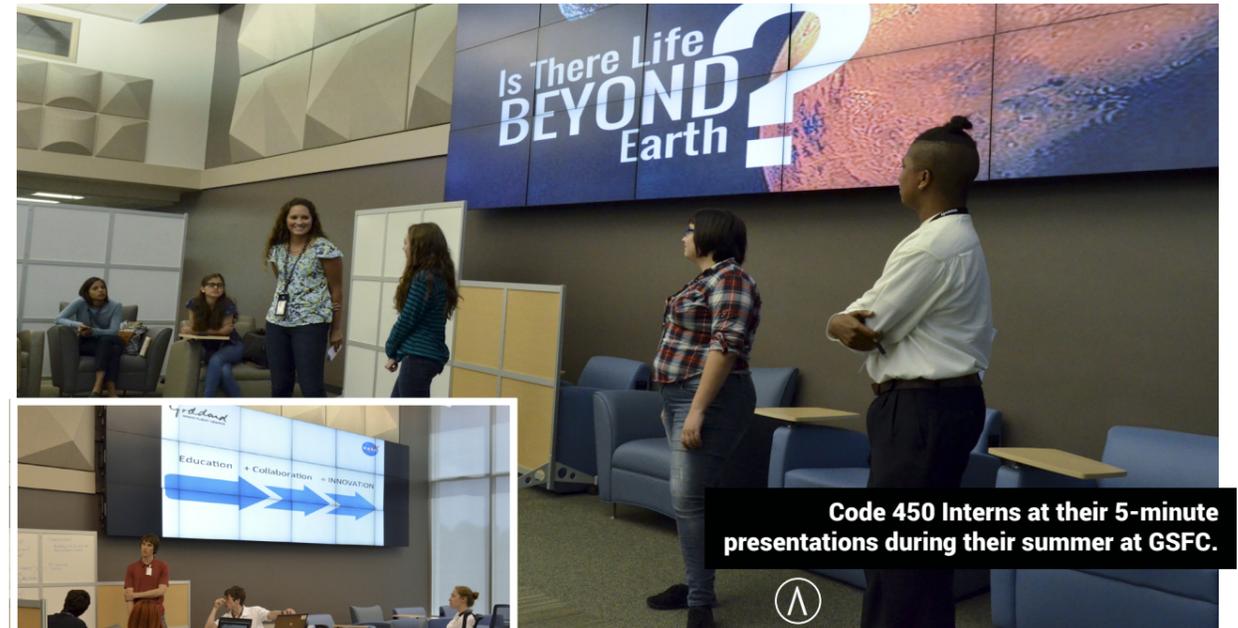
was born on April 6 to Kim and David Gregory (750).



Intern Collaboration INNOVATION & EMPOWERMENT

BOOT CAMP

Code 450 EPO Team hosts Intern Collaboration and Innovation Boot Camp



Code 450 Interns at their 5-minute presentations during their summer at GSFC.



The Space Communications and Navigation (SCaN) Collaboration and Innovation Boot Camp provided an opportunity and empowered over 40 GSFC interns to learn about NASA's professional culture, as well as what truly makes us unique: our ability to innovate. Summer interns spent an entire day in the new GSFC Collaborative Library, hosted by Denna Lambert. The main purpose of the boot camp was to acclimate the students, allowing them to perform their best during their internship.

The interns started the day by warming up with 1-1/2 hours of various hands-on activities, instruction, discussions, and

ice-breakers. In addition, the lead for the day, Sandra Vilevac, modeled an innovative learning environment that students could reference for their own projects. There was also a panel that included two engineers from the SCaN team, Jay Ellis and Naje Fields, as well as Karl Hille from the Office of Communications. Having multi-disciplinary points of view helped to

demonstrate the value of collaboration that leads to innovation using a variety of real examples.

After the instruction, students were given their mission challenge packet, formed their own teams, and used the rest of the day to accomplish their task. They were asked to brainstorm and propose a hands-on activity and/or learning environment that helped demonstrate NASA's Journey to Mars. The requirements were to utilize technology, using any budget as long as they stayed aware of the estimated cost, and to have a hands-on activity where the students could work collaboratively.



Code 450 Interns at their 5-minute presentations during their summer at GSFC.

