

## CENTER SERIES

### STS MANAGEMENT STUDIES

This subseries contains the results of a number of management studies conducted to recommend potential management concepts and organizational arrangements for the space transportation system. The collection begins with a summary of the most significant of these studies. This document serves well as a guide to the subsequent materials. Note in particular a large group of documents including proposals, source evaluation notes, and final reports from a 1980 study (awarded eventually to McKinsey and Company) entitled "Organizing for Effective Operation of the Space Transportation System." This study recommended an organizational structure that separates operations from ongoing R&D activities unrelated to the Shuttle and encouraged a greater and more efficient use of the contractor community. The documents are arranged chronologically and are dated from 1971 through 1985

#### Inventory

<b>SubHeading:</b>	<b>Box Number: 1</b>	
	A Summary of Studies on STS Management Strategy	September 1984
	(DRAFT) Space Shuttle Project Plan	March 1970
	NASA FY1970 Program Approval Document, Research and Development, Hardware Development / Flight: Space Shuttle	April 28, 1970
	Aerospace Corporation, Space Transportation System Management Approaches	October 23, 1970
	Mathematica, Inc. Benefit Cost Analysis of New Space Transportation Systems, Interim Report, (2 volumes)	March 15, 1971
<b>SubHeading:</b>	<b>Box Number: 1A</b>	
	OMB Circular No. A-109 Major System Acquisition	April 5, 1976
	Aerospace Corporation, Integrated STS Operations Planning (Study 2.5) Final Report, Volume 1: Executive Summary, STS Operational Management Concepts	July 16, 1976
	National Academy of Public Administration, U.S. Space Transportation in the 1980's. Organization Alternatives	June 1977
	SOW - Study of Organization and Procedures, Requirements for the Business Management of Space Transportation System Operations	September 28, 1977
	Booz, Allen, and Hamilton, NAS10-9098, Space Transportation System Operations Management Study, Volume 1: Final Report for the Kennedy Space Center	October 26, 1977
<b>SubHeading:</b>	<b>Box Number: 2</b>	
	KSC STS Operations Management Study Presentation. (re: Booz, Allen & Hamilton Study)	c. 1977 - 1978
	NMI 8040.3 Space Transportation System (STS) Operations Program Management	June 23, 1978
	Johnson Space Center Space Transportation System Operations Study. RFP and Presentation to Yardley	1977, August 1978
	Cresap, McCormick and Paget, NASA JSC STS Operations Study, Volume 1: Study / Management Proposal	October 6, 1978
	Coopers and Lybrand, Proposal for the Johnson Space Center Transportation	October 6, 1978

	System Operations Study, Volume 1: Study / Management Proposal	
	Booz, Allen and Hamilton, Johnson Space Center Transportation System Operations Study, Volume 1: Study / Management Proposal	October 9, 1978
	McKinsey and Company, Organizing for Effective STS Operations, Volume 1: Technical and Management Proposal Volume 2: Business Proposal	October 9, 1978
<b>SubHeading:</b>	<b>Box Number: 3</b>	
	Arthur D. Little, Inc. Johnson Space Center Transportation System Operations Study, Volume 1: Study / Management Proposal	October 10, 1978
	Booz, Allen, and Hamilton Space Transportation System Operations Study, Oral Presentation	November 15, 1978
	Booz, Allen and Hamilton, Best and Final Offer to Perform Johnson Space Center Space Transportation System Operations Study	November 22, 1978
	STS Operations Study Source Evaluation Board Presentation Material and SAG Briefing Charts	November 29, 1978
	STS Operations Study, Source Evaluation Board, Loftus Notes	November 1978
	STS Documentation Tree, Functions, Government Organization and Management Interfaces	1978
	Shuttle Program Management Assessment	September 12, 1979
	McKinsey and Company, STS Operations Study Interview Notes	May - July 1979
	McKinsey and Company, STS Operations Study, Study Plan and Diagnostic Review	1979
<b>SubHeading:</b>	<b>Box Number: 4</b>	
	McKinsey and Company NAS9-15781, Organizing for Effective Operation of the Space Transportation System, Study Report and Summary F(3 vols.)	May - September 1980
	Institute for Defense Analysis, Continuing Issues (FY 1981) Concerning Military Use of STS	December 1981
	Gillam Report, Coordination Draft, Space Transportation System Organizational Alternatives	February 1982
	United Airlines STS-3 Assessment Team Report	April 27, 1982
	National Space Transportation System Space Policy Study	May 1982
	Coopers and Lybrand, Comparison Between STS, Delta, and Ariane	July 1982
	Huberman Report, Retaining STS Operations in NASA Over the Longer Term	August 1982
	Institute for Defense Analyses, Continuing Issues (FY82) Concerning the Military Use of the STS	December 1982
	GAO / NSIAD-84-13 Implications of Joint NASA / DoD Participation in Space Shuttle Operations	November 7, 1983
	Institute for Defense Analysis, Continuing Issues (FY 1983 & 1985) Concerning Military Use of the Space Transportation System (2 vols.)	December 1983 & 1985
<b>SubHeading:</b>	<b>Box Number: 5</b>	

Establishment of the National Commission on Space, 98th Congress, 2nd Session	January 23, 1984
NASA Advisory Council Study of Effective Shuttle Utilization and Initial Response	November 17, 1983 - February
National Chamber Foundation, Launch Services Working Group Space Enterprise Project	July 1, 1984
NASA Advisory Council Study of the Mission of NASA	1983 - 1984, n.d.
NASA / DoD Space Transportation System Master Plan, Part 1: Baseline Operations Plan and Part 2: Response - Space Shuttle Management	August - October 1984
NASA Shuttle Operations Strategic Planning Assumptions and Final Report	1984 - 1985
Shuttle Operations Strategic Planning Group Kennedy Space Center Presentations	September 20, 1984
Shuttle Operations Strategic Planning Group Johnson Space Center Presentations	September 27 - 28, 1984
Report to Congress on Shuttle Operations Fencing (Combined Summary Report of Internal and External Shuttle Operations Strategic Planning Group)	1985
<b>SubHeading: Box Number: 6</b>	
Technical Report, Space Shuttle / USAF 2nd Space Wing, Section 4.0: NSTS Office (Level II) Management Processes	October 31, 1986
Institute for Defense Analyses, Continuing Issues (FY86) Concerning Military Use of the STS	April 1987
Office of Technology Assessment, Access to Space: The Future of U.S. Space Transportation Systems	April 1990
Space Shuttle POP Performance Measurement Book	n.d.
Orbiter Management Manual, JSCM-8015	1973 - 1976
Orbiter Management Manual, JSCM-8015 Comments on Section 6.2: Configuration Management	1973
JSC Payload Integration and Development Management Guide, JSCM-8014	1975 - 1976