

# *Building Our Legacy*

Smithsonian Institution  
National Air and Space Museum  
Strategic Plan  
2008 – 2012

## *From the Director*

They say if you like what you're doing you never have to work a day in your life. That is the way it is with me. Every day, I am inspired by the historic artifacts we care for. And, as we complete one successful project after another – an exhibition, book, program, scientific discovery – I am proud that our work will influence and educate people for years to come.

Honoring the past while planning for the future is a commitment all members of the Museum family share. It is from this perspective that, together, we can best achieve our objectives. Between 2008 and 2012, our priorities will focus on creating innovative, effective approaches to reaching and serving the public through exhibits, programs and educational activities; producing a long-range plan for collections care; conducting first-class research; establishing a unified approach to managing multiple locations and projects; and strengthening our outreach and revenue-producing capability. During this timeframe, we also anticipate making significant progress toward completion of Phase Two of the Udvar-Hazy Center.

The primary commitments of the 2008-2012 Strategic Plan align with the overarching goals of the Smithsonian Institution and the Science Plan. They are based on our mission and take into account the Museum's current circumstances and aspirations. Each one of the primary commitments is supported by several objectives. Over the next five years, annual tactical plans will further completion of the Strategic Plan's commitments and objectives.

The 2008-2012 Strategic Plan was developed over a six-month period and is based on the contributions of 68 team members representing every Museum office and discipline. In defining commitments and establishing objectives, team members, group facilitators and senior leaders freely discussed challenges and opportunities, insights and concerns to create an informed, realistic, and optimistic plan. I am grateful to all of the staff members who participated in the planning process and look forward to the next five years and beyond.

J. R. Dailey  
Museum Director

# ***Mission***

*As the National Air and Space Museum continues to grow, inspiration for future progress can be found in the Museum's record of success. The founding principles of the Smithsonian Institution and mission statement as well as the Museum's original mandate and current mission statement provide a strong foundation for the work the Museum will accomplish from 2008 – 2012.*

The Smithsonian Institution has been in existence for 160 years, since James Smithson bequeathed his entire estate

. . . to the United States of America, to found at Washington, under  
The name of the Smithsonian Institution, an establishment for the  
increase and diffusion of knowledge . . .

## **Mission Statement of the Smithsonian Institution**

Our mission revolves around two key themes that date back to James Smithson's bequest: *the increase of knowledge* (through research) and the *diffusion of knowledge* (through exhibitions, educational activities, publications, public programs, access to collections and other means). For 160 years, the Smithsonian is not only the world's largest provider of museum experiences, but an international leader in scientific research and exploration.

## **Founding Mandate and Mission Statement of the National Air and Space Museum**

Public Law 79-722, amended from the original 1946 version in 1966, states:

“Said National Air and Space Museum shall memorialize the national development of aviation and space flight; collect, preserve and display aeronautical and space flight equipment of historical interest and significance; serve as a repository for scientific equipment and data pertaining to the development of aviation and space flight; and provide educational material for the historical study of aviation and space flight.”

The Museum developed the following mission statement, closely aligned with the public law, in 1995:

The National Air and Space Museum shall commemorate the national development of aviation and space flight, and will educate and inspire the nation by:

- Preserving and displaying aeronautical and space flight equipment and data of historical interest and significance to the progress of aviation and space flight;
- Developing educational materials and conducting programs to increase the public's understanding of, and involvement in, the development of aviation and space flight; and
- Conducting and disseminating new research in the study of aviation and space flight and their related technologies.

## *Background*

In 1882, with the acquisition of 20 Chinese kites that had been displayed at the 1876 American Centennial Exposition, the Smithsonian Institution's aeronautical collection was born. Orville and Wilbur Wright, destined to launch the aerial age in 1903 at Kitty Hawk, requested information on human flight from the Smithsonian in 1899. Their history-making *Flyer* would eventually become one the most famous artifacts in the Institution's collection.

In the early 20<sup>th</sup> century, progress in human-powered flight was so swift that, by the end of World War I, Secretary Charles Walcott directed that significant aircraft be collected by the Institution. A temporary metal building behind the Castle, which housed the collection, opened in 1920. In 1932, a Section of Aeronautics in the Division of Engineering was established in the National Museum. Paul Garber, an assistant curator, oversaw the collection. Except when serving in the Navy during World War II, Dr. Garber systematically collected the most important examples of aircraft, establishing the precedent for a collection of "firsts," one-of-a-kind, and historically significant artifacts. By the end of WW II, the aeronautical collection was far larger than the Institution's capacity to house and display it.

