Team Alignment Canvas

Organisation/team
NASA

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How do we behave?
Core values that define our culture

Curiosity
We're continually asking questions and seeking answers

Team-oriented
We come together as one to solve complex issues. Innovation is a staple, teamwork is a must and everyone's opinion counts

Excellence
We're continuously striving to be better and know more. We pursue excellence in both the ordinary and the extraordinary

Passion for exploration
We are constantly embarking on a range of adventures to better understand our planet, the solar system and beyond

Agility
We are comfortable and flexible working in ambiguous environments. We embrace change and are ready to grow and adapt to what the future may bring

Resilience
When we put our minds to something - we don't give up

How will we succeed?
Our strategies for success

Advance scientific discovery
We conduct cutting-edge research to deepen understanding of Earth, space and the broader universe

Expand human exploration
We return to the Moon and push towards Mars to enable sustainable deep space exploration

Accelerate aerospace innovation
We pioneer new technologies in space systems and aviation to improve performance, safety and sustainability

Open science and collaboration
We make our data and tools transparent, accessible and collaborative, partnering with academia, industry and global agencies to extend our impact

Inspire public engagement
We foster learning and curiosity through outreach, education and storytelling that connects people to NASA's mission

Why do we exist?
Our core purpose

To explore the unknown in air and space so that we can innovate for the benefit of humanity and inspire the world through discovery

What do we do?
Simple explanation of our core activities

- **Scientific research** - Conduct Earth and space science to advance knowledge of our planet, solar system and universe
- **Space exploration** - Design, build and operate crewed and robotic missions to the Moon, Mars and beyond
- **Technology development** - Pioneer advanced technologies in propulsion, robotics, AI and communications to enable future missions
- **Aeronautics innovation** - Lead R+D to transform aviation safety, sustainability and performance
- **Education and outreach** - Inspire the public and a future workforce through STEM education and engagement
- **Partnerships and commercial support** - Collaborate with industry, international space agencies and researchers to amplify impact
- **Operations and mission support** - Manage mission planning, logistics, facilities and safety for ground and flight operations
- **Organisational enablement** - Provide finance, HR, procurement, legal and IT services to power NASA's work behind the scenes

Who does what?
Name, title and purpose for each team role

- **Administrator** - Champions the long-term advancement of space exploration and discovery to benefit humanity and secure NASA's leadership in science and innovation
- **Associate Administrator** - Drives cross-agency coordination to maximise NASA's collective impact and ensure every mission contributes to the agency's overarching goals
- **Chief of Staff** - Aligns leadership priorities and operational execution to keep NASA focused, efficient and mission-driven
- **Chief Financial Officer** - Stewards NASA's financial resources to enable bold missions while maintaining accountability to the public
- **Chief of Program Management** - Elevates the discipline of program management to ensure NASA delivers ambitious outcomes with consistency, integrity and alignment
- **Chief of Safety and Mission Assurance** - Embeds a culture of safety and risk awareness so that NASA can pursue the extraordinary with confidence
- **Chief Health and Medical Officer** - Safeguards the health and wellbeing of NASA personnel to ensure humans can thrive in space and lead with resilience on Earth
- **Chief Engineer** - Upholds engineering excellence to give every mission the technical foundation it needs to succeed
- **Deputy Administrator** - Supports NASA's leadership vision and strategic direction to unify teams and partners in pursuit of breakthrough progress

Where are we going?
Our vision, represented by two or three 5-to-10-year big hairy audacious goals (BHAGs), each defined as an objective and key result (OKR)

1. Scientific discovery and access to knowledge

Objective: Expand human knowledge through new scientific discoveries

Key results:

- Launch and operationalise ≥3 major Earth observation missions by 2026
- Make ≥95% of science mission data publicly available within 6 months of acquisition
- Increase external research citations of NASA data and publications by ≥20% by 2027

2. Lunar and Mars exploration

Objective: Extend human presence to the Moon and on towards Mars for sustainable long-term exploration, development and utilisation

Key results:

- Successfully complete Artemis III lunar landing by 2026
- Award ≥3 long-term commercial contracts to support sustained human activity in lunar orbit or on the Moon
- Conduct ≥5 lunar surface tech demonstrations by 2028

3. Innovation and future mission readiness

Objective: Enhance capabilities and operations to catalyse current and future mission success

Key results:

- Flight test ≥2 sustainable aviation demonstrators by 2026
- Reduce administrative burden for flight programs by ≥15% through digital transformation by 2027
- Reach ≥1.5 million students annually through NASA STEM engagement and outreach by 2026