

# **NSS PLANNING DOCUMENTS**

**Developed By**

**The NSS Strategic Planning Committee**

**May 26, 2011**

Includes:

Board Approved Strategic Plan

Board Approved Implementation Plan

Action Plan, May 26, 2011 Version



**National Space Society**

# **NSS STRATEGIC PLAN**

**Developed By  
The NSS Strategic Planning Committee**

Originally Approved By The Board Of Directors  
June 1, 2008

By a vote of 16 in favor, 0 opposed and 1 abstention

Revised By Board vote, May 31, 2009

Revised by Board Vote, January, 2011

Last Revised by Board Vote, May 21, 2011

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# NSS Today

- The Mission of the National Space Society is "to promote social, economic, technological, and political change in order to expand civilization beyond Earth, to settle space and to use the resulting resources to build a hopeful and prosperous future for humanity."
- The National Space Society's vision is people living and working in thriving communities beyond the Earth and the use of the vast resources of space for the dramatic betterment of humanity
- Dedicated to promoting Space Settlement broadly defined:
  - 1) Location not important
  - 2) All parts of the Vision Statement are included
  - 3) Precursors included
  - 4) Broader than the human space program
- 501 C (3) paragraph (h) non profit
- Advocacy organization similar to the Sierra Club
- International, but concentrated in the United States
- Grassroots in nature
- Extensive chapter system
- Average one million dollar income in 2006 - 2009
- Ad Astra dominates its publishing niche
- NSS Downlink is effective communications channel
- ISDC dominates its niche
- Washington HQ. This plus membership gives substantial lobbying capabilities
- High profile Board of Governors
- Substantial Website
- Prestigious Blog

**THE CORE OF THE SPACE MOVEMENT**

# Our Macro Business Environment

- Recession causing decreases in income and membership
- Internet and electronic networking penetration will impact publications, online membership, online donations
- Baby boomer demographics offers potential for significant bequests
- Percentage of women who are relevant decision makers is increasing rapidly, which may influence business towards more cooperative strategies
- Pace of relevant change is fast and accelerating, which stresses the need to be nimble, innovative and fast to adopt
- Increasing concern about the global environment
- World real per capita income rising fast. People will worry more about the future of humanity and be capable of driving the future in directions they find desirable
- Increasing demand for and depletion of key world resources – particularly in the energy sector (makes energy from space important ideologically)
- Increasing numbers of relevant scientists and engineers abroad as compared to those in the U.S. (pushes towards international cooperation)
- Trend towards projects done by participants located in different nations (more push international cooperation)

# Our Industry's Business Environment

- Increasing credibility of our ideas
- Surging entrepreneurial space sector in a range of emerging services and applications
- Increasing capabilities of the international space community
- American human space flight policy uncertain

# NSS Situation Assessment

- Space Settlement proponents well organized with NSS as leader
- NSS leading proponent of Space Solar Power
- Strong relations with the entrepreneurial space sector
- Large supply of Internet-savvy members
- Large supply of space celebrities such as Hugh Downs, Tom Hanks, Stephen Hawking, etc.
- Large number of “friends in high places”
- Social media potential
- Opportunity to substantially upgrade ISDC
- Numerous other opportunities
- The potential future desired by NSS is poorly promoted in the marketplace of ideas
- Have not exploited typical methods of increasing core group dedication
- Few leadership training opportunities

# Our Approach to Strategic Planning

- Five year plan adopted on June 1, 2008
- Plan dynamic – continually being revised
- Strategic Planning Committee meets roughly every two weeks
  - 1) Led by Chair of the Executive Committee
  - 2) Identifies key issue areas
  - 3) Focuses on those not currently covered by plan
  - 4) ExCom members and major Committee Chairs engaged
  - 5) Actions flow into committee plans
- Back and forth between the general and the specific
- Addresses both organizational (external) and operational (internal) objectives

# Strategic Direction

- General observation: In retrospect the most important contribution of the L5 Society was the promotion of ideas.
- NSI's strength was resources, credibility and Von Braun's name.
- The combination has provided a powerful platform for promoting our ideas.
- Ultimate goal: People living and working in thriving communities beyond the Earth and the use of the vast resources of space for the dramatic betterment of humanity.