Creating a national air museum as a separate bureau of the Smithsonian was the idea of General of the Army H.H. "Hap" Arnold who had the foresight to preserve one of every type of Army and captured foreign aircraft and urge the Navy and commercial organizations to do the same. Gen. Arnold worked with Congressman Jennings Randolph to promote the concept and, on August 12, 1946, President Harry Truman signed Public Law 722, establishing the National Air Museum. Over the next two decades, as a Washington site for the future Museum was sought and funding debated, the problem of storing the burgeoning collection intensified.

In 1958, President Eisenhower signed legislation authorizing planning for the museum building at its present location, which had been established by S1895 earlier that year. In July, 1963 Congress appropriated \$511,000 to be used for planning of the new museum. The St. Louis architectural firm of Hellmuth, Obata and Kassabaum was selected to design the building. In 1966, construction was authorized for a building 784 feet long, 250 feet wide, and 97 feet high. Its actual dimensions are 635 feet long, 225 feet wide and 82 feet high.

The launch of Sputnik in 1957, followed by America's entry into the Space Age with Explorer 1 in 1958, gave the emerging Museum an opportunity to broaden its mission. Public Law 89-509, signed by President Lyndon Johnson in 1966, amended the Air Museum legislation to include the field of space flight. The name of the National Air Museum was changed to the National Air and Space Museum. In 1967, an agreement with NASA made the Museum the official repository of artifacts released by the space

agency. The museum's collection expanded to include missiles and rockets, some of which were displayed outdoors near the Arts and Industries Building.

Apollo 11 astronaut Michael Collins, who was appointed Museum director in 1971, presided over the opening of the building on July 1, 1976 in conjunction with America's Bicentennial celebration. The cost of the building was \$40 million. President Gerald Ford dedicated the building, calling it "a perfect birthday present from the American people to themselves."

### **The Museum Today**

Since opening, the building on the Mall has been one of the most visited museum facilities in the world, welcoming almost 261 million visitors by its 30<sup>th</sup> anniversary in 2006. There are 22 exhibition galleries. Of the major artifacts on display, there are 61 aircraft, including the Wright Flyer, Spirit of St. Louis, and Bell X-1, and 51 major space artifacts, including Friendship 7, the Apollo 11 command module and a lunar rock sample that visitors can touch. There are 2000 smaller items on display. An Imax theater has been operational since opening day, as has the Albert Einstein Planetarium.

Overall the Museum maintains the world's largest collection of historic aircraft and spacecraft among some 50,000 artifacts that range in size from Saturn V rockets to jetliners to gliders to space helmets to microchips. Since its opening, the National Air and Space Museum's building on the National Mall has been limited by size to the display of only about ten percent of the collection. With another ten percent on loan, it was necessary to keep roughly 80 percent of the collection in storage. In 1980, the Smithsonian's Board of Regents proposed that the National Air and Space Museum establish a second facility in the Washington area and located near a major airport to allow some artifacts to be flown in.

In 1993, President Bill Clinton signed Public Law 103-57 establishing an extension for the museum at Washington Dulles International Airport in Virginia. Three years later he signed Public Law 104-222, which authorized the museum to construct the new companion facility using only privately raised funds—a first for the Smithsonian. The project would be the largest construction project in Smithsonian history.

The Steven F. Udvar-Hazy Center located near Dulles International Airport opened in December 2003. Museum Director J.R. Jack Dailey, who was appointed to his position in 2000, presided over the opening. Vice President Richard Cheney dedicated the building in a ceremony also featuring Chief Justice William Rehnquist and moderated by actor John Travolta.

The Steven F. Udvar-Hazy Center is named for the founder of International Lease Finance Corp., who donated \$66 million for the project.

Unlike the Mall building, which features traditional exhibitions, the Udvar-Hazy Center houses artifacts in an enhanced open storage design filling two huge connecting

structures, the Boeing Aviation Hangar, which was fully accessible on opening day in 2003, and the James S. McDonnell Space Hangar, which was partially accessible until it fully launched in November 2004. There are 156 aircraft on display, 150 space artifacts and more than 1500 smaller items. Major artifacts include the Lockheed SR-71 Blackbird, a Concorde, the Boeing B-29 Superfortress Enola Gay, and the space shuttle *Enterprise*. Attractions include the Donald D. Engen Observation Tower and an Imax theater.

