



NASA Goddard Space Flight Center

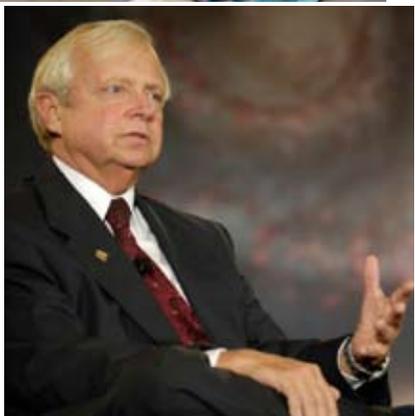
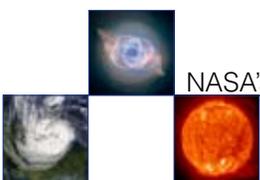
# Our Envisioned Future and Contributions to NASA's Mission

# blueprint for the future



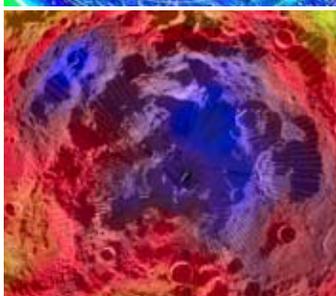
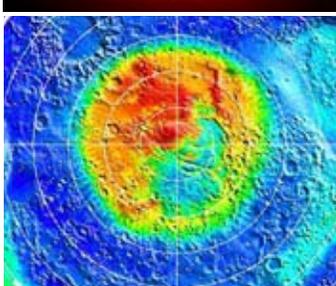
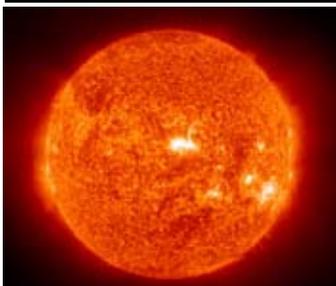


*As the Goddard Space Flight Center approaches its 50th year,* with the perspective of a rich history of achievements and tremendous contributions to NASA, our Nation and the world, the Center appropriately looks toward its future. Goddard's contributions in Earth Science, Heliophysics, Planetary Science, Astrophysics, Exploration Systems and Communications and Space Operations are enabled by extraordinary people and capabilities—exceptional science, engineering, technology and project management expertise, supported by the highly skilled professionals who reside within our Center. Goddard is dedicated to making significant, global contributions to society as the Center continues to serve as a prestigious national resource.



*Goddard has a tremendous and diverse set of people and capabilities* geographically distributed amongst several world-class facilities. Its Greenbelt, Maryland facility is the home of state-of-the-art laboratories, fabrication, integration and testing facilities, as well as operations capabilities for the full life cycle development of spacecraft and instrumentation. The Wallops Flight Facility (WFF), located on Virginia's Eastern Shore, is the Agency's premier site for suborbital and small orbital flight projects and is NASA's only owned and operated launch range. In addition, the Goddard Institute for Space Studies (GISS), located in the heart of New York City, is a world leader in the study of climate change. The Independent Validation and Verification (IV&V) facility in Fairmont, West Virginia is dedicated to the highest level of safety and cost effectiveness for mission critical software. Finally, the White Sands Complex in New Mexico enables space-to-ground communications for many NASA spacecraft and provides communications to mission control from our astronauts on the Space Shuttle and the International Space Station (ISS). The people and capabilities of Goddard encompassed across these facilities are invaluable to NASA in the performance of its mission and overall program.