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As their final product of the day, students were asked to create a 5-minute presentation that demonstrated their idea. The problemsolving and collaboration required to be successful in this boot camp were the juxtaposition of innovation for the students; because time and resources were limited for the students, they were forced to innovate. Furthermore, the Code 400 business interns and Office of Communications interns brought unique points of view to the table.

The end products were five unique group presentations. All were innovative and students awed the four guest judges from Code 566 and Hubble Space Telescope (HST) education and public outreach (EPO) team. Their projects included a Journey

to Mars museum, a virtual reality simulation, a phone application, and an on-line game. The group that received the highest score, Ten Days on Mars, used virtual reality and a low budget to have a high impact with 12-year-old students. Their group won by demonstrating their idea would have the greatest impact on students, being easily teachable, sharable, and repeatable by most parents, students, and educators.

Code 450's EPO team looks forward to providing more hands-on learning opportunities to interns in the future. The Division has given feedback that there is a significant difference in collaboration and problemsolving amongst this year's interns compared to last summer. Setting the tone and expectations early on is the best way to not only provide a strong foundation, but also

to empower the interns in the best way possible. ▲

AUTHOR & PHOTO CREDIT: SANDRA VILEVAC, CODE 450 ESC EDUCATION AND PUBLIC OUTREACH & DIGITAL MEDIA SPECIALIST



We are all one team, and it takes a building, directorate, EPO office, mentors, leaders, and more to raise an intern!

PROJECT EXPO

What do you do to inspire our next generation of Flight Projects explorers on a VERY hot July afternoon?



You bring real live project leaders together with 23 tables of actual hardware, mock-ups, and giveaways so interns can get a better understanding about what our missions are working to accomplish and let them explore and ask questions. Of course, you also bring popcorn, candy, and water, plenty of water, on an afternoon that hit 95 degrees!

That's the innovative idea the Code 400 Diversity & Inclusion Committee came up with as an inclusive way to introduce our new summer interns to GSFC. Collecting the names of all the

FPD interns seemed like an easy task at first. The team quickly learned there were a lot more interns around GSFC supporting flight projects than we thought. Our search located more than 160 interns from our Goddard Education Intern Program and interns hired through our contractors.

The Project Expo was held on Thursday, July 14th, from 1:00 – 3:00 p.m. in the Training Center located in building 1. Project tables were set-up by the Joint Polar Satellite System (JPSS), GOES-R, Polar-Orbiting



Satellite Series (POES), Landsat-9, Earth Science Data and Information Systems (ESDIS), Pre-Aerosol, Clouds, and ocean Ecosystem (PACE), Search & Rescue (SAR), Tracking and Data Relay Satellite (TDRS), Near Earth Network (NEN), Space Network (SN), Laser Communications Relay Demonstration (LCRD), James Webb Space Telescope (JWST), Hubble Space Telescope (HST) Operations, Satellite Servicing Capabilities Office (SSCO), Space Science Mission Operations (SSMO), OSIRIS-REx, Explorers & Heliophysics, Ice,

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LCRD Project Manager Kevin Carmack speaks to the Project Expo interns

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Cloud, and land Elevation Satellite (ICESat)-2, Advanced Topographic Laser Altimeter Systems (ATLAS), Global Ecosystem Dynamics Investigation (GEDI), and Mars Organic Molecule Analyzer (MOMA). In addition to the project tables, representatives throughout the Directorate spoke about their positions, what they are responsible for on a day-to-day basis, and how they got started at Goddard. After a warm introduction by Wanda Peters, Associate Director of Flight Projects, the interns heard from Hsiao Smith (470), Kevin Carmack (451), Priti Vasudeva (444), Ferzan Jaeger



(490.1), Beth Weinstein (427), Mellani Edwards (420), Joanna Rojsirivit (InuTeq/401), and Zac Dolch (InuTeq/452).

The event was well received by both the interns and projects. Intern Leugim Deynes, from code 403, expressed that “seeing all the missions that are going on right now at Goddard at the Flight Projects Expo gave [him] a whole new perspective of teamwork and it made [him] feel part of a community working toward new discoveries, regardless



of where [he] come[s] from or what [he is] studying.” Joyce White, a contractor employee supporting GOES-R, suggested that the same event be held for regular employees. We can become so focused on our own projects and positions we forget to look around and see what else is happening at Goddard.