# Addressing Organizational Goals and Objectives: Setting the Tone

- We have been consistently supportive of the public and private programs which enable exploration and development beyond low earth orbit, such as a return to the Moon (this time to stay), asteroid missions and Mars exploration.
- We are making the case that a Space Settlement future is superior to alternative futures. For example, WFS conference and *Ad Astra* articles. (*takes advantage of trend toward more human control over what the future will actually be*).
- We are using the current ideological environment to increase the credibility of NSS and its Space Settlement goal by such means as emphasizing the fact that many of the ideas that are now becoming mainstream have long been advocated by NSS, and by advertising favorable statements by (*Griffin, Marburger, Hawking, Augustine Report etc.*)
- We are reconnecting with uses of space for improving life on Earth, such as energy from space arguments to take advantage of the depleting resources trend. (*SSP media events, Ad Astra articles and ISDC programming*).

# Addressing Organizational Goals and Objectives: The Movement

- We have adopted a highly cooperative strategy toward other groups
- We are strengthening the Space Movement as a movement by:
  - 1) Identifying the relevant body of literature
  - 2) Promoting relevant art
  - 3) Strengthening our grassroots lobbying
  - 4) Promoting chapter development
  - 5) Calling the Space Movement a movement
  - 6) Education and PR
  - 7) Use the resulting emotional appeal of the Space Movement for major donor fundraising
  - 8) Strengthening our international focus
- We intend to engage the candidates and parties in the context of upcoming elections

# Addressing Operational Objectives: New Initiative

- Substantially upgrade the ISDC via such possibilities as:
  - 1) Working more closely with NASA
  - 2) Increasing cooperation with other space organizations
  - 3) Increasing sponsorship, participation and possibly exhibit income by developing stronger ties with industry
  - 4) Including more non space groups, such as the futurists and environmentalists
  - 5) Improving ties with the entrepreneurial space sector

# Addressing Operational Objectives: New Initiative

- Improve our ability to influence external perceptions and actions
  - 1) Improve the effectiveness of our PR process
  - 2) Strengthen our ability to influence national and international policy
  - 3) Support the Executive Director in implementing his/her outreach goals

# Addressing Operational Objectives: Members

- We are moving toward fully utilizing the advantages of a substantial membership and an activist structure (*more organized volunteers, more chapters, more grassroots lobbying efforts and major member donor campaigns*).
- We have a strategy of volunteer empowerment (takes advantage of gender trends, Internet trends, need for flexibility and latest in management theory).
- We are utilizing our Internet-savvy members to move to the cutting edge of online technology – plan to lead as these technologies become more important.
- We are developing additional benefits so as to strengthen membership engagement.

# Addressing Operational Objectives: Financial

- We have identified revenue enhancement possibilities:
  - 1) Membership growth
  - 2) Major donors
  - 3) Bequests
  - 4) ISDCs
  - 5) Web site improvements
  - 6) Credit card donations
  - 7) Internet based campaigns
  - 8) Auctions
  - 9) Campaigns where existing members and chapters solicit new members
  - 10) Use of phone calls to improve renewal rate
  - 11) Space Ambassadors Program
  - 12) Merchandise
  - 13) Arrangement with the NASA Credit Union
- We intend to leverage Baby Boomer demographics by placing more emphasis on bequests.
- Financially NSS is heavily dependent on direct mail. We intend to pay more attention to this area.
  - 1) Increase direct mail membership acquisition until all profitable opportunities are utilized.
  - 2) Optimize renewal procedures
  - 3) Coordinate fundraising appeals with other NSS activities to increase effectiveness
- Our spectacular 2005 ISDC and even better 2006 through 2010 ISDCs reinforces our view that the ISDC is being built into a substantial source of revenue.

