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NASA Press Briefing Teleconference  
**"Review of U.S. Human Space Flight Plans Committee"**

Speakers:

**NORMAN AUGUSTINE**, Chairman,  
United States Human Space Flight Program Committee

**MICHAEL HAWES**, Associate Administrator  
Office of Program Analysis and Evaluation

Moderated by **DOC MIRELSON**,  
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## P R O C E E D I N G S

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2           **TELECONFERENCE OPERATOR:** Today's conference is  
3 being recorded. If you have any objections, you may  
4 disconnect at this time.

5           Now we will turn the meeting over to Mr. Doc  
6 Mirelson. Sir, you may begin.

7           **MODERATOR:** Thank you very much, Jody.

8           Good morning. Thank you all for joining us. As  
9 Jody said, I am Doc Mirelson from NASA Public Affairs. I  
10 am joined this morning with Norman Augustine, the Chairman  
11 of the Review of United States Human Space Flight Plans  
12 Committee. Secretary Augustine leads the panel of experts  
13 organized under the Federal Advisory Committee Act for the  
14 Review of U.S. Human Space Flight.

15           Also with us today is Michael Hawes, the  
16 Associate Administrator of NASA's Office of Program  
17 Analysis and Evaluation.

18           Before I turn it over to Norm, I would like to  
19 mention a few things about the review and a few guidelines  
20 for this telecon. Just as a review, the committee is  
21 examining ongoing and planned NASA human space flight  
22 development activities, and they will offer potential

1 alternatives as part of their report to the administration.

2 I would like to remind everybody that we have a  
3 round of public meetings coming up in July and August. The  
4 first one is 28th of July in Houston; followed by the 29th  
5 of July in Huntsville, Alabama; the 30th in Cocoa Beach,  
6 Florida; the 5th of August here in Washington. And one  
7 change in their schedule, during the week after the 5th of  
8 August, they will have an additional public meeting in the  
9 Washington, D.C., area. We are looking at around the 12th,  
10 but that date is not yet firm. When it is, we will  
11 certainly get the word out, and that should be the final  
12 public meeting of the committee, which will be here in D.C.

13 So that's two meetings in Washington in August, instead of  
14 just one.

15 Today, we will have about 20 to 25 minutes or so  
16 for questions. Secretary Augustine will begin with a brief  
17 status report about the committee's operations, and then he  
18 will answer questions.

19 If you would, before asking your questions, since  
20 this is being recorded and we do have a good-sized  
21 audience, please tell us your name and your organization,  
22 and, again, due to the time and the number of people we

1 have online, please limit your queries to one question. We  
2 will not take any follow-ups or any multi-part questions.  
3 If we have time, I will go back into the queue and try to  
4 get second questions.

5 As the operator said, if you do want to ask a  
6 question, please press Star/1, and that will help form the  
7 queue.

8 That said, let me turn it over to Secretary  
9 Augustine to open with a status report about committee  
10 activities.

11 **CHAIRMAN AUGUSTINE:** Well, thank you, Doc, and  
12 good morning. This is Norm Augustine, and also with me is  
13 Mike Hawes who is with NASA. If there are any questions or  
14 any more at NASA than at our committee, he is prepared to  
15 help.

16 The purpose of this session this morning is  
17 really to give a status update. I wish I was going to be  
18 able to offer conclusions and findings and recommendations,  
19 but we don't have those yet ourselves. So I am afraid I  
20 won't be able to do that, but I can talk about status. We  
21 are still on schedule to complete our work by the end of  
22 August.

1           Just as a reminder and as was pointed out, this  
2 committee is looking really only at the human space flight  
3 aspect of NASA's portfolio and, of course, at any robotic  
4 work that happens to relate to the Human Space Flight  
5 Program, preparatory flights and so on.

6           Also, I should probably remind that the committee  
7 has been asked to offer options, as opposed to specific  
8 recommendation, and how many options we will offer is not  
9 clear to us yet. It will certainly be more than one, but  
10 it will be, hopefully, few enough as not to be unmanageable  
11 from the standpoint of those who will have to use our  
12 results.

13           I do want to mention that the committee -- and I  
14 emphasize the committee -- has hired the Aerospace  
15 Corporation to provide us technical support. There is a  
16 fair amount of technical background on the part of the  
17 committee, but we don't have the databases and the computer  
18 models and things that the Aerospace Corporation has.

