

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	171	16,210	34	4,493	21	2,932	7	2,600
FY 2007 ESTIMATE	174	16,820	31	4,325	41	4,844	14	2,409
FY 2008 ESTIMATE	174	17,337	31	4,325	41	4,844	14	2,409

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	997	12	1,026	0	29
Provide reference services and information	7	638	7	655	0	17
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	45	4,993	45	5,060	0	67
<i>Collections</i>						
Improve the stewardship of the national collections	53	3,838	53	3,969	0	131
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	4	958	4	988	0	30
Ensure the advancement of knowledge in the humanities	25	2,617	25	2,700	0	83
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	841	9	869	0	28
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	19	1,938	19	2,070	0	132
Total	174	16,820	174	17,337	0	517

BACKGROUND AND CONTEXT

The mission of the National Air and Space Museum (NASM) is to commemorate the national development of aviation and space flight, and 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.

NASM is administered as one Museum with multiple locations: the National Mall building; the Udvar-Hazy Center; and the Garber Facility. The Museum provides access to the nation's aviation and space flight history to an average of 6–10 million on-site visitors from around the world per year, making it the most visited museum in the world. NASM also hosts tens of millions of virtual visitors through its website and broadcast and Webcast educational programming.

In FY 2008, NASM will collect and preserve the nation's aviation and space heritage, perform the necessary research for exhibits and the increase of knowledge of the solar system, and enhance educational programs, using a mixture of in-house and volunteer resources to convey excitement and information to a diverse audience.

For FY 2008, the budget estimate includes an increase of \$517,000 for necessary pay for the existing staff funded under this line item.

MEANS AND STRATEGY

Public Engagement — NASM reaches a diverse audience through static and dynamic exhibits on site, through outreach efforts at local and national schools and organizations, and through professional activities concerning the history of aviation and space flight and the planetary sciences. To perform these activities, NASM relies on staff as well as more than 600 volunteers. In the National Mall and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational demonstrations. In FY 2006, NASM's Docent Corps was awarded the Frank G. Brewer Trophy, the National Aeronautic Association's highest

honor, for significant contributions of enduring value over the last 30 years to aerospace education in the United States.

The National Mall building's highly interactive and popular *How Things Fly* Gallery and Explainers Program served almost 100,000 visitors last year, with regularly scheduled theater demonstrations of the principles of flight. NASM also hosts several "Family Day" events and related programs during the year, which are tied to specific themes. Recent Family Days have included the Heritage Series celebrating America's diverse cultural heritage, "Air and Scare" for Halloween, Kite Day in March, and a Fly-in during June. In May, the Museum conducts the national "Space Day" commemoration in collaboration with the National Aeronautics and Space Administration (NASA) and Lockheed Martin Corporation. Students and teachers around the country are able to connect to a live broadcast made available to more than 38,000 schools and more than 8.5 million students and educators throughout the nation.

In FY 2008, NASM will continue to inspire and educate audiences through renewed exhibits at the National Mall building and the Udvar-Hazy Center. According to audience assessments, the element that audiences would most like to see is interactive exhibits based on NASM's collections. This mode of audience engagement is well represented in the National Mall building's *How Things Fly* Gallery and on-floor Discovery Stations. During FY 2008, NASM will install air- and spacecraft in the Udvar-Hazy Center, rotate objects on exhibit, and upgrade galleries to reflect current trends in aviation and space flight. In FY 2008, NASM will continue to expand its integrated website and on-site visitor information. This feature will enable visitors to plan their visit on the Web, and to customize their Museum experience — from pre-visit planning, to on-site Museum tours, to post-visit learning.

In the fall of 2007, NASM will open *America by Air*, the first renovation to the National Mall building's Hall of Air Transportation since NASM's opening in 1976. Of special interest will be a Boeing 747 cockpit that is open to visitors and the model of an Airbus A320 cockpit that demonstrates Fly-by-Wire technology. NASA will support the gallery by providing regular updates on the latest advances in aviation. In 2007–2008, NASM will install art exhibits, including *Earth from Space*, displaying photographs of the Earth from space; *Fly Now!*, showcasing aviation travel posters of the 1920s to 1950s; and *In Plane View*, an artistic rendering of aircraft. In addition, NASM will continue planning the next two galleries, *Exploring the Planets* and *Human Space Exploration in the Shuttle/Space Station Era*. Other galleries will be evaluated for upgrades.

Collections — To improve the stewardship of the national collections, NASM will continue to raise funds for phase two of the Udvar-Hazy Center, the restoration and collections storage buildings. When complete, the high level of craftsmanship shown in the NASM restoration program will be matched by world-class facilities that can handle the various types of objects and materials that the Museum manages. NASM will continue its loan program of more than 600 aviation and space artifacts, including some of the most sought-after artifacts of the last century: space suits and lunar spacecraft. In order to make information on the collection available to the public, NASM will continue to migrate collections information to a publicly accessible website. The curatorial databases that have been constructed contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means. NASM's electronic resources allow more people access to the Museum's archival collections, with a resulting increase in archival information requests by the public.