# Summary of Major Strategic Thrusts

- **Five Year Goals**
  - Establish the Space Movement as a internationally-recognized “movement” with NSS as the leader
  - Establish an international consensus that the vast resources of space will be used for the dramatic betterment of humanity
  - Establish NSS as the predominant organization supporting Space Settlement
- **Organizational Objectives (External)**
  1. Improve the identity, effectiveness and visibility of the Space Movement
  2. Promote actions which enable Space Settlement as a societal imperative
  3. Support applications of space resources to critical terrestrial needs
  4. Promote the relevance and value of space (the ideas in our Philosophy Statement) to the public, and encourage its participation and support
  5. Promote and foster the removal of the Barriers to Space Settlement
  6. Support activities which could significantly reduce the cost of putting humans into space, and cargo into space and in-space transport
  7. Shape national and international space policy to further our goals
- **Operational Objectives (Internal)**
  8. Increase our international activities
  9. Improve Ad Astra by connecting its content more closely to the Society’s Philosophy Statement, Strategic Goals and Strategic Objectives
  10. Transform our website and internet presence to improve its relative value, usefulness, ranking and relevance to our goals
  11. Substantially increase membership
  12. Expand participation by our members
  13. Increase cooperative actions with other organizations by proactive engagement
  14. Significantly improve financial strength
  15. Better align key NSS elements
  16. Substantially upgrade the ISDC
  17. Improve our ability to influence external perceptions and actions

# Rationale for Strategic Objectives

NSS Organizational Objectives	Rationale
1. Improve the identity, effectiveness and visibility of the Space Movement	Facilitates positive societal change
2. Promote actions which enable Space Settlement as a societal imperative	Leverages increasing credibility of space settlement to establish its unchallenged importance
3. Support applications of space resources to critical terrestrial needs	Directly supports achievement of our Vision to improve the human condition
4. Promote the relevance and value of space (the ideas in our Philosophy Statement) to the public, and encourage its participation and support	Focus on the public is an key element of our identity. The long-term advancement of space development will depend in part on large-scale public support for space activity. Such support will be critical to compelling policy makers to action. NSS is perceived as a crucial intermediary between the public and policymakers on space issues, and the society should use this leadership position to advance its goals. Public support will be increased if the public is able to participate actively in space activities.
5. Promote and foster the removal of the Barriers to Space Settlement	Focuses our efforts on high priority challenges
6. Support activities which could significantly reduce the cost of putting humans and cargo into space	Low cost access to space is the primary barrier to large-scale space development
7. Shape national and international space policy to further our goals	Directly impacts progress towards our goals

# Rationale for Strategic Objectives

NSS Operational Objectives	Rationale
8. Increase our international activities	Expand the Movement globally while increasing NSS exposure
9. Improve Ad Astra by connecting its content more closely to the Society's Philosophy Statement, Strategic Goals and Strategic Objectives	More effectively leverage our primary medium to effect change
10. Transform our website and internet presence to improve its relative value, usefulness, ranking and relevance to our goals	More effectively leverage an increasingly important medium
11. Substantially increase membership	Increase political clout and strengthen our financial position while expanding the Movement
12. Expand participation by our members	Strengthen our effectiveness
13. Increase cooperative actions with other organizations by proactive engagement	Increases our probability of success by helping align the larger community to our intent, and, in turn, supporting the intent of others who share common interests

# Rationale for Strategic Objectives

<b>NSS Operational Objectives</b>	<b>Rationale</b>
14. Significantly improve financial strength	Improve ability to catalyze and effect change
15. Better align key NSS elements	Improve overall Society efficiency
16. Substantially upgrade the ISDC	Improve finances, increase prestige, promote interdisciplinary interaction and better deliver our message
17. Improve our ability to influence external perceptions and actions	Increases Society effectiveness and efficiency