As of September 2007, more than 5 million people have visited the center since its opening. Construction of Phase Two of the complex, which will include a Restoration Hangar, Archives, Collections Processing Unit, Conservation Laboratory and Collections Storage Facility, will begin as soon as sufficient funding is in place. The Udvar-Hazy Center will be 760,000 square feet when completed.

Work on the museum's artifacts continues to take place at the Paul E. Garber Preservation, Restoration and Storage Facility in Suitland, Md. The facility was open to the public for tours until March, 2003. The Museum's Exhibit Production Division also maintains a shop in the Suitland complex.

### **Increase of Knowledge**

The National Air and Space Museum is a vital center for historical research on aviation, through the Division of Aeronautics, and research on space history, through the Division of Space History. The Aeronautics Division is responsible for research and collecting activities related to all aspects of flight in the atmosphere. The goal of the division is to preserve, document, and interpret the history of aeronautical technology within a broad and appropriate political, economic, and social context. Staff members conduct historical research leading toward scholarly and popular publications, exhibitions, lectures, seminars, and other forms of public presentation.

The Space History Division is the focal point for the space-related historical research, collecting, and exhibitions. Curators and other staff members publish; engage in public outreach through exhibitions, lectures, and other means; and collect and manage the care of rocket and space artifacts. The Division embodies the Museum's mission to preserve, understand, and communicate the history of rocketry and space exploration as part of the larger story of United States and world history.

The Museum's science unit is the Center for Earth and Planetary Studies, which conducts research in planetary and terrestrial geology and geophysics using remote sensing data from Earth-orbiting satellites and manned and unmanned space missions. The Center possesses computer facilities that permit processing and manipulation of large remote sensing datasets. The scope of research activities includes work on Mercury, Venus, the Moon, Mars, asteroids, and some satellites of the outer solar system, as well as corresponding field studies in terrestrial analog regions. CEPS staff study a variety of geological processes, such as volcanism, floods, cratering, tectonics, and sand movement.

Many of the terrestrial studies also address topics of current concern for global climate change.

### **Diffusion of Knowledge**

In addition to the curatorial and science divisions, the Department of Collections and Research includes the Collections Division, which is responsible for several units: Preservation/Restoration, Conservation and Collections processing. The Archives Division is also in this department. The department of Planning, Education and Programs includes educational activities at the National Mall building, and divisions of Visitor Services and Interactive Media. It also includes the Exhibit Design and Exhibit Production divisions. Exhibitions at both buildings are planned by core teams under the leadership of a project manager and the exhibit curator. Public programs, coordinated by various staff members and units, and include lecture series, some of which date from the 1970s, and seminars as well as community events and, over the years, performances, film series and packages of activities surrounding major exhibit openings.

### **Administration**

There are four central Museum offices including Development, Communications, Special Events, and Administration, which handles all financial functions, as well as Information Technology and Human Resources activities not handled by central SI.

Several operational units of the Udvar-Hazy Center, as well as its Education unit, are overseen by the Deputy Director for the center. The National Air and Space Museum is staffed by some 260 employees. It is supported by some 500 volunteers. Many of the volunteers serve as docents, as Visitor Services volunteers or in behind-the-scenes capacities.

## *Values*

As staff members of the National Air and Space Museum, committed to its mission, we:

### **Achieve Excellence**

We strive for excellence in accomplishing every task, goal and commitment. The Museum's mission and exceptional reputation motivate us to approach every project with the expectation it will be a best-in-class model for future activities.

### **Care for the Collection**

We are committed to the highest quality standards of care for the Museum's irreplaceable artifacts, documents and works of art so that people may be inspired by and learn from them for generations to come.

### **Demonstrate Professional Leadership**

We collaborate with other air and space repositories by exchanging ideas, information and materials. We maintain the reputation of the Museum through leadership, scholarship, and the willingness to share our skills and learn from other professionals.

### **Encourage Collegiality**

While setting high standards for ourselves, we respect our colleagues by recognizing their needs and priorities and by appreciating their unique skills, talents, and insights. We are committed to a productive, open, honest, and professional work environment.

### **Increase Knowledge**

We strive to discover and interpret new information regarding our world and universe and the role artifacts play in their exploration. We uphold the Smithsonian commitment to knowledge, backed by research, with attention to detail and careful thought.