The interns were given trivia questions to ensure they would actually engage with individual projects to find the answers. Questions such as, “What project has an instrument the size of a Smart Car?” was submitted by ICESat-2 and gave the interns a very good visual example of the size of flight hardware. We had four lucky winners who were awarded tote bags with project goodies supplied by the Explorers & Heliophysics Projects Division and Exploration and Space Communication Projects Division. The winners were Antonio Díaz-Agosto (408), Haven Carlson (474), Chantise Benton (474), and Cheyenne Benton (474).

The FPD Diversity & Inclusion Committee is already brainstorming on ways to make the event even better for 2017! ▲



BY BARBARA J. HASKELL, CODE 403
FINANCIAL MANAGER AND LEAD
FLIGHT PROJECTS DIVERSITY & INCLUSION
PROJECT EXPO EVENT

PHOTO CREDIT WARREN SHULTZBERGER,
CODE 474, JPSS IT SYSTEM ADMINISTRATOR

NEW GUIDANCE FOR TECHNICAL PROJECT PHOTOGRAPHY AT GODDARD

Project photographers play an integral role in Goddard's space flight projects. Their main responsibility is to visually document the “as built” flight configuration of their respective instrument or spacecraft and catalog imagery with sufficient metadata to identify them within a context of time, place and purpose. These photographs document all phases of development including build, test, integration, payload processing and in some cases, launch. Until recently, there has been no official guidance to help flight projects develop a photographic plan



Barbara Lambert
Project Photographer at GSFC



that integrates technical photography into the workflow of flight hardware

as it goes through each step of development and integration.

The Flight Projects Directorate (FPD) recognized the need to mandate processes for project photography, and supported the development of a Goddard Procedural Requirement (GPR) for Photographic Documentation of Space Flight and Ground System Hardware, GPR 7120.2. Released in June, 2016, this document was the result of a business change initiative led by Barbara Lambert to standardize procedures, establish best practices and streamline efforts for photographically documenting hardware. It also

THE FOLLOWING ARE INSIGHTS GATHERED FROM BARBARA LAMBERT, PROJECT PHOTOGRAPHER AT GSFC.

aligns with the new Still and Motion Imagery Metadata Standard, NASA-STD-2822, released by the NASA Image Experts Program (NIEP) Office.

WHY IS THIS GPR IMPORTANT?

GPR 7120.2 sets up the framework for how projects can adequately capture and archive official records to show how flight hardware was built and integrated. Engineering drawings, Work Order Authorizations, Problem Reports etc... all document the processes and design for hardware. Photos complement those documents by providing visual proof of processes and design. We have all heard that a photo is worth a thousand words, but a photo may be worth thousands of dollars when it validates the current configuration of hardware that is no longer visible or accessible.

Having the right photo at the right time to mitigate risk is priceless. Close-out photographs,

those that are taken just prior to hardware being covered by blanketing or other obscuring layers, are often the ones that engineers claim “save the day” since they can validate configuration without disassembling integrated hardware. Project photos also establish an historical archive, not only for use by the current workforce, but for future reference. Adequately integrating accurate metadata outlined in GPR 7120.2 captures key information in real time that is associated with each photo.

The advantage of implementing project photography today is that we have years of lessons learned and proven practices to streamline the workflow. The ideal time to develop photographic plans and procedures is during Phase B so that processes are in place and personnel are trained prior to the delivery,

CONTINUED ON PAGE 20

build and testing of hardware. The interviews and database evaluations conducted during an initial requirements analysis help assess the needs and readiness of a project to implement successful practices. During this time, the photographer becomes familiar with the hardware design and workflow so they are able to assist with recommendations for what, when and how photos should be captured to maximize benefit, and implement strategies for success.



Taking photos of MMS in Florida



ARE THERE TEMPLATES AND OTHER RESOURCES AVAILABLE THAT CAN BE USED TO HELP PROJECTS GET A PHOTO PROGRAM OFF THE GROUND?

Yes. Tools and resources are currently being developed to assist projects with incorporating these new standards and requirements. Supplemental handbooks, best practices and guidelines will be made available on the FPD Operations Hub. This effort is a work in progress and we will continue to develop resources according to the needs of the Goddard community.

WHAT ARE SOME LESSONS YOU'VE LEARNED OVER THE YEARS DOING PHOTO DOCUMENTATION AT GODDARD?