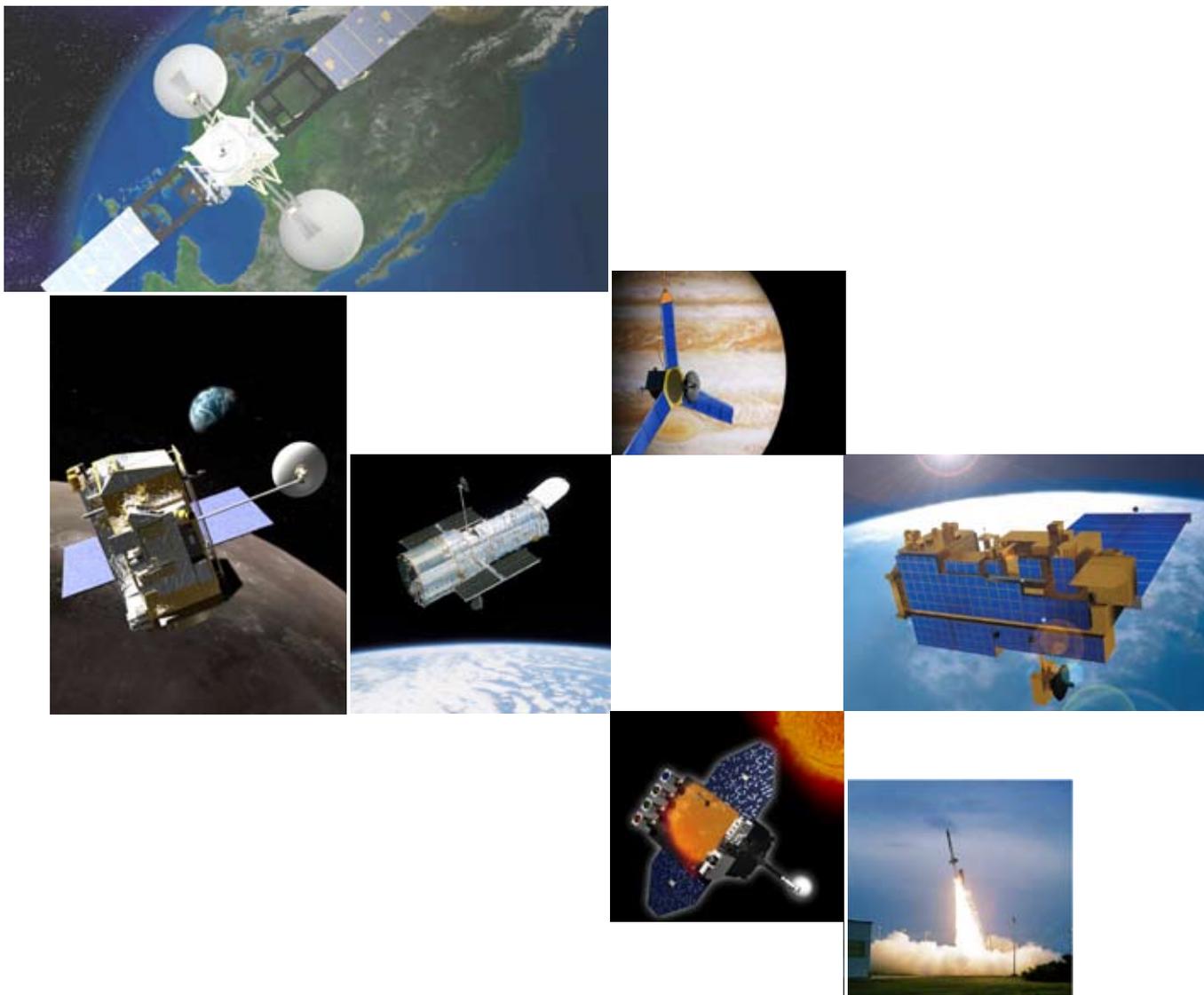




*NASA's 2006 Strategic plan* outlines six strategic goals, all of which are supported by Goddard's unique capabilities.

1. Fly the Shuttle as safely as possible until its retirement, no later than 2010
2. Complete the *International Space Station* in a manner consistent with NASA's International Partner commitments and the needs of human exploration
3. Develop a balanced overall program of science, exploration and aeronautics consistent with the redirection of the human spaceflight program to focus on exploration
  - a. Study Earth from space to advance scientific understanding and meet societal needs
  - b. Understand the Sun and its effects on Earth and the solar system
  - c. Advance scientific knowledge of the origin and history of the solar system, the potential for life elsewhere and the hazards and resources present as humans explore space
  - d. Discover the origin, structure, evolution and destiny of the universe and search for Earth-like planets
4. Bring a new Crew Exploration Vehicle into service as soon as possible after Shuttle retirement
5. Encourage the pursuit of appropriate partnerships with the emerging commercial space sector
6. Establish a lunar return program having the maximum possible utility for later missions to Mars and other destinations

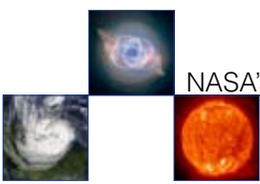
*NASA looks to Goddard to provide critical scientific knowledge* and to significantly contribute to achieving these strategic goals, with particular emphasis on Goal 3 and Subgoals 3a through 3d. Goddard also plays a key role in enabling human exploration encompassed by Goals 1, 2, 4 and 6 by providing space communications, filling a unique role in human-robotic interaction as demonstrated through satellite servicing, as well as in providing the scientific knowledge to enable safe and cost-effective human return to the Moon and future human exploration of other destinations. In pursuit of Goal 5, Goddard partners with the commercial space sector as demonstrated by the use of Wallops Flight Facility for commercial launches.



*Goddard's primary contributions to NASA's mission* can be defined through six lines of business:

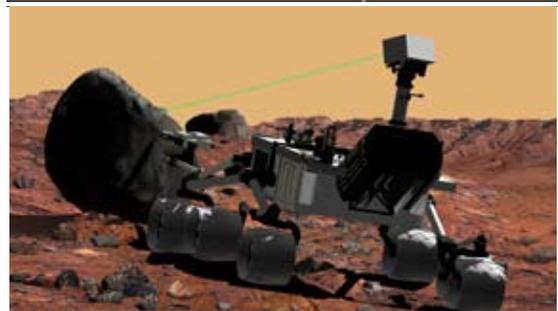
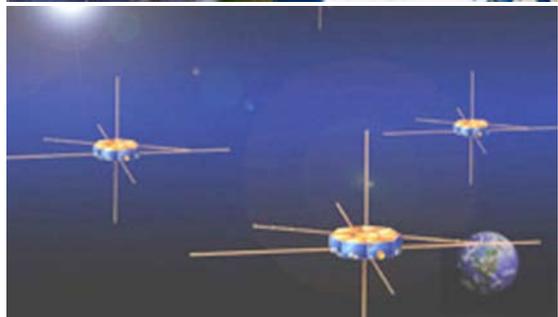
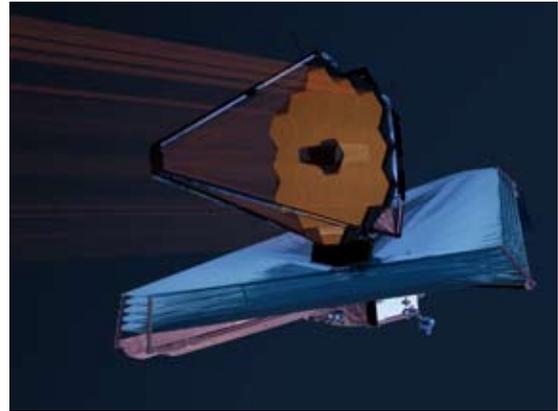
- **Earth Science**
- **Heliophysics**
- **Planetary Science**
- **Astrophysics**
- **Exploration Systems**
- **Communications and Space Operations**

