

# Strategic Plan: Smithsonian 2022



# Greater Reach, Greater Relevance, Profound Impact

## Our Purpose

The increase and diffusion of knowledge.

## Our Plan

This five-year Strategic Plan, launched in 2017, outlines the direction and priorities for the Smithsonian.

## Our Vision

By 2022, the Smithsonian will build on its unique strengths to **engage** and to **inspire** more people, where they are, with greater **impact**, while catalyzing critical conversation on issues affecting our nation and the world.

### GOAL 1

**Be One Smithsonian**

### GOAL 2

**Catalyze new conversations and address complex challenges**

### GOAL 3

**Reach 1 billion people a year with a digital-first strategy**

### GOAL 4

**Understand and impact 21st-century audiences**

### GOAL 5

**Drive large, visionary, interdisciplinary research and scholarly projects**

### GOAL 6

**Preserve natural and cultural heritage while optimizing our assets**

### GOAL 7

**Provide a nimble, cost-effective, and responsive administrative infrastructure**

## Closing Thoughts

- As we consider the next five years and the future beyond, it is clear that our mission to promote “the increase and diffusion of knowledge” is more relevant than ever.
- By 2022, if we are successful in advancing this Plan, we will be an even more powerful force.
- Though its history extends nearly 200 years, this next stage of the Smithsonian Institution may well be its finest hour.



GOAL 1

# Be One Smithsonian

**In everything we do, we will affirm that we are One Smithsonian.**

**We will work together as One Smithsonian to amplify the power of the stories we tell, increasing our reach and impact.**

**We will view all of our exhibitions and spaces as an Institution-wide portfolio to be deployed strategically.**

**We will set standards to create a seamless visitor experience across the Smithsonian by creating a unified customer relationship approach.**

**We will initiate new lines of communication across the Smithsonian.**

**We will foster greater collaboration and coordination between the central administration and other parts of the Institution.**

# Catalyze new conversations and address complex challenges

**We will create new forums across the Smithsonian to proffer solutions to problems of national and global import.**

**We will magnify our national and global reach through new collaborative approaches.**



GOAL 3

# Reach 1 billion people a year with a digital-first strategy

**We will create a digital laboratory to test and develop emerging museum-related digital technologies.**

**We will be not only digital first but mobile first.**

**We will forge transformative strategic partnerships with major digital leaders.**

**We will create new digital platforms for scholars and educators to better access Smithsonian collections, research, and education resources.**

# Understand and impact 21st-century audiences



**We will learn how demographic changes, new learning styles, and new technologies affect the relevance of cultural institutions.**

**We will tell the complete American story, in person and online, in all of our museums, exhibits, and programs—and across them—with a focus on all Americans, nationally and locally.**

**We will reach all Washington, D.C., metropolitan area K–12 students.**

**We will strengthen our relevance to all audiences by creating a more inclusive culture; by accelerating the diversification of our constituents, boards, and workforces; and by diversifying our exhibitions and programs across the Smithsonian.**

**We will better serve our global audience.**



GOAL 5

## **Drive large, visionary, interdisciplinary research and scholarly projects**

**We will more strongly engage experts from multiple sectors from around the globe to address the five Grand Challenges.**

**We will make our academic, industry, and government partnerships more strategic.**

**We will ensure that the most promising and important research projects move forward.**

**We will increase the impact of Smithsonian research, scholarship, and education by emphasizing data science and data analytics.**



GOAL 6

## **Preserve natural and cultural heritage while optimizing our assets**

**We will deploy an Institution-wide collections plan that is based on an overall intellectual framework and the needs of the individual collecting units.**

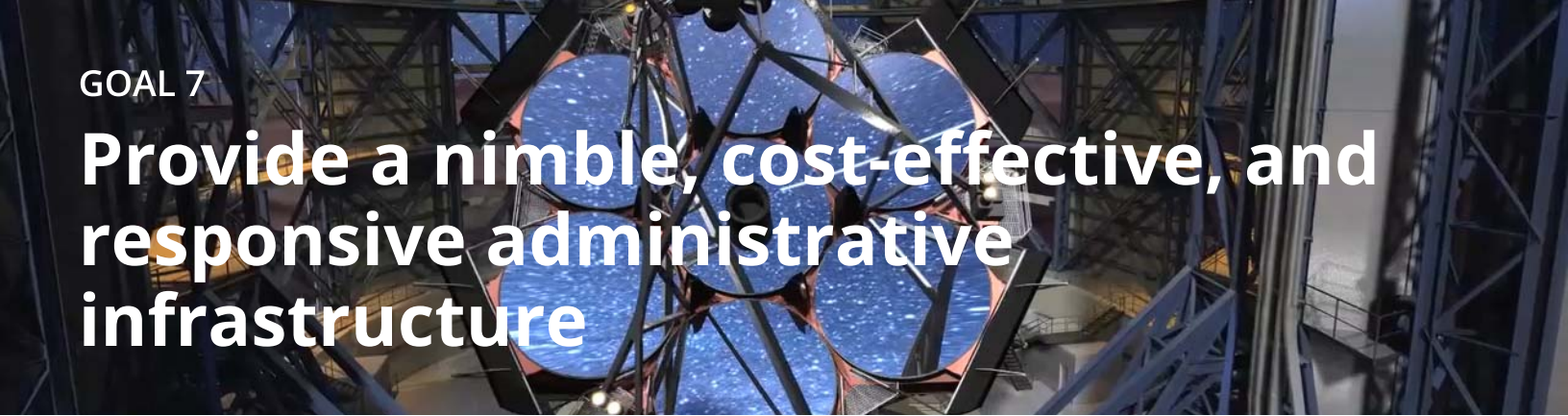
**We will ensure that the Smithsonian's undergirding physical infrastructure is capable of supporting its continuing mission, collections stewardship responsibilities, and new strategy articulated in this plan.**

**We will optimize the shared use of Smithsonian facilities.**

**We will pursue an asset-light strategy to expand our national and global footprint.**

**We will balance preservation and sustainability.**





GOAL 7

# **Provide a nimble, cost-effective, and responsive administrative infrastructure**

**We will strengthen and develop our internal leadership and intellectual capital.**

**We will develop a new multistep approach to long-term operational and financial planning, budgeting, and reporting.**

**We will integrate risk management and mitigation into all our operations and decision making.**

**We will upgrade administrative technologies to become more responsive and comprehensive in all enabling functions.**

**We will evolve our business model to build up revenues from philanthropy and enterprises.**