### **Inspire and Teach**

Stimulating and teaching visitors is our educational mission. Common values, interests and hopes enable us to help chart the ambitions of young people and to provide other visitors with enjoyable, thought-provoking insights on the past, present and future of flight.

### **Perform with Passion**

Our commitment to the Museum's mission gives spirit to our work, and we perform our responsibilities with good humor, energy, imagination, creativity and passion.

### **Practice Accountability**

We hold ourselves to the highest standards of personal and professional conduct. We communicate with openness and transparency. We accept responsibility for decisions and actions, always aware that it is our privilege to serve the public and hold its trust.



**Serve the Community**

We consider visitors' needs and interests in every decision we make. We treat people with respect, courtesy and concern for their well-being. Visitors can expect a safe, clean and welcoming environment, befitting the treasures we display and the stories we tell.

## *Strategic Planning Group Members*

**Mark Avino**, Communications, Photographic Services  
**Doug Baldwin**, Education, Udvar-Hazy Center  
**Joanne Bast**, Office of Administration  
**Cheryl Bauer**, Smithsonian Business Ventures, Theater and Planetarium  
**Pat Bellacicco**, Visitor Services  
**Dora Blair**, Finance and Budget  
**Pam Blalock**, Office of Administration  
**Carl Bobrow**, Collections Processing  
**Rebekah Brockway**, Exhibit Design  
**Meg Caulk**, Special Events  
**Kori Chisham**, Visitor Services  
**Dorothy Cochrane**, Aeronautics  
**Martin Collins**, Space History  
**Roger Connor**, Aeronautics  
**Robert Curran**, Exhibit Production, Audiovisual Unit  
**Jean DeStefano**, Collections and Research  
**David DeVorkin**, Space History  
**John Fone**, Education, Docent Corps  
**Elizabeth Garcia**, Collections  
**Mychalene Giampaoli**, Education  
**Peter Golkin**, Communications  
**Laura Gleason**, Development  
**John Grant**, Center for Earth and Planetary Studies  
**Marilyn Graskowiak**, Archives  
**Megan Graves**, Special Events  
**Bob Greene**, Visitor Services, Volunteer Corps  
**Tim Grove**, Education  
**Dan Hagedorn**, Archives  
**Jon Hallenberg**, Interactive Media  
**Linda Hicks**, Special Events  
**Peter Jakab**, Aeronautics  
**William “Jake” Jacobs**, Exhibit Design  
**Andrew Johnston**, Center for Earth and Planetary Studies  
**Mark Kahn**, Archives  
**Jeremy Kinney**, Aeronautics  
**Richard Kowalczyk**, Collections, Preservation and Restoration  
**Roger Launius**, Space History  
**Russ Lee**, Aeronautics  
**Jennifer Levasseur**, Space History  
**LeRoy London**, Education, Electronic Outreach  
**Anne McAllister**, Development  
**Christopher McClary**, Information Technology  
**Robert McKinney**, Office of Protection Services

**Frank McNally**, Communications  
**Beatrice Mowry**, Exhibit Design  
**Margy Natalie**, Education, Udvar-Hazy Center  
**Valerie Neal**, Space History  
**Michael Neufeld**, Space History  
**Robert Norton**, Exhibit Design  
**David Paper**, Exhibit Production  
**Portway Vicki**, Interactive Media  
**Christopher Pratt**, Information Technology  
**Richard Pullman**, Exhibit Production  
**Blake Reid**, Education, Mall  
**David Romanowski**, Exhibit Design  
**Dave Samec**, Facilities Management  
**Phouy Sengsourinh**, Information Technology  
**Priscilla Strain**, Center for Earth and Planetary Studies  
**Deborah Swinson**, Finance and Budget  
**Monecia Taylor**, Development  
**Lorili Toth**, Development  
**Robert van der Linden**, Aeronautics  
**Becky Ventorini**, Special Events  
**Tom Watters**, Center for Earth and Planetary Studies  
**Margaret Weitekamp**, Space History  
**Patti Williams**, Archives  
**Derrick Wright**, Finance and Budget  
**Steve Williams**, Education, Mall

**Facilitator Team**

**John Benton**, Planning, Education and Public Programs  
**Claire Brown**, Communications  
**Kevin Cremer**, Special Detail  
**Karen DeThomas**, Communications  
**Scotty O'Connell**, Planning, Education and Public Programs  
**Marilyn Kozak**, Development

## *Core Strategic Plan, 2008-2012*

The National Air and Space Museum's Strategic Plan for 2008-2012 covers a transitional period wherein growth and expansion will occur simultaneously with a coordinated effort to review and revitalize several of the ways we perform our mission and serve the public.