19           As you know, that is an organization that  
20 supported the Air Force primarily over the years, and we  
21 felt that the committee needed, in some cases, some  
22 technical issues, some cost issues, some schedule issues

1 and things of that type, that we needed a second opinion,  
2 just to kind of give ourselves a better sense than our own  
3 intuition and our own ability to calculate provides.

4           We have organized ourselves into five  
5 subcommittees. One of those committees is, in fact, a  
6 Committee of the Whole, a bit of a non-sequitur, but it is  
7 a Committee of the Whole. Its purpose is to look at  
8 objectives and goals for the Human Space Flight Program,  
9 and we have distinguished between objectives and goals, and  
10 we are trying to start with objectives rather than goals.

11           Objectives would be to collect information on  
12 science or to protect promoted international relationship  
13 or something of that type. Whereas, a goal would be you go  
14 to the Moon and then to Mars or what have you in order to  
15 accomplish the objective. The second subgroup I would  
16 mention is one that is looking at near-term issues  
17 regarding the Shuttle and the ISS, the gap, and things  
18 related to that family. The third is addressing the issue  
19 of flight to LEO, how do you get from Earth to LEO,  
20 Low-Earth Orbit, and fourth is how you get beyond Low-Earth  
21 Orbit to wherever the goals might cite for any particular  
22 option.

1           And the final one, as you might guess -- these  
2 are all interrelated -- the final one is dealing with  
3 integration, and it will also specialize in areas of  
4 international issues, commercial involvement, workforce  
5 issues, skill maintenance issues, overall budget  
6 implications, coordination with other areas of our own  
7 government that have an interest in space flight,  
8 particularly Department of Defense, and so forth.

9           We are looking at a large number, and I shouldn't  
10 distinguish them or dignify them by calling them options at  
11 this point but just possibilities, and that we would be  
12 narrowing them down and combining them and restructuring  
13 them and so forth.

14           They include ideas that have come from our own  
15 committee from companies that have submitted ideas to us,  
16 outsiders who have submitted ideas, and NASA itself has  
17 requested that we look at a couple of options there,  
18 derivatives of the current program, and we, of course,  
19 agreed to that. We will be getting further information on  
20 that as the time goes on.

21           I can tell you that we have gotten a huge amount  
22 of correspondence on our website, other forms of input,

1 letters and what have you. We are even on Twitter, I  
2 understand. I am struck by the passion of people with  
3 regard to the space flight program. I must confess that  
4 that passion is in both directions. There is a great deal  
5 of agreement and disagreement out there.

6           The committee is working very hard, and I must  
7 say I can't recall ever working on a committee that has  
8 devoted so much effort in such a short time, when all of us  
9 have other lives and try to carry other responsibilities,  
10 to try to carry out.

11           As I said, we will be done according to schedule.

12           We are receiving terrific support from NASA in terms of  
13 technical responses to questions we ask, and I think that  
14 is kind of a summary of how we are organized and what we  
15 are doing. I would be very happy to take any questions  
16 that you might have.

17           **MODERATOR:** Thank you, Norm.

18           Just a reminder, for folks that would like to ask  
19 a question, please press Star/1, and that will notify the  
20 operator that you have a question to ask.

21           So we will start it off today with Eun Kim from  
22 Gannett.

1           **GANNETT (Eun Kim):** Can you hear me?

2           **MODERATOR:** Yes, we can. Go ahead.

3           **GANNETT (Eun Kim):** Okay, great.

4           Mr. Augustine, yesterday at the NAC meeting, you  
5 mentioned that you are going to be offering options, both  
6 within the constraints of the current budget and options  
7 outside of it. Can you talk a little bit about what kind  
8 of constraints outside of the budget options you will be  
9 looking at? I mean, are you going to put some restrictions  
10 on like how much those options could actually cost?

11           **CHAIRMAN AUGUSTINE:** You know, I wish I could  
12 answer your question more explicitly. Unfortunately, I  
13 can't, but it is a good question and one that we are  
14 struggling with.

15           Our guidance, of course, was to comply with the  
16 current budget profile, and we have gone back and talked to  
17 the White House on that subject and have been given some  
18 latitude.

