MISSION
VISION
VALUES
GOALS
OBJECTIVES
STRATEGIES

2015–2025
NATIONAL AIR AND SPACE MUSEUM
STRATEGIC PLAN
The National Air and Space Museum has been loved by generations of visitors and our staff has successfully ensured the Museum’s relevance for two generations. As we look ahead to the next ten years (and beyond), the Museum faces many challenges that require our best efforts to continue this record of success. Planning for movement and protection of artifacts and staff to support construction efforts has started. These are efforts that will be significant and impactful to staff at all locations. We must anticipate future requirements and put in place tools, strategies, and staff to support this effort. For these reasons, we have developed this 2015-2025 NASM Strategic Plan.

This Strategic Plan updates our mission statement, introduces a long-term vision for the Museum, and establishes goals and objectives that will position the Museum for the future. It acknowledges that the Revitalization and Renewal of the Museum’s National Mall building over the next decade will impact everything we do and how we do it, from preserving and interpreting artifacts, to creating exhibitions, to conducting research and serving the public. Additionally, we are increasingly aware that emerging digital and mobile technology offers exciting potential for engaging people in more ways than ever. We want to position ourselves to utilize these capabilities and to expand our on-site experience.

There are six goals in the plan. In addition to expanding public engagement and maintaining and revitalizing facilities, the goals identify areas of focus for research, collections care, modern and engaging exhibitions, and improving operational effectiveness.

The Strategic Plan and its priorities were determined in cooperation with staff members and volunteers. Every year, it will be re-evaluated and updated. Museum-wide Tactical Plan(s) will be developed with specific actions to be initiated or accomplished in that year. This plan is an essential bridge from where we are at present to where we want to be in ten years. It provides all of us with essential strategies to transform the Museum for the challenges of the future.

The Strategic Plan and its priorities were determined in cooperation with staff members and volunteers. The plan is essential to linking the Museum’s past, present, and future. It provides all of us with essential roles to play in carrying out the Museum’s mission today, in order to transform it for tomorrow.

J.R. Dailey
John and Adrienne Mars Director
GOAL 1
Ensure stewardship and access for the Museum’s premier collection

OBJECTIVE 1.1
Stewardship in accordance with Collection Management Policy (CMP) and Collections Plan

Strategies
1.1-A Regularly reevaluate priorities for artifact treatment (preservation, conservation, and restoration) and collections management requirements (exhibition, loan, and other storage and movement needs)
1.1-B Provide best conditions for storage and display of the collections that resources permit
1.1-C Build and deaccession collections following Collections Rationales, taking into account facilities limitations
1.1-D Protect artifacts during revitalization
1.1-E Support NASM move out of Garber as space is available at the Udvar-Hazy Center and Dulles Collections Center

OBJECTIVE 1.2
Increase access to collections and archives

1.2-A Pursue digital initiatives
1.2-B Move from Garber to UHC and Dulles Collections Center will increase access
1.2-C Ensure a well-managed loan program for widest possible public benefit

GOAL 2
Produce expert knowledge and research

OBJECTIVE 2.1
Enhance research excellence and subject matter expertise

Strategies
2.1-A Identify and recruit the next generation of NASM scholars
2.1-B Balance Museum strategic goals and objectives with the Professional Accomplishments Evaluation Committee (PAEC) requirements
2.1-C Enhance and support robust fellowship and intern programs
2.1-D Maintain research capability during Revitalization

OBJECTIVE 2.2
Strengthen collaboration with other SI units, as well as other museums, universities, research centers, and organizations

2.2-A Facilitate collaboration within NASM, within the Smithsonian Institution, and with other external entities

OBJECTIVE 2.3
Identify and secure new and diversified funding streams to support research

2.3-A Pursue research grants from traditional and new sources
GOAL 3
Pursue an engaging exhibition program that leverages multiple learning styles

OBJECTIVE 3.1
Develop and begin implementation of a renewal plan for NASM exhibition spaces