We've learned the importance of planning ahead. You need to develop a plan, share that plan and provide training so project team members are aware of the purpose for that plan. Once they understand the intent and realize the benefit of having the imagery available, they are more receptive to the idea of having photographs taken as part of their workflow. With the onset of digital photography and cell phone technology, everyone can capture an image, and nearly everyone takes photos of their own respective work. However, these images are not always associated with metadata or archived efficiently. These practices have necessitated development of requirements documents (such as GPR 7120.2) and metadata standards to decrease risks associated with inefficient photo management. The challenge is to implement process improvements with minimal cost and manpower impacts to the projects.

Our goal is to increase awareness, especially among project management. This includes recognizing project photography as an integral part of project support for space flight hardware programs, and increasing familiarity of existing requirements and standards. ▲

- **GPR 7120.2 – Photographic Documentation of Space Flight and Ground System Hardware**
- **NASA-STD-2822 – NASA Still and Motion Imagery Metadata Standard**
- **FPD Photo Management Ops Hub (Internal Goddard Only)**

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COMINGS & GOINGS

April 1, 2016 – June 30, 2016

COMINGS

- MICHAEL M. LITTLE** (from LaRC) to 407/Earth Science Technology Office, Technology Program Manager
- LOU F. KALIL** (from 565) to 405/Resource Analysis Office, Technical Engineer Operations Management
- BARBARA GROFIC** (from 600) to 470/Joint Polar Satellite System (JPSS) Program Office, Deputy Program Manager
- KENNETH C. ANDERSON** (from 381) to 448/Astrophysics Focused Telescope Assets (AFTA) Study Office, WFIRST Deputy Project Manager
- WANDA C. PETERS** (from 540) to 400/Flight Projects Directorate, Associate Director
- RUSSELL CARPENTER** (from 595) to 444/Space Science Mission Operations (SSMO) Project, Deputy Project Manager
- KATHERYN A. THOMAS** (from 210Y) detail to 423/Earth Science Data and Information Systems (ESDIS) Project
- MARK A. MCINERNEY** (from 606) to 423/Earth Science Data and Information Systems (ESDIS) Project, Assistant Project Manager
- JOHN J. HUDIBURG** (from 599) to 450.1/Networks Integration Management Office, SCaN Customer Mission Commitment Manager
- APRIL C. MARTIN** (from 155.3) detail to 428/Earth Science Mission Operations

GOINGS

- IRENE K. BIBYK** (from 566) detail to 401/Advanced Concepts & Formulation Office, Capture Manager
- JEAN-MARIE DENIS** (from 562) detail to 401/Advanced Concepts & Formulation Office, Capture Manager
- KIMBERLY A. CAVALLARO** (external hire) to 474/JPSS Ground Project, Resources Analyst
- ANGELA SCHULER** (from 450) to 112/Lead Business Management Specialist
- JEFF WALTER** (from 423) transferred to Langley Research Center
- CASSANDRA L. SCOTT** (from 474) to 158/Cost Estimating, Modeling, & Analysis Office, Resources Analyst
- DWIGHT A. NORWOOD** (from 490) to 300.1/Independent Assessment of Programs and Projects, Business Manager
- STEPHEN A. SHINN** (from 400) to 150/NASA's Office of Chief Financial Officer
- SANDRA A. CAUFFMAN** (from 410) to HQs/Earth Science Division, Science Mission Directorate, Deputy Division Director
- DEVON W. GREENE** - Resigns from 405/Resource Analysis Office, Operations Research Analyst
- YI-PHENG NGAN** (from 454) to 567/Microwave and Telecommunications System Branch