19           We will be offering, as I said, options to comply  
20 with the budget. If it turns out there are options that  
21 would be less or more than the budget, we have been given  
22 the freedom -- and I guess we would have to have that in

1 order to do our job properly -- to also offer options that  
2 have other budget levels.

3 No limit has been placed on those levels up or  
4 down by either ourselves or by the White House, and I think  
5 the best I could say is we are going to apply common sense  
6 and judgment because there is certainly no benefit to  
7 offering options that there is just no chance they could be  
8 carried out.

9 So the best I can tell you at this point is we  
10 are going to try to be reasonable, whatever that means, and  
11 I think I will be able to give you a little more insight  
12 into that in a couple of weeks.

13 **MODERATOR:** Thank you very much, sir.

14 I think we have Jeff Bliss from Bloomberg.

15 **BLOOMBERG (Jeff Bliss):** Yeah. Hi. Thanks for  
16 taking my question.

17 There is a new poll out by Gallup this morning  
18 that says the majority of Americans say the space program  
19 costs are justified, and this is showing even during a  
20 severe economic downturn, there is still strong support for  
21 the space program. I am wondering if you have seen the  
22 poll and if that maybe might give your committee, you and

1 your committee the ability to go beyond maybe more  
2 conservative budget ideas and maybe look at something a  
3 little bit bigger.

4           **CHAIRMAN AUGUSTINE:** I frankly, had not seen the  
5 poll. I am in the process of travel at the moment, but I  
6 think we are pretty much working independently trying to  
7 offer a solution that we think is reasonable.

8           I think, obviously, whoever has to make the final  
9 decision would want to take that sort of thing into mind,  
10 how the public feels.

11           While that is a terribly important input, one  
12 also has to look at those things very carefully because if  
13 one asks do you support the space program, that is one  
14 thing. If you say would you rather spend money on the  
15 space program than on Project X, whatever X might be, that  
16 is another thing. It depends on how the question is asked  
17 sometimes, but there is obviously a huge grass-roots  
18 following of the space program, particularly the space  
19 flight program.

20           So I think that is about the best I can do at  
21 this point, Jeff.

22           **MODERATOR:** Thank you, sir.

1           **CHAIRMAN AUGUSTINE:** Thank you.

2           **MODERATOR:** We have got one from, I think, Irene  
3 Klotz from Reuters.

4           **REUTERS (Irene Klotz):** I was wondering if you  
5 might summarize what options NASA has asked you to look at.

6           **CHAIRMAN AUGUSTINE:** You know, unless Mike --  
7 Mike, you might want to give a very broad summary of that.  
8 Would you care to do that?

9           **DR. HAWES:** Well, what I would say, Norm, is  
10 that, you know, we have had an iterative process between  
11 the panel and between NASA in terms of scenarios in all the  
12 categories that you mentioned, the ISS and the Shuttle,  
13 getting to LEO and beyond LEO.

14           Generally, the NASA programs have asked if they  
15 are free to propose ideas that are outside of their  
16 baseline programs, and the panel has replied in the  
17 positive, wanting to get all of the ideas on the table. So  
18 we have done that and particularly are looking at a couple  
19 variations that the Constellation program has proposing.

20           I have heard of them. I have not heard any of  
21 the technical details of them yet, though, Irene.

22           **MODERATOR:** Good. Thank you, Mike.

1           **CHAIRMAN AUGUSTINE:** I think I would add a  
2 footnote to that, if I might. That is, I think most of  
3 those options are not ones that -- they are related to the  
4 Constellation program, at least what I am aware of thus  
5 far. It is not a zero-based program.

6           **DR. HAWES:** Correct.

7           **MODERATOR:** Okay. Thank you, Norm.

8           Again, as a reminder, press Star/1 if you would  
9 like to ask a question and get in the queue.

10           Our next question is from Liz Hurley from WAFF  
11 down in sunny Alabama. Good morning, Liz.

12           **WAFF (Liz Hurley):** It isn't a sunny Alabama,  
13 unfortunately, but thank you very much for allowing me to  
14 ask some questions this morning.

15           My question is for Mr. Augustine. Mr. Augustine,  
16 based on the last response about Constellation, can we take  
17 a look at Ares? There are so many responses out that say  
18 this committee has gone ahead and said Ares is dead in the  
19 water. Is Ares dead in the water?