Throughout its history, the Museum has done many things exceptionally well. Its "most visited" status is matched by the respect it receives from aviation, space, and museum professionals around the world. Attracting and serving 21<sup>st</sup> century audiences, however, requires dynamic new approaches. Despite the Museum's considerable strengths, the realities of aging exhibitions, chronic lack of resources, thinly stretched staff, and inadequate collections storage are pressing problems that will only become more serious if not addressed.

During the upcoming strategic timeframe, the National Air and Space Museum will achieve significant progress in all four areas identified by the Smithsonian Institution as Strategic Goals. The next 5-year cycle will be a period of transformation. At its conclusion in 2012, we will have:

- A long-range, holistic vision for existing and future exhibitions, programs, educational activities, and the web site to ensure that the Museum engages, educates and inspires 21<sup>st</sup> century audiences
- A collections management plan that addresses the need for additional, museum-quality storage; continued documentation of objects and future collection growth
- A strengthened body of world-class knowledge produced by researchers maintained at critical levels and supported by an adequate complement of interns and fellows
- A strengthened "one museum" management philosophy that unites all staff members in supporting the Museum's common mission and its overarching objectives
- More effective approaches to project management, staff training and human resource development
- A coordinated, strategic approach to marketing and communications
- Substantial progress toward completion of Phase Two of the Udvar-Hazy Center
- A long-term matrix of funding priorities and additional strategies for generating revenue

The Strategic Plan focuses on overarching objectives over the five-year period. Major projects and day-to-day aspects of the Museum's work are not detailed in the plan, but they will be addressed in Annual Tactical Plans.

Keeping track of progress will be accomplished in two ways: periodic review of the individual projects as they evolve and an annual comprehensive review. Beginning in

2008, a small strategic review group will be convened each spring to meet and evaluate all components of the Strategic Plan. The group will prepare a report for the Director's approval.

## Section I. Public Engagement

### ***Smithsonian Goal 1: Increased Public Engagement***

*Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences, both through its public programs and science research.*

### ***Under Secretary for Science Goal:***

*Increase the visibility of and access to Smithsonian science, and promote recognition of and support for its value and contributions.*

### ***National Air and Space Museum Goal 1:***

*Enlarge the Museum's audiences, and enhance the public's access to, and understanding of, the Museum's collections and research activities through exhibitions, activities and outreach and provide stewardship of the national collection of air and space artifacts, documents, and works of art*

## **Overview**

Throughout its history, the National Air and Space Museum has developed many ways to serve the public. As the Museum progresses, it makes sense to explore emerging media methods and technologies with an eye toward serving 21<sup>st</sup> century audiences. Between 2008 and 2012, we will review, plan and implement initiatives in four major public dimension areas: exhibitions, public programs, education, and the web site.

The National Collection involves a complex mix of resources, managerial controls, and professional skills. Decisions on acquisitions, storage requirements, incoming and outgoing flows of artifacts for loans and exhibitions, collections policies and plans, cooperative relations with other museums, and public standards of accountability in preservation have to mesh productively to enable the Museum to fulfill its mission as a premier preserver of the nation's air and space heritage.

## **Exhibitions**

***Objective:*** *Evaluate current exhibitions and interpretive approaches and establish a coordinated "vision" and long-range plan for improvements to existing exhibits as well as new ones.*

We will charter a multidisciplinary working group to develop, within one year, a holistic plan for National Air and Space Museum exhibitions, establishing a clear long-term interpretive approach for both the National Mall building and the Udvar-Hazy Center. The plan will articulate a "vision" for both locations, drawn from the Museum's mission, and identify the best possible approaches to providing 21<sup>st</sup> century visitors with inspiring, stimulating, educational experiences. The group will consider all available research and recommend strategies for future evaluation.

### **► Performance Indicators**

- ✓ Completion of plan on schedule
- ✓ Percent of approved exhibit improvements and plans per year, pending funding

## **Programs**

**Objective:** *Develop a Museum-wide approach to programs at both the National Mall building and Udvar-Hazy Center.*

Under the auspices of the Public Programs Committee, convene a study group to produce a rationale and framework for activities at all Museum locations will be established. The plan will establish requirements for mission relatedness; program design and criteria; proposal format; financial and funding requirements, evaluation and research; audience requirements; educational benefits; metrics; marketing and sponsorship opportunities.