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REASSIGNMENTS, REALIGNMENTS & DETAILS WITHIN CODE 400

LILLIAN S. REICHTHAL (from 470) to 401/Advanced Concepts & Formulation Office, Study Manager
MARIA G. ROMO (from 472) to 429/Landsat 9 Project, Sr. Resources Analyst
CALEB C. NOBLITT to 405/Research Analyst Office, Supvy-Deputy Chief
MICHELLE L. HAMILTON to 452/Space Network Project, Supvy-Deputy Project Manager-Resources
OBADIAH KEGEGE (from 566) to Flight Projects Development Program (FPDP), AST, Technical Engineer Operations Management
BRIAN C. THOMAS (from 423) to FPDP, Administrative Manager
MELLANI EDWARDS (from 424) to FPDP, Administrative Manager
NICHOLAS M. JEDRICH (from 472) to 408/Satellite Servicing Capabilities Office, Deputy Project Manager-Technical for Restore
JULIE K. HOSTETLER (from 423) to 472/JPSS Flight Project, Resources Analyst
SERGEY KRIMCHANSKY (from 420) detail to 424/Total and Spectral Solar Irradiance Sensor (TSIS) Project, Deputy Project Manager
JONATHAN J. CARPENTER (from 273) to 490/Instrument Projects Division (IPD) Supporting 497/Ocean Color Instrument (OCI), Resources Analyst
PAMELA S. MILLAR to 407/Earth Science Technology Office, Technology Program Manager
KIMBERELY RUTH (from 470) to 472/JPSS Flight Project, Program Specialist
EDWIN V. GRIEGO (from 458) detail to 420/Earth Science Projects Division Mission Manager
LAURA MILAM-HANNIN (from 490) to 400/Flight Projects Directorate, Associate Director
BERT T. DIXON (from 417) to 427/Pre-Aerosol, Clouds, and ocean Ecosystem (PACE) Project, Instrument Manager
BENJAMIN E. HALL (from 444) to 423/Earth Science Data and Information Systems (ESDIS) Project, Sr. Resources Analyst
DAVID L. JACINTHO (from 458) to 408/Satellite Servicing Capabilities Office, Deputy Project Manager-Resources, Supporting Restore-L
CHIKIA S. BARNES (from 423) to 450/Exploration & Space Communications Projects Division, Deputy Program Business Manager
VANESSA SOTO MEJIAS to 433/OSIRIS-REx Project, FPDP Administrative Manager
WEN-TING HSIEH to 401/Advanced Concepts & Formulation Office, Flight Projects Development Program, Technical Engineer Operations Management
ROBERT C. SMITH to 408/Satellite Servicing Capabilities Office (SSCO), Project Manager for Restore-L
BRIAN C. THOMAS to 408/Satellite Servicing Capabilities Office (SSCO), Flight Projects Development Program, Administrative Manager
MELLANI EDWARDS to 420/Earth Science Projects Division, Flight Projects Development Program, Administrative Manager
OBADIAH KEGEGE to 497/Ocean Color Instrument (OCI) Instrument Project, Flight Projects Development Program, AST, Technical Engineer Operations Management
BETH E. WEINSTEIN to 427/Pre-Aerosol, Clouds, and ocean Ecosystem (PACE) Project, Observatory Manager
NYLSEVALIS ORTIZ COLLAZO (410) to 417/GOES-R Project, Financial Manager
GARRY L. GAUKLER (474) to 420/Earth Science Projects Division, Program Business Manager

REASSIGNMENTS, REALIGNMENTS & DETAILS WITHIN CODE 400

THOMAS J. GRIFFIN (from 440) to 448/Wide Field Infra Red Survey Telescope (WFIRST) Project Observatory Project Manager
ANDREW E. MITCHELL to 423/Earth Science Data and Information Systems (ESDIS) Project, Deputy Project Manager-Technical
MARK A. MCINERNEY to 423/ESDIS, Deputy Project Manager
LATEEF AJAYI to 490/IPD, Financial Manager
SHAMA KHAN (from 460) to 452/Space Network Project, Financial Manager
OTILIA I. RODRIGUEZ to 420/Earth Science Projects Division, Mission Manager

CONTENT: LISA HOFFMANN, ADMINISTRATIVE OFFICER, CODE 400



DID YOU KNOW...?

On June 24, 2016, President Obama declared the first United States national monument dedicated to LGBT rights at the Stonewall National Monument in West Village in New York City. The monument is near Stonewall Inn (the largest gay club establishment in the United States in 1967), where riots took place in 1969 that sparked the modern gay rights movement. Each year, crowds gather outside of the Inn for the Pride March.



STONEWALL INN - PRIDE WEEKEND 2016
 CC BY-SA 4.0 - RHODODENDRITES

We want to be in the know! If you have something to share, please send it to Code 400 Diversity and Inclusion Committee, c/o Matthew Ritsko at: matthew.w.ritsko@nasa.gov and we'll include it in a future issue of the Critical Path.

2016 PEER AWARDS



Adrienne Alessandro

UNSUNG HERO

For tireless work in planning, organizing and executing the announcement of the Restore-L mission to the public.

