Framework for the NASA 2011 Strategic Plan 11/4/10 OMB/NASA concurred Outcomes

Vision: NASA leads scientific and technological advances in aeronautics and space for a Nation on the frontier of discovery.

Mission: Drive advances in science, technology, and exploration to enhance knowledge, education, innovation, economic vitality, and stewardship of the Earth.

Values:

- **Safety:** NASA's constant attention to safety is the cornerstone upon which we build mission success. We are committed, individually and as a team, to protecting the safety and health of the public, our team members, and those assets that the Nation entrusts to the Agency.
- **Integrity:** NASA is committed to maintaining an environment of trust, built upon honesty, ethical behavior, respect, and candor. Our leaders enable this environment by encouraging and rewarding a vigorous, open flow of communication on all issues, in all directions, among all employees without fear of reprisal. Building trust through ethical conduct as individuals and as an organization is a necessary component of mission success.
- **Teamwork:** NASA's most powerful tool for achieving mission success is a multi-disciplinary team of diverse competent people across all NASA Centers. Our approach to teamwork is based on a philosophy that each team member brings unique experience and important expertise to project issues. Recognition of and openness to that insight improves the likelihood of identifying and resolving challenges to safety and mission success. We are committed to creating an environment that fosters teamwork and processes that support equal opportunity, collaboration, continuous learning, and openness to innovation and new ideas.
- **Excellence:** To achieve the highest standards in engineering, research, operations, and management in support of mission success, NASA is committed to nurturing an organizational culture in which individuals make full use of their time, talent, and opportunities to pursue excellence in both the ordinary and the extraordinary.

Mission success requires uncompromising commitment to:
Safety, Integrity, Teamwork, and Excellence.

Agency Strategies: The following strategies will govern the conduct of our aeronautics and space work:

- **Investing in next-generation technologies** and approaches to spur innovation;
- **Inspiring students** to be our future scientists and engineers, explorers and educators through interactions with NASA's people, missions, research, and facilities;
- **Expanding partnerships** with international, intergovernmental, academic, industrial and entrepreneurial communities, as important contributors of skill and creativity to our missions, and for the propagation of our results;
- **Committing to environmental stewardship** through Earth observation and science, and the development and use of green technologies and capabilities in NASA missions and facilities; and
- **Securing the public trust** through transparency and accountability in our programmatic and financial management, procurement, and reporting practices.

Goal 1: Extend and sustain human activities across the solar system.

1.1 Sustain the operation and full use of the International Space Station and expand efforts to utilize the ISS as a national lab for scientific, technological, diplomatic, and educational purposes and support future objectives in human space exploration.

1.2 Develop competitive opportunities for the commercial community to provide best value products and services to Low Earth Orbit and beyond.

1.3 Conduct robotic missions to scout destinations, find resources, and lower risk for future human exploration.

1.4 Develop an integrated architecture and capabilities for safe crewed and cargo missions beyond Low Earth Orbit.

Goal 2: Expand scientific understanding of the Earth and the universe in which we live.

2.1 Advance Earth System Science to meet the challenges of climate and environmental change.

2.2 Understand the Sun and its interactions with the Earth and the solar system.

2.3 Ascertain the content, origin and evolution of the solar system and the potential for life elsewhere.

2.4 Discover how the universe works, explore how it began and evolved, and search for Earth-like planets.

Goal 3: Create the innovative new space technologies for our exploration, science, and economic future.

3.1 Sponsor early stage innovation in space technologies in order to improve the future capabilities of NASA, other government agencies, and the aerospace industry.

3.2 Infuse game-changing and cross-cutting technologies throughout the nation's space enterprise, to transform the nation's space mission capabilities.

3.3 Develop and demonstrate the critical technologies that will make NASA's exploration, science, and discovery missions more affordable and more capable.

3.4 Facilitate the transfer of NASA technology and engage in partnerships with other government Agencies, industry, and international entities to generate U.S. commercial activity and other public benefits.

Goal 4: Advance aeronautics research for societal benefit.

4.1 Develop innovative solutions and advanced technologies through a balanced research portfolio to improve current and future air transportation.

4.2 Conduct systems-level research on innovative and promising aeronautics concepts and technologies to demonstrate integrated capabilities and benefits in a relevant flight and/or ground environment.

Goal 5: Enable program and institutional capabilities to conduct NASA's aeronautics and space activities.

5.1 Identify, cultivate, and sustain a diverse workforce and inclusive work environment that is needed to conduct NASA missions.

5.2 Ensure vital assets are ready, available, and appropriately sized to conduct NASA's missions.

5.3 Ensure the availability to the Nation of NASA-owned strategically important test capabilities.

5.4 Implement and provide space communications and launch capabilities responsive to existing and future science and space exploration missions.

5.5 Establish partnerships, including innovative arrangements, with commercial, international, and other government entities to maximize mission success.

Goal 6: Share NASA with the public, educators, and students to provide opportunities to participate in our mission, foster innovation and contribute to a strong National economy.

6.1 Improve retention of students in STEM disciplines by providing opportunities and activities along the full length of the education pipeline.
6.2 Promote STEM literacy through strategic partnerships with formal and informal organizations.
6.3 Engage the public in NASA's missions by providing new pathways for participation.
6.4 Inform, engage and inspire the public by sharing NASA's missions, challenges, and results.