

INSPIRING GENERATIONS THROUGH KNOWLEDGE AND DISCOVERY



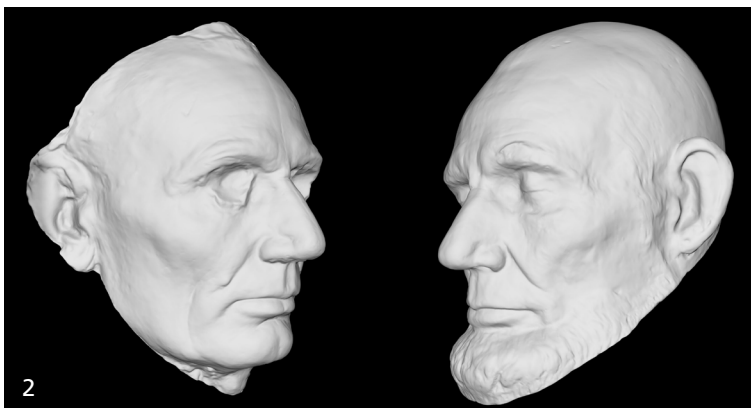
AN UPDATE AND A LOOK AHEAD



Smithsonian Institution
FISCAL YEARS 2015-2017

Introduction

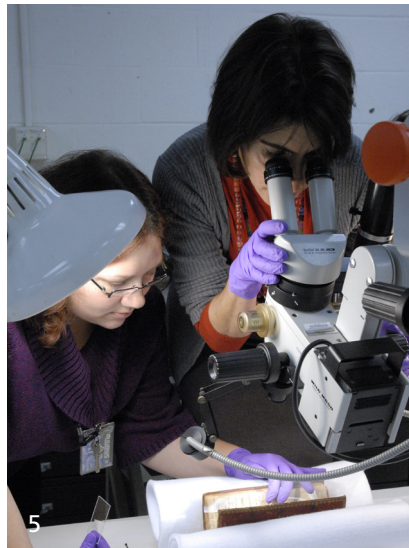
Bold initiatives are changing how people perceive and engage with the Smithsonian, whether they visit our dynamic exhibitions in person or search for our treasures online. These initiatives are helping redefine the Smithsonian in an age of limitless technology, and they focus our strengths and resources on issues critical to art, science and society. And all were initiated in response to our Strategic Plan, *Inspiring Generations through Knowledge and Discovery*, launched in 2010.



1. A new landmark is rising on the National Mall. The building taking shape on Constitution Avenue will be the Smithsonian's National Museum of African American History and Culture — devoted to examining American history and culture through the multiple and diverse experiences of African Americans.
2. The Smithsonian will soon debut a groundbreaking application of state-of-the-art 3-D scanning and image-based modeling technology, which will enable museum collections, scientific specimens and research sites to be digitally recorded, studied and shared in ways none of us could have imagined a few short years ago.
3. Plans are underway for the world's first global network of coastal observatories, the Tennenbaum Marine Observatories Network; the project will allow scientists and the public to better understand and forecast how marine biodiversity is affected by human activities and global change.



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4. The red, furry, tree-scrampering olinguito (oh-lin-GHEE-toe) was recently introduced as the first carnivore species to be discovered in the Americas in 35 years. Smithsonian biologists led an international team that used museum collections and field explorations to help identify this long-overlooked two-pound native of the cloud forests of Colombia and Ecuador.
5. Our art museums are embracing digital technologies to invigorate perspectives on existing collections; showcase new forms of contemporary artistry; and engage experts, enthusiasts and newcomers in activities like “hackathons” that help us create new ways to reach our audiences.
6. Young people across the nation and the world are finding fresh relevance in a venerable brand through the *Seriously Amazing* campaign, which brings questions alive, emphasizing delight in discovery and the depth of Smithsonian knowledge.