Strategies
3.1-A Pursue content development in support of exhibition renewal
3.1-B Review, codify, and issue design standards for exhibit materials and production techniques
3.1-C Develop an evaluation program for exhibitions
3.1-D Address temporary relocation and display of key artifacts during revitalization

OBJECTIVE 3.2
Enhance the exhibit experience for the visitor

3.2-A Expand interactive elements in exhibitions (web/digital mechanical/human)
3.2-B Recognize multiple styles in presenting exhibition content to ensure broadest visitor reach (learning styles/accessibility multi-lingual)

OBJECTIVE 3.3
Enhance the interpretive approach and expand on offerings at UHC

3.3-A Implement the Udvar-Hazy Center build-out plan

GOAL 4
Expand public and digital engagement

OBJECTIVE 4.1
Provide a consistent and meaningful museum experience to all visitors

Strategies
4.1-A Obtain and utilize visitor demographics and information needs
4.1-B Evaluate and improve visitor orientation and way-finding
4.1-C Refresh and integrate learning opportunities throughout the exhibitions and programs
4.1-D Evaluate and modify the role of volunteers (Docents, Visitor Services, Discovery Stations) to enhance visitor experience

OBJECTIVE 4.2
Develop innovative and relevant programs to attract and engage audiences

4.2-A Deliver programs via web, electronic broadcasts, and other means to reach new and diverse audiences beyond the walls of the Museum
4.2-B Engage the visitor utilizing digital platforms
4.2-C Evaluate programs for effectiveness

OBJECTIVE 4.3
Increase digital initiatives to enhance learning opportunities

4.3-A Expand/strengthen learning opportunities via traditional and emerging technologies
4.3-B Increase online access to and engagement with collections, exhibitions, and research

OBJECTIVE 4.4
Increase visitation at UHC and strengthen connection between buildings

4.4-A Increase marketing and programming at UHC
**GOAL 5**
Achieve operational effectiveness

**OBJECTIVE 5.1**
Expand human capital capabilities

**Strategies**
5.1-A Use performance management tools to pursue continuous improvement
5.1-B Develop/utilize workforce planning tools to ensure critical skill/capabilities are identified and maintained
5.1-C Develop and execute contracting strategies

**OBJECTIVE 5.2**
Enhance organizational architecture

5.2-A Review structure and business processes
5.2-B Develop analytical tools to assess progress in achieving Museum objectives
5.2-C Evaluate core functions and identify emerging workload trends

**OBJECTIVE 5.3**
Build awareness and maximize funding opportunities

5.3-A Support SI efforts to obtain Federal capital funding
5.3-B Pursue funding to adequately support the Museum’s Salaries and Expenses (S&E) requirements
5.3-C Develop a fundraising program that supports NASM Revitalization-related efforts
5.3-D Smithsonian Enterprises – support and enhance NASM’s revenue-generating activities

**GOAL 6**
Obtain, maintain, and revitalize NASM facilities

**OBJECTIVE 6.1**
Support NASM Revitalization to ensure success

**Strategies**
6.1-A Ensure project scope meets the Museum’s operational requirements
6.1-B Reconfigure NMB 3rd floor staff spaces
6.1-C Collaborate with SE on refresh of revenue-generating spaces
6.1-D Plan and coordinate gallery renewals in conjunction with Revitalization project

**OBJECTIVE 6.2**
Pursue additional NASM Master Plan improvements

6.2-A Expand museum-quality storage capacity through development of Dulles Collections Center
6.2-B Plan for Master Plan expansion
6.2-C Determine capabilities needed beyond Master Plan and fundraising implications

**OBJECTIVE 6.3**
Optimize facility operations

6.3-A Address building systems deficiencies, optimize facilities capabilities
6.3-B Strengthen safety, health, and wellness programs
6.3-C Enhance maintenance, cleaning and recycling programs
### SMITHSONIAN AND NASM SHARED VALUES

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