20           And if so, looking at the August 30th launch date  
21 of Ares 1-X, what is the rationale for going ahead and  
22 keeping 1-X on the launch date on that target date?

1           **CHAIRMAN AUGUSTINE:** As far as our committee is  
2 concerned, it would be completely wrong to say that Ares is  
3 dead in the water.

4           We have looked at various versions of Ares,  
5 derivatives to Ares, and alternatives to Ares, and I think  
6 it would be a totally incorrect characterization to  
7 describe it in any way as dead in the water or modified or  
8 alive at this point.

9           We are looking at a whole bunch of possibilities.

10          **MODERATOR:** Okay. Thank you, Norm.

11          Our next question is from Keith Cowing from NASA  
12 Watch.

13          **NASA WATCH (Keith Cowing):** This is Keith Cowing  
14 from NASA Watch. Can you hear me?

15          **CHAIRMAN AUGUSTINE:** Yes, I can. Thank you.

16          **NASA WATCH (Keith Cowing):** Just to follow up on  
17 Liz's questions, I guess I am one of the guilty offenders  
18 here in terms of the headlines about Ares.

19          A question, I posted a briefing last night from  
20 the 45th Space Wing. This is really getting into the  
21 weeds. There is contention that any crew escape between 30  
22 to 60 seconds from a Solid Rocket Booster Launch Vehicle

1 would be non-survivable.

2           Now, not pinning you to the wall on specific  
3 Launch Vehicles, but many of the alternatives that have  
4 floated around use SRVs. Will you be informed by briefings  
5 like this, or will you be recommending to NASA that they  
6 consider issues like this? Because, clearly, some of the  
7 alternatives that you are being sort of pushed into the  
8 corner to evaluate would be pretty much pushed out of the  
9 equation if this, indeed, is true.

10           **CHAIRMAN AUGUSTINE:** Well, you point to a  
11 legitimate technical question, and the committee itself has  
12 been -- we have some people with expertise in that  
13 particular area, fortunately, devoting a good deal of  
14 effort to that, among other technical questions.

15           We have asked for input from NASA and also the  
16 Aerospace Corporation on this subject, and we will have  
17 more insight.

18           You are correct that some of these rather subtle  
19 technical issues have got to be very important in whether  
20 options make sense or not, and so that, among the long list  
21 of things, are things we are looking at, but, candidly, I  
22 myself and I don't think any member of the committee knows

1 any of the answers at least to that question at this point.

2 We do know it's important.

3 **MODERATOR:** Thank you, Norm.

4 Next question is from Andrew Lawler from Science  
5 Magazine.

6 **SCIENCE MAGAZINE (Andrew Lawler):** Hi. Thanks  
7 for taking my question.

8 Let's step back to 1990 when you chaired a report  
9 on the Civil Space Program, and I am curious about two  
10 things. What is your perspective on what's changed in this  
11 country between then and now when it comes to civil space  
12 and human space flight? And then the second, what kind of  
13 input are you getting from the outside? How does that  
14 compare with your experience back in '89 and '90?

15 **CHAIRMAN AUGUSTINE:** That's an interesting  
16 question.

17 With regard to the first part of it, there are  
18 several obvious changes. One is that the Soviet Union is  
19 no longer in a major race with us, and the program has  
20 become more international in character which -- and that,  
21 of course, I think, frankly, should remove some of the  
22 impetus from the program.

1           Certainly, technology has changed, and I think  
2 there is a sentiment that, particularly right now, the  
3 budget pressures are even greater than they were at that  
4 time. At that time, in fact, there was a certain lessening  
5 of budget pressures, I would say, which, unfortunately,  
6 turned out probably not to have been a correct prediction.

7       I think those are the things that really stand out in my  
8 mind.

9           With regard to input from the outside, I think  
10 the only thing I can say is that, then as now, there are  
11 some extremely, strongly, almost passionately held views  
12 that we will get one letter right after the other from  
13 competent, qualified people, one of which, for example,  
14 will say we need to start populating Mars immediately  
15 because there is a chance that we are going to destroy our  
16 Earth. And the next one will say that we have got major  
17 problems of an economic nature in this country, and we  
18 shouldn't have a space program at all. So that is kind of  
19 the band to the inputs, as you probably know yourself, from  
20 the public.

21           I think the thing that always comes out, though,  
22 as it did then and it still does today, is grass roots.