OUR MISSION

The increase and diffusion of knowledge

OUR VISION

Shaping the future by preserving our heritage, discovering new knowledge and sharing our resources with the world

OUR VALUES

Discovery: Explore and bring to light new knowledge and ideas, and better ways of doing business

Creativity: Instill our work with imagination and innovation

Excellence: Deliver the highest quality products and services in all endeavors

Diversity: Capitalize on the richness inherent in differences

Integrity: Carry out all our work with the greatest responsibility and accountability.

Service: Be of benefit to the public and our stakeholders

In its first four years, the Strategic Plan has achieved impressive results, and the Smithsonian’s staff and volunteer boards affirm the Plan’s continuing relevance. The Smithsonian Board of Regents, recognizing the durable, flexible framework now in place, has approved extending the Plan’s horizon, originally set at 2015, through 2017.

Priorities

FOUR GRAND CHALLENGES

The Plan calls for dedicating the Smithsonian's immense resources, talent and unique convening capabilities toward four major purposes:

Understanding the American Experience

The Smithsonian is the nation's most established and trusted platform for conveying the depth, richness and diversity of the American experience. By opening the National Museum of African American History and Culture; revitalizing the National Museum of American History with exhibitions on migration and immigration, business, and democracy; developing programs by new curators specializing in Latino culture; and expanding the Asian Pacific American Center, the Smithsonian provides an increasingly inclusive view of the nation and its achievements.

Unlocking the Mysteries of the Universe

To help us understand the fundamental nature of the cosmos, the Smithsonian is at the forefront of a global consortium ushering in a new era in astronomical observation with the construction of the Giant Magellan Telescope. Using this technology, astrophysicists, geologists and biologists are pursuing a major initiative to identify life in the cosmos.

Understanding and Sustaining a Biodiverse Planet

To advance our knowledge of life on Earth, the Smithsonian is pursuing three major initiatives: Global Earth Observatories to report change in forest and marine environments; Biodiversity Conservation; and Biodiversity Genomics, a collaborative effort to assemble and store genomic databases for a broad spectrum of species and use that information to address central questions about life on earth.

Valuing World Cultures

The Smithsonian is leading a collaborative effort to preserve the world's cultures by documenting the knowledge embedded in endangered languages, protecting cultural heritage, recovering important collections threatened by environmental disasters and human conflicts, and training museum professionals.

BROADENING ACCESS

The Youth Access Endowment, funded through a grant from the Bill and Melinda Gates Foundation, is supporting new partnerships with organizations across the country, which enable the Smithsonian to reach new audiences and learners who do not traditionally benefit from its resources. We are also reaching out to Latino audiences with Spanish-language offerings and using an enhanced social media and Web presence to engage visitors in conversation.

REVITALIZING EDUCATION

At six museums, new interactive education centers offer learners of all ages opportunities to connect with the magic of our collections and research. We aggressively seek partnerships with leading education entities and technology platforms to expand the reach and impact of our initiatives beyond the Mall. Under our new Assistant Secretary for Education and Access, collaborations with more than 180 affiliate museums and a \$30 million federal Investing in Innovation grant that expands our STEM (science, technology, engineering and math) model deliver educational programs and content to millions of formal and informal learners.



CROSSING BOUNDARIES

Collaboration rules the day as the Smithsonian, with philanthropic support, has established Consortia for all four Grand Challenges. Teams of professionals from all parts of the Institution meet and combine their expertise, focusing on initiatives that form at the intersection of traditional disciplines. Topics range from defining what it means to be an American to establishing a global network to observe the oceans.

STRENGTHENING COLLECTIONS

Each year, the Smithsonian adds more than 330,000 items to its collections. Using state-of-the-art digitization technologies, the Smithsonian is preserving America's rich national heritage in digital form and making our images and records available to millions. Even as we digitize, we remain committed to the highest standards for physical care of these precious resources: we have named an undersecretary to oversee this important priority and recently completed a comprehensive survey on collection storage space.



