

NSS STRATEGIC PLAN

**Developed By
The NSS Strategic Planning Committee**

Adopted By The Board Of Directors

June 1, 2008

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





National Space Society

NSS Today

- 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
- **THE CORE OF THE SPACE MOVEMENT**
- 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
- \$ One million income in 2006
- *Ad Astra* dominates its publishing niche
- Online Ad Astra
- NSS Downlink
- ISDC dominates its niche
- Washington HQ. This plus membership gives substantial lobbying capabilities
- Imaginova agreement
- Superb PR capabilities
- High profile Board of Governors

Our Macro Business Environment

- Internet 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
- Vision for Space Exploration programs underway
- 2008 elections may set long-term course



National Space Society

NSS Situation Assessment

- Excellent progress toward strengthening relations with the entrepreneurial space sector
- Substantial progress toward organizing Space Settlement proponents
- Large supply of Internet-savvy members
- Large supply of space celebrities such as Bill Nye, Tom Hanks, Stephen Hawking, etc.
- Large number of “friends in high places”
- Numerous opportunities for cooperation
- Linkage between *Ad Astra* and NSS needs to be improved
- The potential future desired by NSS is poorly promoted in the marketplace of ideas
- Very effective direct mail package – which is fading in effectiveness
- Have not exploited typical methods of increasing core group dedication
- Few leadership training opportunities

Our Approach to Strategic Planning

- Back and forth between the general and the specific
- Building a dynamic plan
- Philosophy Statement (including Vision and Mission) has been updated
- Supporting Goals, Objectives and Initiatives nearly completed
- Specific Actions under development



National Space Society

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 been powerful.
- 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 programs which enable the Vision for Space Exploration
- We have begun to argue that a Space Settlement future is superior to alternative futures. For example, WFS conference. (*takes advantage of trend toward more human control over what the future will actually be*). We need to leverage publications and PR to further support this objective.
- 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 opinion leaders (*Griffin, Marburger etc.*)
- We are moving toward 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 event – publish relevant articles*).

Addressing Organizational Goals and Objectives: The Movement

- We have adopted a highly cooperative strategy toward other groups
- We are moving towards 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
- We intend to engage the candidates and parties in the context of the 2008 elections

Addressing Organizational Goals and Objectives: New Initiative

- The fact that the current favorable environment will not last means that we must push extra hard now.
- Improving Ad Astra by connecting its content more closely to the Society's Philosophy Statement via these changes:
 - 1) Show the connections between articles and our Philosophy Statement
 - 2) Ad Astra shall directly support achievement of our Strategic Goals and Strategic Objectives
 - 3) More about Space Settlement narrowly defined
 - 4) More about actual and potential benefits to Earth
 - 5) More about non space issues relevant to our goals
 - 6) Argue Space Settlement highly desirable future compared to alternatives
 - 7) More about NSS accomplishments
 - 8) More about chapter activities
 - 9) Refer frequently to the Space Movement as the Space Movement
 - 10) More about the Space Movement
 - 11) Coordinate with legislative initiatives, direct mail fundraising and book reviews
 - 12) Fill news needs of Space Settlement community
 - 13) Space Settlement column
 - 14) Ad Astra shall report on the diversity of general space activities
 - 15) Vision Statement shall be printed in every issue

Addressing Operational Objectives: Members

- We have begun to move toward fully exploiting the advantages of having 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.

Addressing Operational Objectives: Financial

- We have identified revenue enhancement possibilities:
 - 1) Membership growth
 - 2) Major donors
 - 3) Bequests
 - 4) ISDCs
 - 5) Potential dues increase
 - 6) Web site improvements
 - 7) Credit card donations
 - 8) Internet based campaigns
- We intend to exploit 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 and 2007 ISDCs reinforces our view that the ISDC is being built into a substantial, reliable profit center.

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

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. Influence 2008 elections	Outcome can significantly impact pace and scope of Space Settlement

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
14. Significantly improve financial strength	Improve ability to catalyze and effect change
15. Better align key NSS elements	Improve overall Society efficiency