1 There is a true fascination and interest in the space  
2 program. As we think back, this is sort of a side comment,  
3 but Apollo was carried out in the middle of a war and  
4 somehow funded at a level way above where we are today in  
5 terms of percent of GDP or percent of Federal spending.

6 So it all kind of boils down to priorities that  
7 the decision-makers, which I think in the end comes down to  
8 be the President, choose to -- and the Congress, of course  
9 -- choose to apply.

10 **MODERATOR:** Thank you, Norm.

11 Our next question is from Tracy Watson from  
12 USAToday.

13 **USAToday (Tracy Watson):** Thanks.

14 I am wondering if you can talk about what you  
15 termed "goals." John Holdren has said that he did not  
16 expect that you will come up with a goal that is different  
17 from the Moon, or at least he thinks that would be  
18 unlikely. From where you sit now, is that unlikely?

19 **CHAIRMAN AUGUSTINE:** You know, I wouldn't go as  
20 far as to say that. I think that one could think of a  
21 whole group of goals that range all the way from the Moon,  
22 Mars, to the moons of Mars, to the Lagrangian points that

1 you are probably familiar with, L1, L2, and so forth, to  
2 Near-Earth Objects. So I would say they are all in the  
3 mix, and I wouldn't want to make a forecast one way or the  
4 other.

5 I'm sorry I can't help on that, Tracy, but we  
6 will have a better position later on.

7 I think it is also likely that we will offer a  
8 variety of goals, that we won't -- I am certain we won't  
9 settle on one goal.

10 **MODERATOR:** Thank you.

11 Next question is from Seth Borenstein, the  
12 Associated Press.

13 **ASSOCIATED PRESS (Seth Borenstein):** Thanks.

14 This is Seth Borenstein at AP.

15 Given what's happened recently on the Shuttle  
16 with foam problem, are you going to look more in depth  
17 about current Shuttle safety issues, given that there's  
18 only a few more slights, including the possibility of just  
19 ending the program earlier because of safety issues?

20 **CHAIRMAN AUGUSTINE:** We are looking at safety  
21 issues on the Shuttle. Obviously, 90 days with 10 people  
22 and even with the support we get, we are not likely to add

1 anything too great, other than our experience, but safety  
2 issues on the Shuttle are very important. We have not  
3 talked about any specific recommendations or outcomes such  
4 as you suggest. We have not talked about that, but safety  
5 issues are, of course, terribly important. They become  
6 very important, both early in a program and late in a  
7 program. So that will have our attention.

8 **MODERATOR:** Thank you.

9 **CHAIRMAN AUGUSTINE:** Thank you.

10 **MODERATOR:** The next question is from Shelby  
11 Spires down at the Huntsville Times.

12 **HUNTSVILLE TIMES (Shelby Spires):** Hey. Shelby  
13 Spires with the Huntsville Times, Mr. Augustine.

14 You mentioned that a couple of options were being  
15 looked at, at Constellation. Could you elaborate on those  
16 options?

17 **CHAIRMAN AUGUSTINE:** You know, I could give you  
18 just only general terms. The reason I can do that is  
19 because we don't have anything very specific yet.

20 Options, some of them are driven by budget  
21 considerations, which would cause one to have to change the  
22 profile and the schedule of the program. We are also

1 looking at options that relate to performance levels. We  
2 are looking at options that might impact when and what one  
3 does with Ares V, and as you heard, with regard to Orion,  
4 there are various options. One talks about crew size and  
5 things of that type.

6 We are also looking at options that pertain to  
7 how one might use Commercial Launch Vehicles in combination  
8 with part of the Constellation Program. International  
9 options are very much a part of this.

10 So the best I could tell you is that we are  
11 looking at, I hope, almost any reasonable option you might  
12 think of.

13 **MODERATOR:** Okay, thank you.

14 Our next question is from Alan Boyle from MSNBC.

15 **MSNBC (Alan Boyle):** Thank you.

16 Secretary Augustine, I wonder if you could shed  
17 any light on what the progress -- process is going to be  
18 for going from the options to the decision? I know that's  
19 something that the White House is going to be taking care  
20 of, but what's your understanding about where the road goes  
21 after you present your report?

22 **CHAIRMAN AUGUSTINE:** Oh, I'll be glad to share it

1 with you.