### **► Performance Indicators**

- ✓ Completion of study group report
- ✓ Adoption of coordinated organizational standards and procedures
- ✓ Establishment and adoption of an all-inclusive program plan at the beginning of each year

## **Education**

**Objective:** *Create a uniform, coordinated program with measurable objectives for achieving Smithsonian and Museum mission-specific educational goals.*

To establish uniform educational standards as well as consistency with Smithsonian educational objectives, we will develop a coordinated structure for educational initiatives at both Museum locations, including classrooms, labs and gallery-based learning, as well as off-site classroom activities, broadcast and web-based teaching programs.

### **► Performance Indicators**

- ✓ Adoption of coordinated, unified structure for all NASM educational activities
- ✓ Establishment of process for review and analysis
- ✓ Completion of programs that meet stated objectives

## **Web Site**

**Objective:** *Complete a comprehensive redesign of the Museum's web site and strengthen resources, workflow and procedures to maintain the web presence over the long term.*

Coordinated planning, internal multi-Division cooperation and identification of sufficient resources will be pursued to enable comprehensive redesign and long-term development of the Web site. Content planning, technical methodology, metrics and evaluation, workflow and maintenance will be addressed. The site will use terminology, writing protocols, and visuals to ease navigation and will incorporate tools that allow visitors a greater level of interaction.

### **► Performance Indicators**

- ✓ Adoption of coordinated, unified structure for all NASM educational activities
- ✓ Establishment of process for review and analysis
- ✓ Completion of programs that meet stated objectives

## **Collections Storage**

**Objective:** *Establish and continually update the physical space and environmentally appropriate storage requirements for the National Collection, including loans to other institutions and deaccession and disposal.*

The Strategic Plan cycle coincides with implementation of a new Collections Plan. A standard curatorial Performance Element will include review of collections to determine

intellectual rationale; deaccessions; and relationships to similar collections in other museums. This review process will contribute to an overall storage statement and plan which will include safety requirements and standards that ensure an OSHA-class working environment. Analysis and possible revision of deaccession policies will follow Collections Plan goals and establish communications policies that cover acquisition and deaccession practices. In addition, a tracking database for acquisitions approved but not yet in custody, deaccessions, and incoming and outgoing loans to allow collections managers to assess short- and mid-range storage requirements will be established.

► **Performance Indicators**

- ✓ Adoption of Museum storage statement and plan, consistent with museum-quality standards, safety and OSHA requirements
- ✓ Analysis and recommendation on deaccession policies
- ✓ Improvement and progress on tracking database

**Collections Stewardship**

***Objective:** Ensure acquisition of new archives and artifacts, and the evaluation of the existing collection are performed with all internal and external stakeholders to judiciously shape and grow the National Collection.*

The Museum will continue to collect, under the guidance of the new Collections Plan, within the broad responsibility of the curatorial and archival divisions. This activity will be closely integrated with the planning for storage requirements. As the official repository of NASA artifacts, the Museum will need to accommodate and prepare for the end of the Space Shuttle program and the disposition of thousands of artifacts, a process already underway

► **Performance Indicators**

- ✓ Establishment of Collections Plan
- ✓ Identify and prepare for acquisition of new artifacts, including shuttle program artifacts

**Object Documentation**

***Objective:** Document objects and archival materials in the collections and ensure the adequacy of registrarial and curatorial collections information system (CIS) records* High-quality photographic records of objects for CIS use will be continued as will updating of CIS records to established Museum standards. A goal will be to make more of them web-accessible to the public (in accordance with the Smithsonian strategic goal for collections) This element will be included in curatorial performance plans

► **Performance Indicators**

- ✓ Continued production of photography and updating of CIS records on schedule
- ✓ Percent of CIS records made available to public



## **Section II. Strengthened Research**

### ***Smithsonian Strategic Goal 2: Strengthened Research (Increase of Knowledge)***

*Pursue scientific advances, discovery, and scholarship in the natural and physical sciences, arts, humanities, and social sciences by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms and collections.*

#### ***Under Secretary for Science Goal:***

*Advance the Smithsonian's contribution to scientific discovery and understanding through increased agility, innovation, collaboration, focus, and communication.*

#### ***National Air and Space Museum Goal 2:***

*Pursue scientific advances and discovery and conduct programs in historical research and collections management to maintain a leadership role in aviation and space history and space-related science.*

### **Overview**

The Museum's commitment to exceptional scholarship, and to sharing knowledge commensurate with the scope of its offerings, will be enhanced and broadened by additional access to research and resource opportunities. To continue to maintain the highest quality museum standards in caring for artifacts, works of art and documents, we will expand and improve storage, and review and improve collections procedures.

