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Vision and Strategic Planning

Some of the following authors will tell you that organizational planning of any kind is most successful when a vision is in place first. Definitions of vision vary, but in Charles Handy's *The Age of Unreason* there is the following:

A vision has to "reframe" the known scene, to reconceptualize the obvious, connect the previously unconnected dream.

Others may prefer the term mission, but rather than getting bogged down in semantic discussion of vision and mission in this short introduction, both may be seen as goals that unite an organization and help create a plan for the future that can inspire and put all staff members on the same wavelength. Reading the listed books and articles will illustrate more clearly the differences between vision and mission, as well as their potential impact upon strategic planning.

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Doing More With Less

It can also be called downsizing or rightsizing, cost containment or cost reduction; doing more with less has different meanings and involves different processes. The most relevant meaning to NASA may be doing more (or at least the same) with less funding.

Reducing costs, in general, involves at least two kinds of costs: the cost of bureaucracy and the cost of not being entrepreneurial enough. NASA costs also include operational and development costs.

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Program Control

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The program management element responsible for providing program plans and schedules; schedule visibility and control; and detailed support in the areas of performance, cost, and schedule status.

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