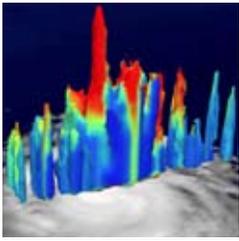
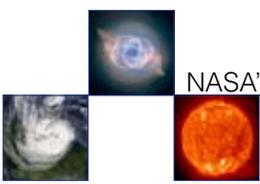
These lines of business align with the Agency's mission directorates and their supporting elements.



*Within the next five years,* Goddard's work and accomplishments in Astrophysics will include the final servicing of the *Hubble Space Telescope* and the birth of a new era in astronomy with the initial scientific operations of the *James Webb Space Telescope*. In Earth Science, Goddard will help enable the first Earth Science Decadal Survey missions with significant contributions to the Soil Moisture Active Passive (SMAP) mission (2013 launch) and in leading the development of the Ice, Cloud and land Elevation Satellite (ICESat-II) mission in preparation for a 2015 launch. Goddard will sustain operations and the scientific research enabled by the Earth Observing System and will lead the analysis of storms via the Global Precipitation Measurement (GPM) mission, while continuing its history of collaborations with the National Oceanic and Atmospheric Administration (NOAA) in developing the Nation's weather satellites and prediction models. Our Center will extend its long history in Heliophysics by viewing the Sun via the Solar Terrestrial Relations Observatory (STEREO) and the Solar Dynamics Observatory (SDO), while moving toward the planned 2014 launch of the Magnetospheric MultiScale Mission (MMS). In Planetary Science, Goddard's keystone Sample Analysis at Mars (SAM) instrument suite on the Mars Science Laboratory (MSL) will be in its third year of rover-based operations in the ongoing saga of the search for bio-signatures at the surface of Mars. Our Nation's return to the Moon will be closer at hand with unique strategic knowledge provided by Goddard's Lunar Reconnaissance Orbiter (LRO), which will have mapped the Moon in never-before-possible detail. Goddard will continue its unique role and nearly 50-year history in providing space communications for human exploration since its inception, with operation of the next generation Tracking and Data Relay Satellites (TDRS) and in the design and development of the communications systems for our journey back to the Moon.

*Looking forward* over the next 5 years and in extending Goddard's reach beyond its rich 50-year history, developing, adopting and executing this blueprint will position our Center to better serve NASA in fulfilling its mission. It will further serve to strengthen Goddard's role in providing invaluable knowledge and contributions to our Nation and the world from the vantage point of space.

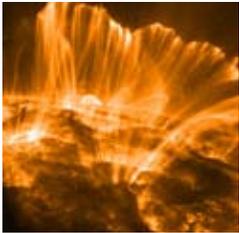




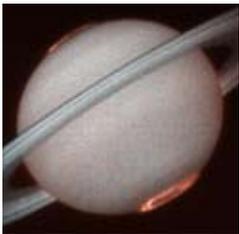
*NASA has an exceptional 50-year history* of accomplishments in space exploration and discovery. One centerpiece in our Agency's journey and dramatic scientific and engineering achievements in space has been the contributions of the Goddard Space Flight Center. Today, Goddard looks forward to future achievements in space exploration, with envisioned hopes and specific plans to amplify the value of scientific knowledge for the people of the planet, while helping to build the path forward for humanity to extend its presence into deep space.



The world's need to understand our changing planet and its place in the universe is at a critical level. In addition, our nation has an urgent need for innovative research and solutions to apply to our increasing economic, health, transportation, energy and other societal needs. Goddard's contribution to fulfilling global and national challenges will be made as a component member of the larger NASA family, in an environment that is unprecedented in NASA's history, with budgetary constraints, technological challenges and apparently lower relevance to much of the public at a time when our nation's priorities are focused elsewhere. Internally, Goddard faces its own challenges including highly constrained resources; the need to remain competitive and agile in advance of shifting external policies, priorities and needs; aging facilities and infrastructure; and the need to attract and retain the best and brightest in all occupations including the next generation workforce.

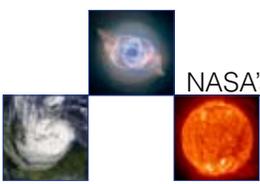


The people of Goddard have developed this blueprint with an integrated set of goals and strategies aimed toward a more cohesive, engaging and influential envisioned future for the Center in the broader context of NASA's mission. In order to achieve this envisioned future, this blueprint embraces organizational values of agility, balance, collaboration, diversity and excellence across the entire range of dimensions associated with the work we do. This blueprint outlines a mission and five strategic goals for our Center in which we are challenged to look beyond the past 50 years to a new set of possibilities that could shape the way humanity sustains our home planet Earth and extends itself to new frontiers. These goals encompass the following: exceptional people; exciting, challenging and game-changing work; revolutionary innovation; a stimulating work environment; and effective ways to tell the story about what we do.