### **Increasing Knowledge**

***Objective:*** *Perform world-class research in the fields of aviation and space history and Earth and planetary studies.*

In accordance with the Smithsonian's mission to increase and diffuse knowledge, NASM engages in broad-based original historical research to enhance understanding of aviation and space history, specifically the origin and evolution of human flight and the human and robotic exploration of space. NASM also engages in contemporary scientific investigation, centering on the formation and evolution of the Earth and similar planets and other solid bodies in the solar system. All research activities support Museum goals in collections, exhibits, and public service. They also enhance and broaden the status and reputation of the Smithsonian as a central and authoritative resource.

#### **► Performance Indicators**

- ✓ Identification and securing of dedicated research funds with measurable progress toward an endowment
- ✓ Continued peer-reviewed publication of articles and books in aviation and space history and science
- ✓ Identification of positions eligible for endowment support

### **Maintaining Staff Quality**

***Objective:*** *Ensure staff quality and critical mass of researchers in aviation and space history and Earth and planetary sciences.*

Maintaining the quality, depth, and breadth of the research staff is essential. The status of the Smithsonian as a site for original and innovative research attracts competent, competitive staff, and an internal peer review process helps to ensure staff quality and intellectual productivity, while staff depth and breadth is achieved through the peer and management process at the departmental level and in consultation with the Director.

► **Performance Indicators**

- ✓ Complete review and analysis of current and desired positions
- ✓ Completion of task force report on succession planning
- ✓ Adherence to PAEC schedule

**Fellowships and Intern Programs**

***Objective:*** *Maintain active fellowship and intern programs for broadening and supporting research efforts.*

Fellowship opportunities at NASM are highly regarded and sought. Moreover, the fellows and interns are vital to a thriving research program because they tie NASM staff to external scholarly and professional academic communities. They enhance the Museum's relationship both with academe and government research facilities and contribute to the next generation of scholars.

► **Indicators**

- ✓ Completion of request to support intern and fellowship programs by SI
- ✓ Improvements to orientation program implemented
- ✓ Flexibility for short-term appointments restored if approved

### **Section III. Management Excellence**

#### ***Smithsonian Strategic Goal 3: Enhanced Management Excellence***

*Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.*

#### ***Under Secretary for Science Goals:***

*Enable the Smithsonian science community to pursue creativity and excellence and to promote its common mission and goals.*

*Provide and maintain the technology, tools, instrumentation, and facilities necessary to meet current needs and future requirements.*

#### ***National Air and Space Museum Goal 3:***

*Provide effective and innovative leadership, management and administration of the National Air and Space Museum.*

### **Overview**

During the 2008-2012 timeframe, the Museum will work to achieve excellence by improving management in each of five specific areas, all of which contain elements that are structural, procedural, and performance related.

#### **“One Museum”**

***Objective:*** Refocus a “one museum” management philosophy.

The establishment of a uniform management structure throughout the Museum will enable a more productive, collegial workforce. A staffing model that supports increases in attendance, funding, and workload is critical to maintaining this structure and cross-functional participation is essential. Strengthening of our “one Museum” philosophy will give the entire staff a sense of common purpose, clarify roles, foster respect for colleagues, and provide a strong foundation for organizational harmony and efficiency.

#### **► Performance Indicators**

- ✓ Strengthening of a uniform management structure
- ✓ Adoption of a staffing model based on current needs
- ✓ Establishment of video conferencing at all three locations

#### **Project Management**

***Objective:*** Develop more effective and efficient project planning and implementation that addresses major upcoming initiatives.

A “work smart” project management mindset will maximize time, fiscal and staff resources by considering all aspects and long-term elements of a project from the beginning. The project management model will be expanded beyond major exhibitions and building efforts, to include functions such as program development, and an organizational structure for coordinating multiple project management initiatives established.