# IMPLEMENTATION PLAN FOR THE NSS STRATEGIC PLAN

Developed By  
The NSS Strategic Planning Committee

Approved By The Board Of Directors  
June 1, 2008

By a vote of 17 in favor, 0 opposed and 0 abstentions

Revised By Board Vote, May 31, 2009

Revised By Board Vote, January, 2011

Last Revised By Board Vote, May, 21 2011

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# Organizational Initiatives

Organizational (External) Objectives	Initiatives
1. Improve the identity, effectiveness and visibility of the Space Movement	<ul style="list-style-type: none"> <li>a. Identify the relevant body of literature</li> <li>b. Promote relevant art</li> <li>c. Strengthen our lobbying capabilities</li> <li>d. Promote chapter development</li> <li>e. Call the Space Movement a movement</li> <li>f. Education and PR</li> <li>g. Use the resulting emotional appeal of the Space Movement for major donor fundraising</li> </ul>
2. Promote actions which enable Space Settlement as a societal imperative	<ul style="list-style-type: none"> <li>a. Utilize Ad Astra and other internal publications</li> <li>b. PR</li> <li>c. Space Settlement education</li> <li>d. ISDC Space Settlement content</li> <li>e. Pro Space Settlement alliances</li> <li>f. Recruit existing Space Settlement proponents</li> <li>g. Lobbying (particularly for exploration and development beyond LEO)</li> <li>h. Educate non space groups</li> </ul>
3. Support applications of space resources to critical terrestrial needs	<ul style="list-style-type: none"> <li>a. Identify most promising emerging capabilities (e.g. energy, biotech, environment, planetary defense, security, etc)</li> <li>b. Identify most appropriate avenues of NSS involvement</li> <li>c. Establish a focused campaign to promote key emerging applications</li> <li>d. Promote Space Solar Power</li> </ul>
4. Promote the relevance and value of space (the ideas in our Philosophy Statement) to the public, and encourage its participation and support	<ul style="list-style-type: none"> <li>a. Insert key elements of our Philosophy in opportune speeches, articles, op eds etc</li> <li>b. More fully educate chapters and members on our Philosophy</li> <li>c. Identify and promote effective methods for public involvement</li> <li>d. Advocate property rights in space via treaties and other agreements</li> </ul>

# Organizational Initiatives

Organizational (External) Objectives	Initiatives
5. Promote and foster the removal of the Barriers to Space Settlement	<ul style="list-style-type: none"> <li>a. Update NSS Road Map</li> <li>b. Support policies that lead to the removal of barriers</li> <li>c. Identify and promote break through science, technology health physiology that can lead to the removal of barriers</li> </ul>
6. Support activities which could significantly reduce the cost of putting humans into space and cargo into space and in-space transport	<ul style="list-style-type: none"> <li>a. Continue to support entrepreneurial initiatives which can reduce launch costs for orbital and suborbital flight</li> <li>b. Continue to support government initiatives to reduce launch costs</li> <li>c. Promote identification of innovative launch technologies which could revolutionize spaceflight</li> <li>d. Support initiatives by commercial aerospace companies to reduce launch costs</li> </ul>
7. Shape national and international space policy to further our goals	<ul style="list-style-type: none"> <li>a. Be a powerful voice in the development and articulation of space policy in the upcoming elections</li> <li>b. Advocate domestic and international government support for space development and Settlement</li> <li>c. Promote national and international policies which support space development and Settlement</li> </ul>