WITH PETER SOOY, COLLEEN PONTON, DAVID MITCHELL, BEN REED, TOM MCCARTHY

Michael Tyler

HONORING DIVERSITY AND INCLUSION

In recognition of all you do as an interface between JPSS Program and ACES, solving problems and ensuring there are no barriers in providing support to the JPSS customers.

WITH TOM MCCARTHY, DAN NEILSON, DAVID MITCHELL



Virginia Herensperger

MENTOR "UNDER YOUR WING"

In recognition of your exceptional skills in the Resource field and in your unwavering professionalism and willingness to share knowledge with your customers and colleagues.

WITH TOM MCCARTHY, ALEX KEMPLER, DANIEL BATTLE, RICARDO MARTINEZ, BARBARA FUECHSEL, MARGARET PAVLIK, DAVID MITCHELL



Karla Kahler

BOUNDLESS ENERGY

Karla Kahler certainly deserves recognition for her outstanding dedication and contributions to the Code 490 Instrument Projects Division.

WITH TOM MCCARTHY, SARAH DUREJA, MIKE WALKER, KEN SCHWER, JONATHAN CARPENTER, DAVID MITCHELL, MATT MAZUR, ROB WHITE, LIZ CITRIN, LYNN BLACKWOOD





Tonya Young

ROOKIE OF THE YEAR

For your outstanding dedication to quickly getting up to speed on your new roles and responsibilities in support of The Near Earth Network.

WITH JONATHAN LITTLE, CRISTY WILSON, DAVID MITCHELL, DAVID CARTER, TOM MCCARTHY



Margaret Pavlik

BOUNDLESS ENERGY

For your leadership and dedication to JPSS.

WITH DAVID MITCHELL, ALEX KEMPLER, VIRGINIA HERENSPERGER DANIEL BATTLE, RICARDO MARTINEZ, TOM MCCARTHY

Debbie Henretty

BOUNDLESS ENERGY

For outstanding contributions to the POES Project as the AVHRR and HIRS Instrument Engineer.

WITH DAVID MITCHELL, KAREN HALTERMAN, GENE GUERRERO-MARTIN, RON HOOKER, MIKE PRYZBY, TOM MCCARTHY



Benjamin Reed

STEADY HELM

For fostering a climate of respect, communication and teamwork within the Satellite Servicing Capabilities Office.

WITH DAVID MITCHELL, CAROL GRUNSFELD, TOM MCCARTHY



Linda Baumann

UNSUNG HERO

Linda has been a member of the MAVEN Business team since June 2011 and has been an outstanding contributor to MAVEN's success since day one.

WITH TOM MCCARTHY, PRITI VASUDEVA, DAVID MITCHELL, JEAN PLANTS, JOHN HARTNETT



Debra Dusterwald

MISSION IMPOSSIBLE

For your perseverance and willingness to set up the data management system for WFIRST.

WITH TOM MCCARTHY, DAVID MITCHELL, COLLEEN PONTON



Ryan Wilkinson

WILD CARD

For dedication to the MOMA-MS team effort on multiple technical fronts.

WITH TOM MCCARTHY, DAVID MITCHELL, WILLIAM BRINKERHOFF



Donna Smith

WILD CARD

Her self-motivated drive and dedication to ESC's Mission make her a great asset to GSFC's ESC Division and SCaN and worthy of recognition for her outstanding support.

WITH JONATHAN LITTLE, DAVID MITCHELL, TOM MCCARTHY





Dylan Cristy

ROOKIE OF THE YEAR

For your creative development solutions to improve business operations in the Flight Projects Directorate as well as the Center Directorate Office.

WITH ROGER BANTING, JENNIFER POSTON, DAVID MITCHELL, TOM MCCARTHY



Kevin Maloney

UNsung HERO

For proactively working behind the scenes to provide outstanding and critical IT support to help ensure EHPD program/project/mission success.

WITH DONNA BIRD, LYNN BLACKWOOD, DAVID MITCHELL, TOM MCCARTHY

Jamie Dunn

MISSION IMPOSSIBLE

For years of accomplishing many impossible missions required to build, test and deliver JWST's Integrated Science Instrument Module ahead of schedule.

WITH DAVID MITCHELL, TOM MCCARTHY



Leslie Cusick

STEADY HELM

For your exemplary efforts serving the Flight Projects Directorate.

WITH DAVID MITCHELL, TOM MCCARTHY



Jill Taylor

STEADY HELM

For fostering a spirit of teamwork and success in the GOES-R Ground Segment I&T Team.