Scientific Research — To achieve Strengthened Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration with an emphasis on Mars, and curates galleries and public offerings in the space sciences. NASM continues to work with the excellent data provided by the Mars Exploration Rover, Mars Express and Mars Reconnaissance Orbiter missions, and to convey this excitement to the public. NASM scientists are team members on the High Resolution Camera and two radar instruments now in orbit. If successful with the NASA grant process, NASM will lead a \$350 million Mars Radar Mission. In FY 2008, basic research will concentrate on National Research Council and NASA priorities of determining the past climate of Mars, with results published in the scientific literature.

NASM will continue to lead in the fields of aviation and space history by publishing papers and books in the fields of the history of space technology, aviation and aerodynamics history, and the early history of aviation. Based on their research and expertise, the curatorial staff will continue to evaluate potential acquisitions for the national collection and respond to the numerous public inquiries. NASM will continue to upgrade exhibits dealing with aviation and space, ensuring that current material is available to the public.

Management — To achieve the goal of Enhanced Management Excellence, NASM has developed a single infrastructure to support the National Mall building and the Udvar-Hazy Center. NASM relies on contracted facilities management, information technology, security, and parking for the Udvar-Hazy Center. NASM has found its contractor solution to be a workable

alternative for operating a remote site where central Smithsonian support services are unavailable.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in lifelong exploration and understanding of art, history, science, and culture (12 FTEs and \$1,026,000)

- Implement three educational programs and scholarly events related to aviation, space flight history, and planetary science through involvement with school systems and in partnership with outside organizations
- Develop an expanded family and underserved audience educational program, including Family Days, and a special summer program with a focus on NASM's new *America by Air* exhibition
- Expand the "Aerospace Educator-in-Residence" program reach to attract more students to the Udvar-Hazy Center
- Continue developing a strong distance-learning electronic outreach program by broadcasting special events over the Internet in partnership with the Fairfax Network

Provide reference services and information to the public (7 FTEs and \$655,000)

- Expand Visitor Services programs by offering new self-guided tours at the National Mall building
- Support other Smithsonian Institution museums and other federal agencies in implementing successful Visitor Services programs

Offer compelling, first-class exhibitions and other public programs (45 FTEs and \$5,060,000)

- Complete and open the *America by Air* exhibit
- Support National Museum of American History's *Treasures of American History* exhibition
- Provide curatorial input to continue upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Complete art exhibitions planned for the National Mall building
- Prepare the 50th anniversary exhibit on Sputnik and the beginning of the space age, pending external funding
- Plan the upgrades to *Exploring the Planets* and the gallery, including concept evaluations and designs

Improve the stewardship of the national collections (53 FTEs and \$3,969,000)

- Continue collections management by focusing resources on artifact restoration in addition to artifact installation at the Udvar-Hazy Center
- Begin preparation for accepting the Space Shuttle fleet and related artifacts from NASA
- Add documentation to 30 artifacts and upgrade the Collections Information System

Strengthened Research

Engage in research and discovery (4 FTEs and \$988,000)

- Increase emphasis on Mars research by gaining at least two new competitive research grants
- Support three to five researchers, using competitively reviewed proposals and grants
- Provide outreach for Mars missions that will be shown to the public through video displays, both on monitors in the Museum and on NASM's website
- Publish at least four peer-reviewed professional papers documenting the role of Mars' tectonic and climate history
- Use Mars Odyssey and Mars Global Surveyor data to understand the geologic history of Mars and study similar processes from Earth's geological history

Ensure the advancement of knowledge in the humanities (25 FTEs and \$2,700,000)

- Undertake the proper conservation, documentation, display, and interpretation of existing collections, and accept new artifacts as they are identified and funding is made available for their support
- Provide leadership among aerospace museums by conducting the annual Mutual Concerns of Air and Space Museums Conference

Management Excellence

Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$869,000)

- Provide support and leadership to the Institution's efforts to improve its technology infrastructure through Web server consolidation

Strengthen an institutional culture that is customer centered and results oriented (19 FTEs and \$2,070,000)

- Provide state-of-the-art facilities and security support, and manage facilities integration, including prime and subsidiary contractors and security outsourcing contracts for the Udvar-Hazy Center

- Maintain an excellent working relationship with NASM stakeholders, including federal, state, local, and business constituencies, by providing briefings at least annually

NONAPPROPRIATED RESOURCES—General trust funds provide support for research, education, exhibitions, and fund raising, including salaries and benefits. Donor/Sponsor-designated funds support costs related to specific programs and projects. Fund raising is currently under way for Phase II of the Steven F. Udvar-Hazy Center, as well as future galleries. Government grants and contracts provide support for research and other scientific activities.