# Operational Initiatives

Operational (Internal) Objectives	Initiatives
8. Increase our international activities	<ul style="list-style-type: none"> <li>a. Utilize our U. N. NGO status</li> <li>b. Increase number of international members</li> <li>c. Increase number of international chapters</li> <li>d. Build upon international presence of our Space Settlement contest</li> <li>e. Participate in international conferences and forums and hold NSS conferences outside of the U. S.</li> <li>f. Increase international participation at ISDCs</li> <li>g. Consider international cooperation and affiliations</li> <li>h. Reestablish a robust NSS International Committee</li> </ul>
9. Improve Ad Astra by connecting its content more closely to the Society's Philosophy Statement, Strategic Goals and Strategic Objectives	<ul style="list-style-type: none"> <li>a. Change Ad Astra Content</li> <li>b. Develop group of writers willing and qualified to produce relevant articles</li> </ul>
10. Transform our website and internet presence to improve its relative value, usefulness, ranking and relevance to our goals	<ul style="list-style-type: none"> <li>a. Define criteria and milestones for meeting the objective</li> <li>b. Improve website home page</li> <li>c. Modernize website</li> <li>d. Strengthen media alliances (blogs, The Space Show, etc.)</li> <li>e. Move to the cutting edge of internet usage</li> <li>f. Improve website content</li> <li>g. Develop documentation of website standards and processes</li> </ul>

# Operational Initiatives

Operational (Internal) Objectives	Initiatives
11. Substantially increase membership	<ul style="list-style-type: none"> <li>a. Define criteria and milestones for meeting the objective</li> <li>b. Direct mail acquisition</li> <li>c. Recruitment by chapters</li> <li>d. Recruitment by members</li> <li>e. Recruitment of lapsed members</li> <li>f. Optimization of renewal procedures</li> <li>g. Internet recruitment</li> <li>h. Outreach activities</li> <li>i. Recruitment of young members</li> <li>j. Optimization of membership benefits and services</li> <li>k. Increase % of NSS members in chapters</li> <li>l. Increase Institutional Membership</li> <li>m. Improve value proposition</li> <li>n. Arrangement with NASA Credit Union</li> </ul>
12. Expand participation by our members	<ul style="list-style-type: none"> <li>a. Increase number of chapters</li> <li>b. Develop student chapter system</li> <li>c. Increase number of activists at the national level</li> <li>d. Improve procedures for incorporating new volunteer at the national level</li> <li>e. Strengthen committees</li> <li>f. Improve phone tree</li> <li>g. Strengthen grassroots lobbying capabilities</li> <li>h. Projects</li> </ul>
13. Increase cooperative actions with other organizations by proactive engagement	<ul style="list-style-type: none"> <li>a. Increase the number and depth of joint activities</li> <li>b. Identify additional areas for cooperation</li> <li>c. Strengthen and grow our network of alliances</li> <li>d. Pursue opportunities for joint membership</li> </ul>

# Operational Initiatives

Operational (Internal) Objectives	Initiatives
14. Significantly improve financial strength	<ul style="list-style-type: none"> <li>a. Major donors</li> <li>b. Bequests</li> <li>c. ISDCs</li> <li>d. Optimization of dues structure</li> <li>e. Credit card donations</li> <li>f. Internet based campaigns</li> <li>g. Increase average level of donations per member</li> <li>h. Grants</li> <li>i. Board of Governors</li> <li>j. Arrangement with NASA Credit Union</li> </ul>
15. Better align key NSS elements	<ul style="list-style-type: none"> <li>a. Particularly Philosophy Statement, Ad Astra, PR, ISDC and direct mail</li> <li>b. Develop and implement a strategic plan</li> <li>c. Move NSS towards better compliance with charity (such as BBB) guidelines</li> </ul>
16. Substantially upgrade the ISDC	<ul style="list-style-type: none"> <li>a. Work more closely with NASA</li> <li>b. Increase cooperation with other space organizations</li> <li>c. Increase sponsorship, participation and possibly exhibit income by developing stronger ties with industry</li> <li>d. Include non space organizations</li> <li>e. Improve ties with the entrepreneurial space sector</li> <li>f. Increase visibility of ISDC (website, press, other media)</li> <li>g. Include opportunities for job seekers</li> <li>h. Improve technical content</li> </ul>
17. Improve our ability to influence external perceptions and actions	<ul style="list-style-type: none"> <li>a. Improve the effectiveness of our PR process</li> <li>b. Strengthen our ability to influence national and international policy</li> <li>c. Support the Executive Director in implementing his/her outreach roles</li> </ul>