► **Performance Indicators**

- ✓ Expand the project model to other disciplines and initiatives
- ✓ Define and adopt “work smart” approach to projects
- ✓ Establish structure for coordinating multiple projects
- ✓ Establish priorities, avoid unplanned projects and “pop ups” but when unavoidable, execute contingency plan

**Professional Development**

***Objective:** Create and maintain a management training program that takes advantage of existing opportunities and improve internal communication.*

Training in general management practice and philosophy will be made more available as well as better use of tools such as the E-Handbook for making information available in consistent ways.

**Performance Indicators**

- ✓ Support and provide specialized, high-level training
- ✓ Improve internal communications

**Communications**

***Objective:** Increase strategic approaches to marketing and communications.*

To increase public awareness and audience development, including higher attendance, particularly at the Udvar-Hazy Center, a more focused approach to marketing and communications will be adopted. Evidence suggests advertising and local promotional efforts are having a positive effect—these will be increased as funding is identified. Enhance brand and identity management.

► **Performance Indicators**

- ✓ Establishment of communications stakeholder network
- ✓ Development of strategies for increasing attendance and revenue
- ✓ Strengthening of identity management

**Phase Two Construction**

***Objective:** Start Phase Two construction of the Udvar-Hazy Center as soon as possible and make substantial progress toward completion during the period covered by this plan.*

In accordance with the Smithsonian’s mission dedicated to the increase and diffusion of knowledge and the Museum’s mission to preserve and protect the historical artifacts of aviation and space flight, NASM needs to begin construction of and complete Phase Two of the Udvar-Hazy Center. Phase Two includes the Restoration Hangar, Archives, and the Conservation Laboratory.

**Cost Control**

***Objective:** Refine oversight of the financial system to ensure the most effective use of funds.*

Administrative processes will be analyzed and new ways to increase efficiency and reduce operating costs and streamline the flow of transactions will be implemented.

► **Performance Indicators**

- ✓ Completed analysis of current procedures and system
- ✓ Recommendation for more efficient, effective procedures



## Section IV. Financial Strength

### ***Smithsonian Strategic Goal 4: Greater Financial Strength***

*Provide the financial support essential to achieving the Institution's Goals.*

#### ***Under Secretary for Science Goal:***

*Achieve adequate, stable, multi-year funding to support the Smithsonian's mission and goals.*

#### ***National Air and Space Museum Goal 4:***

*Provide the financial support essential to achieving the Museum's priorities and program goals.*

### **Overview**

In conjunction with the Chief Financial Officer's efforts in this area we will streamline our financial processes and develop an effective, efficient system to support all museum activities.

### **Funding Priorities**

***Objective:*** *Evaluate the Museum's funding needs and develop and maintain a prioritized matrix of opportunities*

An effort is underway to gain approval to start UHC Phase Two construction before full funding is in hand in order to offset rising costs and stimulate future funding. The full scope of other projects requiring funding will be determined, prioritized and a long-range plan established.

#### **► Performance Indicators**

- ✓ Identification of funding needs
- ✓ development and maintenance of funding matrix

### **Generate Revenue**

***Objective:*** *Improve the Museum's revenue-generating capability*

Profit-sharing arrangements with business activities will be evaluated to ensure that the Museum receives the best possible return from concession sales and that retail activities support the mission with suitable products. Completion of the Executive Briefing Center and the Air and Space Conference Room will enhance the Museum's ability to increase special events revenue.

#### **► Performance Indicators**

- ✓ Identification and recommendation of projects for support per year
- ✓ Progress toward revenue-generating facilities at UHC

## **Beyond 2012**

Many of the projects included in the 2008-2012 Strategic Plan will continue beyond the plan's 5-year cycle. Once approval to begin Phase Two construction occurs, the process will take about four years. The work on other long-term initiatives, such as exhibit planning and collections storage, will also continue into the next planning cycle.

In anticipation of the 2013-2017 planning timeframe, there are two major undertakings on the horizon.

As Phase Two nears completion and the interior of the Udvar-Hazy Center is outfitted with additional artifacts, displays and activities, the Museum can turn its attention to the grounds. Plans to enhance the area around the facility, possibly with visitor amenities, sculpture, or flight-related displays, may be considered.

In 2016, the National Mall Building will turn 40 years old and, because of its aging systems, equipment and structural components, along with the wear and tear caused by hundreds of millions of visitors, the facility will be in need of comprehensive attention. Although not entirely within the Museum's purview to solve, the problems will require a concerted effort in partnership with the Smithsonian staff.