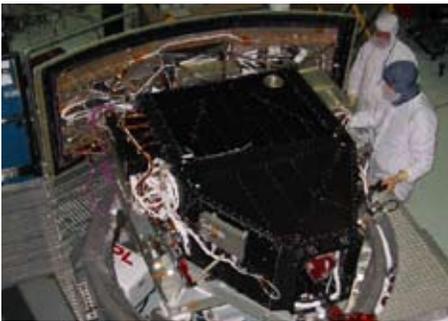


The strategies outlined in this blueprint include improving communication and productivity across the Center, building a stronger and more cohesive Goddard community, engaging students and the public in what we do, extending Goddard's role as a model center of innovation, leading and enabling scientific endeavors and producing paradigm-shifting discoveries. The next 50 years of space exploration are at hand and the people of Goddard are ready to catalytically lead the world community into space for the benefit of all humanity.

This blueprint, with specific focus on a 5-year horizon, serves to better position our Center to adapt to the changing state of national and world priorities for which space could play a meaningful role. Ultimately, its implementation will enable Goddard to most effectively contribute to NASA in pioneering the scientific and associated engineering and technological aspects of understanding humanity's place in space and to secure a sustainable future for life on Earth and within the Cosmos.



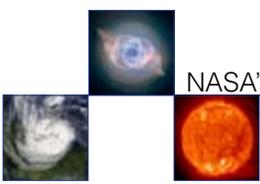
*Goddard Space Flight Center has an unmatched track record* of success in conceiving, developing and operating space-based missions that advance scientific understanding of our planet, our solar system and the universe. In so doing, Goddard has provided an important service to society and has inspired the world. This remarkable capability is rooted in the spirit and talents of our people and our strong belief in the significance of our mission.



As the landscape ahead of us continues to shift and while we face a wide array of new challenges, it is imperative that we look critically at ourselves and our organization and focus our energies on a productive, vibrant and successful future for the Center. This effort was undertaken to develop a strategy for moving Goddard forward. Toward that end, the Center developed this five-year plan with ambitious long-term goals and strategies, along with an annual implementation plan outlining concrete, achievable, near-term objectives to better position our Center to advance NASA's mission and programs and make valuable contributions to society.



*This plan serves as a living blueprint* for our Center over the next five years, strengthening our efforts and accomplishments as a world leader in exploration and discovery on Earth, in the solar system and throughout the universe. It reflects a shared and unifying vision for the entire Goddard community, which will enable us to realize a future that we will be proud of and excited about – a future in which our success is limited only by our imaginations.



*Goddard's senior leadership* initiated this future planning process in the spring of 2007. The process began with an extensive Current-State Assessment of the Center, based upon one-on-one interviews and focus group interviews with over 400 employees from all walks of life across Goddard. The insights gained from these interactions provided a starting point for the planning process.

*The Future Planning Core Team* is composed of directorate representatives and at-large members who responded to a Center-wide call for participation. The team represents a broad spectrum of the Goddard community. The planning process was comprehensive and inclusive, engaging members of our workforce throughout each and every phase. With each interim product, the team conducted focus groups across our workforce to solicit employee input and feedback. The team actively engaged the Center's senior leadership team throughout the various stages of the process. The Future Planning Core Team developed this five-year plan, but it is ultimately the synthesis of contributions of hundreds of people across the Center. This interactive process at all levels will continue to guide our planning efforts. Engaging the entire Goddard community in this manner is a vital element in moving the Center forward.

*This blueprint is the start* of an ongoing planning process. In alignment with this five-year plan, the Center will develop an annual calendar-year implementation plan, building on the successes of the previous year and identifying new activities to move Goddard toward its five-year strategic goals. Each calendar-year implementation plan will outline a set of actions for which the Center's senior leadership team will be accountable. This blueprint will be updated at the end of its five-year cycle to incorporate new opportunities and to reflect changing external factors.

*Building on a solid foundation...the case for change**The urgency to unify the Goddard community around a shared vision of our future*

and to undertake the changes mapped out in this plan, is motivated by two principal drivers: the ability to sustain our critical contributions to society and the external and internal challenges that endanger our ability to make those contributions.

Humanity's need to understand our changing Earth and its environment is at a critical level. As we progress further into the 21st century, society's demands to understand our own planet are expected to intensify, while at the same time, the human desire to explore beyond the limits of our surroundings will only grow. The work of NASA and other institutions in pursuing knowledge to meet these needs will stimulate the imaginations of the young and old, as we seek fundamental insights into our place in the universe. Goddard can deliver the kind of far-sighted, cross-disciplinary thinking, unique expertise and technology necessary for the world to tackle some of the critical challenges of our time, such as global climate change and understanding our own planet and its fate.

Beyond these global concerns, our Nation has an urgent need for increased levels of technological research and innovation to apply to our growing economic, health, transportation, energy and other societal needs. Goddard can help drive the growth of our national technical capabilities. Our unique concentration of scientists, engineers and technologists, supported by a cadre of exceptional professionals, enables Goddard to conduct, lead and stimulate scientific research and technical innovation that reverberates throughout industry and academia. We design and deliver solutions that the private sector might consider too risky to fund, yet which provide technological spin-offs that spur new private sector product development.

At the same time, there is a growing national crisis concerning a marked decrease in available technical talent. In our increasingly technological, information-based economy, the numbers of U.S. citizens pursuing science, technology, engineering and math careers is in decline and our Nation's children are falling behind in math and science. Wider public awareness of Goddard's work and achievements can inspire more young people to enter into careers which contribute to science and technological advancement. More directly, through intensified educational outreach, we can help attract, motivate and nurture our Nation's next generation workforce.



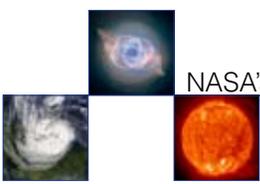


### *Goddard's contribution to fulfilling global and national challenges*

will be made as a component member of the larger NASA family. Goddard will continue to work in partnership with NASA's other Centers and the Nation's science community to advance scientific knowledge and discovery. NASA relies upon Goddard's people and unique capabilities to continue to lead and enable space missions and scientific endeavors that support the strategic goals of the Agency in human and robotic exploration. At the global, national and NASA levels there is a vital need, now and in the future, for the scientific research and engineering solutions which Goddard is uniquely able to provide.

*NASA must achieve its mission* within an environment that is unprecedented in its 50-year history.

- Funding and mission: The FY08 NASA budget is approximately 0.6% of the total Federal budget. In real-year dollars, the Agency's current budget is on the order of 20% less than in the 1990s. NASA is faced with a gap in human spaceflight due to the retirement of the Space Shuttle and the emerging human transportation system now under development. Within the current and projected budgets, our Agency has significant challenges in resuming human spaceflight, while sustaining other elements of a robust civilian space program, including Earth Science, Space science and aeronautics. Maintaining a balanced portfolio of science considering the many other demands on the Agency will be increasingly challenging.
- Societal and global issues: *Project Apollo* was designed to promote America's prominence technologically and to establish our Nation as the leader in space exploration and as a result, was a priority for our Nation that ultimately sparked the imaginations of the American people. Today, NASA exists in a dramatically different environment, where our Nation's priorities and its citizens' focus lie elsewhere. We are a nation focused on national security, the global economy, climate change, availability and cost of energy, health care and the societal demands of life in an information age. The ability of NASA to make a business case for increased funding, or to gain increased support from stakeholders and taxpayers, is greatly diminished within the realities of this climate.
- Relevance: Recent market research found that although NASA has broad public support, a small fraction of the public believes that NASA is relevant to their lives. The science-attentive public, or those in the generation who grew up with *Apollo*, still remain interested in NASA, but the majority of Americans do not.



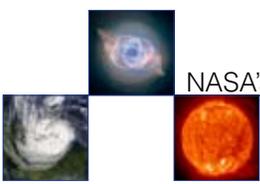
*Within our Center*, we analyzed the environment both internally and externally to determine its current state and to consider our ability to contribute to NASA's mission and overall program. This Current State Assessment, conducted at the start of the future planning process, identified key strengths of Goddard that can support us in delivering important contributions to NASA and society. These strengths include:

- Goddard's exceptionally competent and highly dedicated people
- Pride in our history of success and contributions to NASA, the American people and the global community
- Our unique and outstanding end-to-end mission capabilities
- Exciting, challenging and diverse work
- Effective teamwork
- State-of-the art facilities for research and development
- A strong sense of commitment to serving our Nation and the world

*The Current State Assessment* also identified the challenges Goddard faces, many driven by frequent and unpredictable changes inherent to being part of the Federal Government:

- Our Center's resources (people, funding, facilities) are highly constrained
- We are overburdened with policies, initiatives and administrative tasks that seem extraneous to getting our jobs done
- We desire a more clear and collective understanding of Goddard's role within NASA and our future direction
- The Center must be proactive and strategic in response to shifting external policies, priorities and needs
- Goddard is at risk of becoming technologically stagnant or non-competitive due to highly limited resources
- The Center's external and internal communications and relationship-building systems are not effective
- We have an aging workforce, limited hiring ability, a work culture not designed to engage today's young workers and diminished ability to attract and retain the very best talent
- Our Center's aging facilities and infrastructure must be addressed



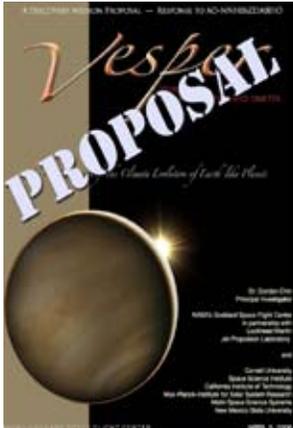
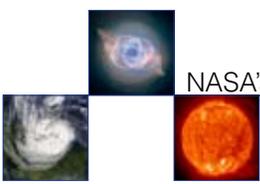


*Clearly, Goddard's history, talent, capabilities and shared commitment are a solid foundation* upon which we can build to move forward. To be successful in the future, we need to shift over the next five years to position our Center to more effectively contribute to the Agency's mission and our Nation's efforts in meeting the global needs for a better understanding of our Earth and space.

It is anticipated that over the next five years, the changes outlined in this plan will bring clarity of purpose, greater cohesion and effectiveness, streamlined operations, sustained competitiveness, business agility in a changing environment and assurance of a fully engaged, world-class workforce.

The vision, goals and implementation strategies in this plan were built from the input of the Goddard community and will serve as a roadmap for achieving these results and ensuring Goddard's long-term ability to fulfill its rich potential.





*At Goddard, our values capture the essence of who we are* and the spirit that drives our work performance. They form the foundation for the way we as public servants, conduct our business, make decisions, treat others and create a community where all can contribute.

As part of the NASA community, we share the Agency's core values as defined in the *2006 NASA Strategic Plan*: safety, teamwork, integrity and mission success. In addition to these, we embrace the following core values:

**Agility**

Move quickly, creatively and decisively to meet changing needs and pursue new tactical and strategic opportunities.

**Balance**

Maintain equilibrium in our lives, including work, health, family, community involvement and other interests, which contribute to the vitality of the individual and the Goddard community.

**Collaboration**

Foster partnerships and practice open and honest communication to achieve shared goals, create new possibilities and capitalize on the strengths and contributions of every member of the Goddard community.

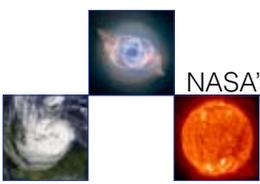
**Diversity**

Ensure an inclusive environment where everyone values and respects others for who they are and for their differing views, ideas, experiences, backgrounds and potential contributions.

**Excellence**

Commit to the highest standards in our processes, products and service to the public and embrace learning through a diverse set of work experiences and opportunities.

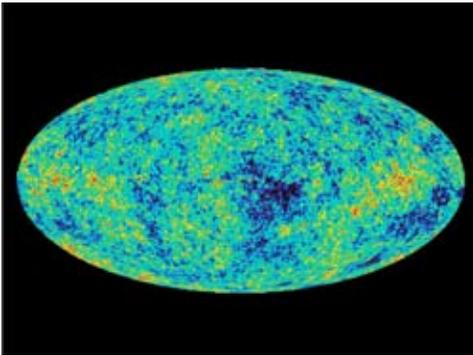




## *Goddard's Mission—Our Core Purpose*

*We transform human understanding of Earth and space through innovation, exploration and discovery.*

*Putting ideas into space...bringing knowledge home*



*To accomplish our mission*, we seek answers to these fundamental questions:

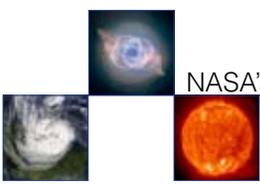
- **How did the universe begin?**
- **How are the universe and our solar system evolving?**
- **How and why is the Earth changing?**
- **Are we alone?**



These questions share a common theme of having relevance to our human condition, whether directly or indirectly. They promote more detailed questions that NASA's work can address.



In pursuit of these fundamental questions, Goddard's discoveries will not only enable further knowledge about our Earth, our solar system and the cosmos, but will also feed the formulation of significant new scientific questions for generations to come.



*Goddard will contribute a diverse set of scientific achievements* to NASA, our Nation and the world over the next 50 years. A few examples of significant scientific accomplishments in which Goddard will play a major leadership role include:

*Within 40 years:*

- Position humans to anticipate and actively mitigate climate threats
- Image and understand black holes
- Carry out a comprehensive search for life on the icy moons of the outer solar system
- Predict solar activity years in advance
- Deploy human serviceable observatories in deep space to perform comprehensive surveys for life on Earth-like planets
- Understand the origin of Earth's oceans and our Moon



*Within 20 years:*

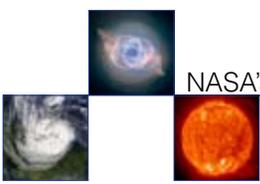
- Make reliable climate predictions on seasonal-to-decadal scales
- Discover the first Earth-like planets
- Analyze the first Martian materials returned to Earth for evidence of past biological activity on Mars
- Predict space weather to ensure safety of astronauts and assets in space and



*Within a decade:*

- Understand the potential for catastrophic sea level rise
- Observe the earliest galaxies and stars in the universe
- Accomplish the first space weather prediction capability
- Attain the first comprehensive understanding of the Moon's surface and environment
- Directly search for signs of organic materials within water ice reservoirs on Mars

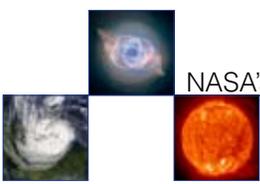




The outcomes of Goddard's work will benefit society and help improve life on Earth. The benefits of Goddard's work and discoveries will help us all to envision and create a better world where

- Humanity benefits from harnessing the resources of the universe
- The world understands enough about the dynamic Earth environment to preserve Earth as our primary habitat
- People live and work in fundamentally new places with revolutionary technologies and transformational processes
- People everywhere are inspired and engaged to imagine and discover new frontiers
- We unite as a world community in extending our presence in the universe





*To move our Center forward over the next five years,* we envision a transformed Goddard, embracing change and focused on achieving five strategic goals:

*Goal 1 – Our People*

**We are an energized, productive and cohesive community.**

*Goal 2 – The Work We Do*

**We lead and enable missions and endeavors devoted to space-based scientific discovery for the benefit of our Nation and the world.**