WITH TOM MCCARTHY, DAVID MITCHELL



Marissa Burtenshaw

BOUNDLESS ENERGY

For gracefully balancing the everyday duties of managing the GOES-R project office while also leading the logistical effort for three major milestone reviews.

WITH TOM MCCARTHY, PAM SULLIVAN, DAVID MITCHELL, MARY BERNHARD

Kenneth Finnegan

MISSION IMPOSSIBLE

Kenneth Finnegan has earned the Mission Impossible Award this year for his dedication, determination and drive working on the JPSS Ground Project's Integrated Master Schedule.

WITH TOM MCCARTHY, BARBARA FUECHSEL, DAVID MITCHELL



Matthew Ritsko

SILO SLAMMER

For your impressive performance contributing expert analysis for the Flight Projects Directorate.

WITH TOM MCCARTHY, DAVID MITCHELL





Paul Gibbons

UNSUNG HERO

For your leadership and “can-do” attitude to solve unique and challenging safety issues for the JWST OTIS Project at a critical phase in the mission’s lifecycle.

WITH DAVID MITCHELL, TOM MCCARTHY



William Lebair

UNSUNG HERO

For the passionate leadership and diligence over the past decade to produce our nation’s next generation four geostationary imaging instruments.

WITH DAVID MITCHELL, TOM MCCARTHY

Peter Sooy

MENTOR “UNDER YOUR WING”

In recognition of your exemplary efforts, can-do attitude, and outstanding dedication in mentoring members of NASA’s Satellite Servicing Capabilities Office.

WITH COLLEEN PONTON, DAVID MITCHELL, TOM MCCARTHY, BENJAMIN REED



PHOTO CREDIT FOR ALL IMAGES FROM THE PEER AWARDS: BILL HRYBYK, CODE 279 GSFC PHOTOGRAPHER/VIDEOGRAPHER



Barbara Lambert

BOUNDLESS ENERGY

For your dedication to documenting photo management processes for the Flight Projects Directorate.

Tracy Parlate

SILO SLAMMER

For your impressive performance supporting multiple organizations and activities for the Flight Projects Directorate.

Rick Schnurr

WILD CARD

For being there every time GOES-R needed him.



Therese Hayden

BOUNDLESS ENERGY

For providing exceptional support and expertise to multiple GSFC programs/projects/missions, and always being willing to help anyone at any time.

WITH CHRISTINE HINKLE, DONNA BIRD, DAVID MITCHELL, TOM MCCARTHY

Diane Hronek

MENTOR “UNDER YOUR WING”

For enhancing skills, developing confidence and instilling integrity, Diane Hronek is recognized as an excellent mentor by her peers.

Toni Hegarty

MISSION IMPOSSIBLE

For the tremendous job done as Configuration Management lead for the Instrument Projects Division and leadership in growing the Technical Data Management System for Code 400.

Nylsevalis Ortiz-Collazo

HONORING DIVERSITY AND INCLUSION

For your committed and active role in promoting inclusive behavior throughout 400 and GSFC.

William Harting

STEADY HELM

For extraordinary commitment and leadership in the development of the GOES-R Advanced Baseline Imager.

WITH DAVID MITCHELL, TOM MCCARTHY



CONTINUED ON PAGE 32

Neil Mallik

ROOKIE OF THE YEAR

For only 7 months on the Job, Neil Shines like a Seasoned Professional within NASA.GSFC programs/projects/missions, and always being willing to help anyone at any time.

Linda Greenslade

STEADY HELM

Linda is beyond deserving of the Steady Helm Award for her consistent support/outstanding contributions and dedication to the NOAA and JPSS Program Business and Technical Teams.

Elizabeth Goelling

MISSION IMPOSSIBLE

Liz is beyond deserving of the Mission Impossible Peer Award for her consistent support/outstanding contributions and dedication to the JPSS Program Office Business Team.

HEIGHT PROJECTS

LAUNCH SCHEDULE 2016/2017



9/16
Origins, Spectral Interpretation, Resource Identification Security Regolith Explorer (OSIRIS-REx)



11/16
Geostationary Operational Environmental Satellite (GOES)-R



11/16
Raven



3/17
Joint Polar Satellite System (JPSS)-1



2/17
Neutron Star Interior Composition Explorer (NICER) Instrument

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH