

Moon J. Kim, Ph.D.

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SELECTED EXPERIENCE

NASA Headquarters

Office of the Chief Financial Officer - Senior Analyst Mar 2022 - Aug 2025

Designed and conducted empirical studies on agency investments in the private sector, analyzing effectiveness of public-private partnerships, pricing trends, program management, and supply chain dynamics to inform agency leadership on matters of national space policy, commercial space strategy, and acquisition and programmatic performance.

Developed NASA's financial analysis model for predicting financial risks for private companies, and led financial capability assessments for high-value contract source evaluation boards as OCFO representative.

Served as NASA Statistical Officer, guiding agency statistical standards and data governance, and representing NASA in the U.S. Interagency Committee on Statistical Policy to promote evidence-based policymaking.

RAND Corporation

Assistant Policy Researcher Sep 2018 - Mar 2022

Conducted research and provided strategic recommendations for the establishment of the U.S. Space Force to enhance operational efficiency, strategic effectiveness, and mission success. Topics included USSF Commercial Space Strategy, Force Readiness, Public-Private Partnerships, Technology Assessments, Launch Market Analysis.

NASA Goddard Space Flight Center

Resource Analyst Feb 2016 - Aug 2018

Developed budget profiles and conducted cost studies for an on-orbit servicing capabilities development project across various project life cycle phases to support annual budget formulation and mission-level reviews.

Morgan Stanley

Associate Jun 2008 - Jul 2015

Seoul Korea: Analyzed equity desk's trading activities averaging over \$500 million in daily value for market reconciliation and operational efficiency.

Hong Kong: Assisted Hong Kong Global Capital Markets desk in drafting credit agreements to ensure success in the primary corporate loan market.

United States: Oversaw servicing administration of US Syndicated bank debt portfolio of over 300 deals.

SKILLS

Expert in the intersection of government, private space sector, and financial industry.

Cutting-edge social science techniques for answering complex multi-disciplinary problems.

Pioneer of NASA's internal financial capabilities assessment model.

Architect of data-driven frameworks for emerging space markets.

Advanced practitioner of data science and statistical modeling.

Experienced in reviewing and assessing complex government contract and procurement documents.

Trusted advisor to U.S. space leadership.

Fluent in multiple industry languages, bridging communication gaps.

EDUCATION

RAND School of Public Policy — Ph.D. in Policy Analysis

Aug 2018 - Mar 2023

The George Washington University — M.A. in International Science and Technology Policy

Aug 2015 - May 2017

University of Maryland — B.S. in Finance

Aug 2004 - Dec 2007

SELECTED RESEARCH PUBLICATIONS

Kim, Moon J. and Tupper Hyde “*In and Out: Comparative Analysis of NASA and Industry Spacecraft Costs.*” AIAA Journal of Spacecraft and Rockets, August 2025. <https://doi.org/10.2514/1.A36406>

Kim, Moon J. “*Counting Stars and Costs: An Empirical Examination of Space Launch Cost Trend at NASA.*” Acta Astronautica, 232, 2025, 633–639. <https://doi.org/10.1016/j.actaastro.2025.04.011>

Kim, Moon J. “*Toward Coherence: A Space Sector Public-Private Partnership Typology.*” Space Policy, 64, 2023, 101549. <https://doi.org/10.1016/j.spacepol.2023.101549>

Moroney, Jennifer, Stephanie Pezard, David E. Thaler, Gene Germanovich, Beth Grill, Bruce McClintock, Karen Schwidndt, Mary Kate Adgie, Anika Binnendijk, Kevin J. Connolly, Katie Fiestel, Jeffrey W. Hornung, Alison K. Hottes, **Moon Kim**, Isabelle Nazha, Gabrielle Tarini, Mark Toukan, and Jalen Zeman. “*Overcoming Barriers to Working with Highly Capable Allies and Partners in the Air, Space and Cyber Domains: An Exploratory Analysis.*” Santa Monica, CA: RAND Corporation, 2023.

Dolan, Brian, Bonnie Triezenberg, Emmi Yonekura, Sandra Kay Evans, **Moon Kim**, Dwayne Butler, Sarah Denton, and Shreyas Bharadwaj. “*Understanding, Managing, and Reporting U.S. Space Force Readiness.*” Santa Monica, CA: RAND Corporation, 2023.

Yonekura, Emmi, Brian Dolan, **Moon Kim**, Krista Romita Grocholski, Raza Khan, and Yool Kim. “*Commercial Space Capabilities and Market Overview: The Relationship Between Commercial Development and the U.S. Department of Defense.*” Santa Monica, CA: RAND Corporation, 2022.

Boling Bryan, Benjamin Boudreaux, Alexis A. Blanc, Christy Foran, Edward Geist, **Moon Kim**, Kelly Klima, Erin N. Leidy, Samantha McBirney, and Danielle C. Tarraf. “*Emerging Technology Beyond 2035: Scenario-Based Technology Assessment for Future Military Contingencies.*” Santa Monica, CA: RAND Corporation, 2022.

Shelton, William, Cynthia R. Cook, Charlie Barton, Frank Camm, Kelly Elizabeth Eusebi, Diana Gehlhaus, **Moon Kim**, Yool Kim, Megan McKernan, Sydne Newberry, and Colby P. Steiner. “*A Clean Sheet Approach to Space Acquisition in Light of the New Space Force.*” Santa Monica, CA: RAND Corporation, 2021.

Triezenberg, Bonnie, Colby P. Steiner, Grant Johnson, Jonathan Cham, Eder Sousa, **Moon Kim**, and Mary Kate Adgie. “*Assessing the Impact of U.S. Air Force National Security Space Launch Acquisition Decisions: An Independent Analysis of the Global Heavy Lift Launch Market.*” Santa Monica, CA: RAND Corporation, 2020.

Miller, Benjamin, Debra Knopman, Liisa Ecola, Brian Phillips, **Moon Kim**, Nathaniel Edenfield, Daniel Schwam, and Diogo Prosdociami. “*U.S. Airport Infrastructure Funding and Financing: Issues and Policy Options Pursuant to Section 122 of the 2018 Federal Aviation Administration Reauthorization Act.*” Santa Monica, CA: RAND Corporation, 2019.

Kim, Moon J. “*The Potential Speculative Bubble in the United States Commercial Space Launch Industry and the Implications to the United States.*” New Space, 6(2), 2018, 156–183. <https://doi.org/10.1089/space.2017.0029>