*Goal 3 – Innovation and Excellence*

**We are a world-recognized center of innovation and discovery.**

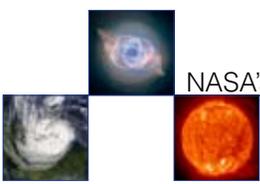
*Goal 4 – Our Work Environment*

**We have a work environment that fosters productivity, creativity and effective collaboration.**

*Goal 5 – Telling the Story About What We Do*

**We inspire, engage and educate people everywhere.**





## *Goal 1 – Our People*

### **We are an energized, productive and cohesive community**

#### Desired Outcomes:

- An inclusive workforce where everyone's talents are fully utilized
- A diverse workforce in which all employees feel valued
- A community that is proud of its work and impact on the world
- Employees with the right skills doing the highest value work
- People actively engaged in learning and collaborating across organizational boundaries
- A workplace widely recognized as one of the 'best places to work'
- A system that develops, attracts and retains the best people



#### Implementation Strategies:

##### **1a. Strengthen the Goddard community**

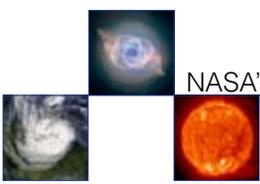
1. Establish effective internal communication methods
2. Strengthen and create forums for knowledge-sharing within and across organizations
3. Implement methods to create a cohesive community that understands and celebrates the Center's accomplishments
4. Enhance incentives that support collaboration and teamwork

##### **1b. Put in place processes and systems to ensure our values are embraced and evident in our behaviors individually and collectively**

1. Leverage and improve existing practices that foster inclusion, respect, diversity and alternative ideas
2. Create new practices that model our values

##### **1c. Implement a strategic approach to staffing**

1. Develop the integrated set of skills needed to cultivate and implement our future work while meeting our current commitments
2. Ensure our people are energized and productive by aligning their skills and talents with strategically important work
3. Put in place methods to attract and retain the best and brightest in all occupations including the next generation workforce

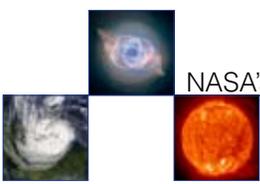


**1d. Create a system to promote and enable continual employee learning and development**

1. Establish appropriate policies and incentives to ensure a supervisory and employee commitment to learning and development
2. Actively facilitate employees to pursue and participate in developmental opportunities
3. Define and promote career path opportunities for employee growth aligned with the Center's needs
4. Develop and offer a balanced portfolio of cost-effective learning opportunities tailored to meet specific career path needs
5. Offer high-value training opportunities via continual assessment, eliminating low-return training and pursuing new sources and investments for employee learning and development

**1e. Put in place systems in education and development to enhance Goddard's impact in developing and attracting the next generation of scientists, engineers and technologists**

1. Develop and promote an integrated portfolio of high-value and far-reaching opportunities for K-12, undergraduate and graduate students, leveraging what we successfully do today and eliminating low-value elements
2. Infuse best practices and create new vehicles to deliver Science, Technology, Engineering and Math (STEM) educational resources
3. Interact with other organizations to build a coalition devoted to developing the Nation's next generation of scientists, engineers and technologists



## *Goal 2 – The Work We Do*

**We lead and enable missions and endeavors devoted to space-based scientific discovery for the benefit of our Nation and the world**

### Desired Outcomes:

- A continued outstanding track record of success that sustains our ability to attract new work
- A clear and broad understanding of Goddard's capabilities—what we do best
- A balanced portfolio of exciting work aligned with our mission
- A network of strategic partnerships and sponsors that yields exciting opportunities
- Access for people of all ages and in all places to connect and contribute to Goddard's work
- A model for worldwide collaboration

### Implementation Strategies:

#### **2a. Streamline and enhance Goddard's capacity to capture new work, while successfully meeting our current commitments**

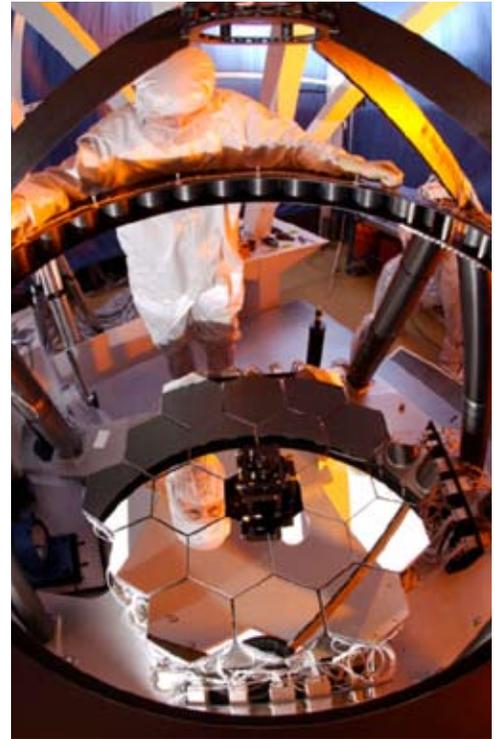
1. Enhance and standardize best practices in implementing our current work
2. Clearly articulate and promote Goddard's lines of business and capabilities to most effectively pursue our mission and future work
3. Define and communicate to the workforce and key stakeholders Goddard's criteria and priorities for future work
4. Provide strategic focus and appropriate level of resources to capture our future work most efficiently and effectively