ENABLING THE MISSION

To meet the needs of tomorrow's scientists and the expectations of a generation raised on dynamic digital experiences, the Smithsonian has undertaken construction and renovation projects totaling \$1 billion. These improvements will also dramatically enhance the in-person experience for our more than 30 million annual visits. Efforts to strengthen the Smithsonian's finances have been helped by expanded philanthropic support and a fresh look at the resource-generating operations in our museums and centers.



RESOURCING THE PLAN

While federal funding will always be essential to the Smithsonian, appropriations are unlikely to keep pace with the planned growth in our programs and facilities. In undertaking the Strategic Plan, we have dedicated ourselves to increasing our private resources. By developing a coordinated Smithsonian-wide approach to fundraising, we have expanded our capacity to raise philanthropic dollars and have achieved record annual support since 2010. In addition, Smithsonian Enterprises is pursuing entrepreneurial ventures that can maximize its reach while also generating new revenue.

MEASURING PERFORMANCE

As part of our "SI Redesign" initiative to boost efficiency and collaboration across the organization, we identified metrics for each Plan priority and built a performance dashboard to display progress made against each metric. To enhance accountability, we will deliver a public version of the dashboard to share the information more broadly. We have also built an institutional risk management framework to help us understand potential threats.

DIGITAL ACTION AGENDA

Digital technology has the power to extend the Smithsonian's reach, bringing our collections, exhibitions and research to billions of people living in every corner of the world. Our Strategic Plan emphasizes the need to leverage the potential of innovative technologies, digitized collections and social networking tools. Smithsonian leadership has joined with industry experts to formulate a Digital Action Agenda, intended to advance the following priorities:

- Enhance the in-person visitor experience with digital tools
- Accelerate digitization of collections
- Make our digital content easy to find and use
- Spark public engagement and participation

These priorities are intended to complement the exciting array of digital activities currently underway across the Smithsonian's museums and research centers.

Conclusion

Inspiring Generations through Knowledge and Discovery has resulted in tangible progress, but the totality of its impact goes beyond the sum of these accomplishments. Across the Smithsonian, we have changed not only what we do, but also how we approach our work. Collaboration, both internal and with external partners, has made us smarter, faster and more nimble.

We think about the physical and digital worlds in parallel and constantly seek out the best solutions to broaden access to our resources. Openness and engagement are at the forefront of our relationship with the public. We seek to reach millions more as we spark discovery in science, history, art and culture — and to encourage them to embark on discoveries of their own. We are far from finished, but we believe the roadmap we have set forth can continue to guide us wisely in the future.

MUSEUMS AND ZOO

Anacostia Community Museum
Cooper Hewitt, Smithsonian Design Museum
Freer Gallery of Art and Arthur M. Sackler Gallery
Hirshhorn Museum and Sculpture Garden
National Air and Space Museum and the
Steven F. Udvar-Hazy Center
National Museum of African American History and Culture
National Museum of African Art
National Museum of American History,
Kenneth E. Behring Center
National Museum of the American Indian and the
George Gustav Heye Center
National Museum of Natural History
National Portrait Gallery
National Postal Museum
National Zoological Park
Smithsonian American Art Museum and the
Renwick Gallery

RESEARCH CENTERS

Archives of American Art
Museum Conservation Institute
Smithsonian Astrophysical Observatory
Smithsonian Conservation Biology Institute
Smithsonian Environmental Research Center
Smithsonian Institution Archives
Smithsonian Institution Libraries
Smithsonian Marine Station at Fort Pierce
Smithsonian Tropical Research Institute (Panama)

EDUCATION AND OUTREACH

Center for Folklife and Cultural Heritage
Office of Fellowships and Internships
Smithsonian Affiliations
Smithsonian Asian Pacific American Center
The Smithsonian Associates
Smithsonian Center for Learning and Digital Access
Smithsonian Institution Traveling Exhibition Service
Smithsonian Latino Center
Smithsonian Science Education Center



Smithsonian Institution

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