2 My view -- but let me caution, so you don't get  
3 out on a limb here, that that's not within my purview or  
4 anything I control. We've been asked to turn in a report  
5 by the end of August, and we will do that. It will still  
6 be in just typed form. It won't be a fancy report at that  
7 point. That will come after that date, and the report will  
8 go to both the White House and to the Administrator of  
9 NASA. It is my belief that they then will get together, I  
10 would assume -- I should say it's really to John Holdren at  
11 OSTP, and my presumption would be -- and I emphasize my  
12 presentation -- that they would have a discussion with the  
13 President, who would make a decision as how to impact the  
14 budget, both the upcoming year and beyond, if at all, and  
15 then it would, of course, go to the Congress.

16 So that first part, I think, would take place  
17 rather quickly, just because of where we are in the  
18 calendar year, and whether we will be asked for any  
19 additional thoughts or not, I really don't know. I suspect  
20 we might be, but I don't really know.

21 **MODERATOR:** Okay, thank you.

22 **CHAIRMAN AUGUSTINE:** Sure, Alan.

1           **MODERATOR:** Our next question is from Joel  
2 Schectman from BusinessWeek.

3           **BUSINESSWEEK (Joel Schectman):** Hi. Joel  
4 Schectman from BusinessWeek.

5           Can you talk a little bit about the scope that  
6 you are looking at for a greater involvement of, you know,  
7 these new commercial space companies, like SpaceX?

8           **CHAIRMAN AUGUSTINE:** Yes. Well, there are a  
9 number of options -- and, again, I shouldn't call them  
10 "options," I should call them "possibilities" at this point  
11 -- that involve both the kind of companies you describe,  
12 the newer companies, as well as some of the more  
13 traditional companies, and they include providing cargo  
14 capability to Space Station, for example, on one end,  
15 applying cargo capability to any program beyond Space  
16 Station if you were to have a staging point in Near-Earth  
17 Orbit or something like that.

18           We are also looking at the possibility of human  
19 rating some of those vehicles and what would be implied by  
20 that, and I guess it would be fair to say that most of the  
21 focus, just because that is the focus of the companies, it  
22 relates to here, to Low-Earth Orbit, but, also, there are

1 some ideas out there on upper stages and beyond LEO, but I  
2 would say the preponderance of interest seems to be in the  
3 former area.

4 **MODERATOR:** Thank you.

5 We will take our last question from James  
6 Kitfield from the National Journal.

7 **NATIONAL JOURNAL (James Kitfield):** Thank you.

8 Mr. Augustine, you know, your committee suggests,  
9 you know, when you talked about this gap between the  
10 Shuttle and the next launch, when you talk about the Space  
11 Station being ready to come down in 2016 -- there is a  
12 sense that this sequencing for NASA has kind of gotten  
13 skewed, and I am curious if you would sort of go back to  
14 30,000 feet. And has the space program sort of gotten out  
15 of sync in a way in your opinion?

16 From this 40th Anniversary, we have been looking  
17 back at JFK's sort of speech on getting back to the Moon,  
18 and it doesn't seem to be the same sort of energy behind  
19 President Bush's vision of going back to the Moon and to  
20 Mars. So, if you could just sort of comment about where  
21 you think the NASA program is in general?

22 **CHAIRMAN AUGUSTINE:** I think that there has been

1 a change in the sense that when President Kennedy made his  
2 comments -- unfortunately, we lost him, but there was a  
3 commitment that went through the entire government and  
4 through the Congress. It was backed up with the budget  
5 organizations and with the budget itself, and it was really  
6 a national commitment.

7           Subsequent to that, the Presidents have -- I  
8 think each of the Presidents have provided sort of a goal  
9 for the space program and so on, but, for whatever reasons,  
10 the collective government leadership, including the  
11 Congress and the Presidents, have not been able to fund  
12 adequately the goals they had established, and that puts  
13 NASA in a terrible position.

14           I think one of the things that NASA has found  
15 very difficult is how you conduct new programs when you  
16 have major demands from your existing programs for funds,  
17 and one of the things that we certainly will do, as I said  
18 -- there isn't a lot I can tell you in advance here because  
19 we haven't made decisions, but I think there is a strong  
20 sentiment that whatever we do, we have to have a budget  
21 that underpins that which we set out to do, and anything  
22 else, I think is a disservice.