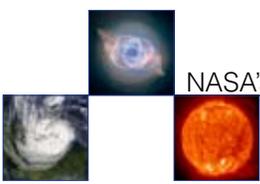
#### **2b. Become a strategic partner of choice and a powerful catalyst across our region, our Nation and the world**

1. Implement a systematic communications plan to build effective relationships with our stakeholders and partners
2. Create an integrated set of strategic partnerships to complement our capabilities
3. Provide our employees and prospective partners an appropriate spectrum of tools and options to collaborate

#### **2c. Find ways to enable people from outside the traditional workforce to contribute to what we do**

1. Put in place a variety of ways for students (K-12, undergraduate and graduate levels) and the public to interact with us and contribute to what we do
2. Publicize what we accomplish, to inspire more people to contribute to endeavors to meet our Nation's needs for the future





### *Goal 3 – Innovation and Excellence*

#### **We are a world-recognized center of innovation and discovery**

##### Desired Outcomes:

- Fundamentally new models to lead, drive and reward innovation
- New practices to manage risk across all our endeavors
- A magnet for innovation connecting with the world's best experts, knowledge and infrastructure
- Effective knowledge-sharing across the workforce
- Increased productivity across all segments of the workforce

##### Implementation Strategies:

#### **3a. Put in place a new model for technical excellence and innovation enabling revolutionary advances**

1. Establish new processes and systems to cultivate ideas, foster creativity and achieve technological advances
2. Establish policies and forums to provide our people the means to drive innovation
3. Identify and pursue traditional and non-traditional resources to invest in innovative ideas

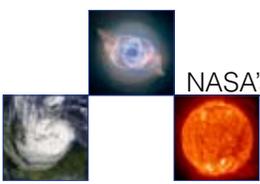
#### **3b. Create a culture where innovation to enhance our productivity and efficiency is embraced and rewarded in all walks of life at Goddard**

1. Establish and leverage communities of practice across Goddard to promote best practices, share knowledge and drive innovation
2. Establish incentives that encourage learning, appropriate risk-taking and other behaviors that drive innovation

#### **3c. Build the capacity to be a center of innovation with global partners**

1. Promote Goddard's capabilities to attract partners in pursuit of innovation
2. Benchmark and proactively reach out to other institutions to learn and infuse best practices





### *Goal 4 – Our Work Environment*

**We have a work environment that fosters productivity, creativity and effective collaboration**

#### Desired Outcomes:

- A work environment that empowers our employees
- A workplace that attracts and retains the next generation
- Facilities and tools to promote collaboration across the hall, across the Center and across the world
- Facilities and infrastructure that are economically sustainable
- A Green Center, leveraging the work we do as a preeminent Earth science center

#### Implementation Strategies:

##### **4a. Create the environment where every employee is optimally productive, mobile and collaborative**

1. Utilize state-of-the-art and emerging technologies and capabilities to foster flexibility and efficiency
2. Eliminate, where possible, processes and policies that get in the way of doing our jobs
3. Implement new models for working that support ease of access to data, information and people across the Center and across the world

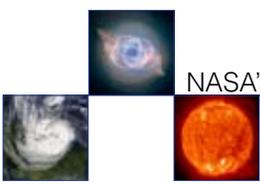
##### **4b. Establish productive and collaborative workspaces at Goddard**

1. Transform existing public spaces to create inviting workspaces
2. Reconfigure the Center's physical work spaces into more versatile, collaborative and productive work spaces

##### **4c. Ensure safe, sustainable and accessible work environments**

1. Create and sustain accessible, safe and healthy work environments in which all employees can be energized and productive
2. Implement innovative ways to create an economically and environmentally sustainable Goddard





*Goal 5 – Telling the Story About What We Do*  
**We inspire, engage and educate people everywhere**

**Desired Outcomes:**

- Global understanding of our environment on Earth and the universe around us
- Public knowledge of Goddard's contributions to NASA and our Nation's science accomplishments
- Increased public recognition of the value of science, technology, engineering and math
- Infusion of Goddard's people and capabilities into living and virtual venues
- An inspired and educated next generation, mobilized and committed to our mission



**Implementation Strategies:**

**5a. Develop and implement an effective system to educate and engage the world in what we do**

1. Create a coherent story for Goddard and deliver it in a powerful and compelling way
2. Build an integrated education, outreach and multimedia strategy for the Center
3. Develop ways to place Goddard's work, accomplishments and people in the public eye
4. Train and equip Goddard employees to serve as ambassadors for our mission and to communicate our impact on our Nation and the world
5. Allocate time for employees to devote to education and outreach activities

**5b. Engage strategic partners and leverage existing external resources to reach broader audiences**

1. Establish partnerships with a spectrum of organizations to leverage existing vehicles and institutions
2. Convene strategic conferences and forums to engage local, regional, national and international stakeholders

**5c. Launch the NASA Goddard Science, Exploration and Education Center (SEEC) to attract visitors to Goddard on a large scale and to provide unique educational experiences**

1. Engage strategic partners to create the facility and programs
2. Begin building the physical and virtual environments for the Center





*We transform human understanding of Earth and space through innovation, exploration and discovery.*

*Putting ideas into space...bringing knowledge home*

*“It is difficult to say what is impossible,  
for the dream of yesterday is the hope of today  
and the reality of tomorrow”*

*—Robert H. Goddard*