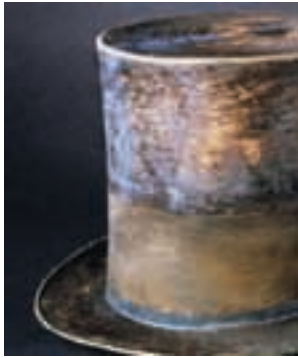


# INSPIRING GENERATIONS THROUGH KNOWLEDGE AND DISCOVERY



## STRATEGIC PLAN



Smithsonian Institution

*Fiscal Years 2010–2015*

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A SMITHSONIAN  
FOR THE  
21<sup>ST</sup> CENTURY

## Introduction

### IMAGINING THE FUTURE

Imagine being able to access all known information about an insect species – whether it was discovered 100 years or 100 days ago – with one touch of the screen. Picture a world in which you can not only see Smithsonian objects online but also hear them and watch them in motion. Or imagine learning that Smithsonian astrophysicists discovered a new, Earth-like planet orbiting a star five light-years away.

Imagine school students worldwide able to watch Smithsonian anthropologists examine Mayan artifacts without leaving their classrooms. Envision a time when citizen-scholars interested in Theodore Roosevelt can, with a single query, view the breadth of the Smithsonian's holdings on America's 26th president across our many museums – from the birds he collected as a boy to the camp table he used on safari, to his contemporaries' recollections of his vigor and confidence.

All of this and more is within our reach. As we blend the tremendous assets of the Smithsonian Institution – the world's largest museum and research complex, unique in its scope and unparalleled in its holdings – with the innovations that technology makes possible, our potential to reshape the Institution seems limitless.

This Strategic Plan is designed to capitalize on Smithsonian strengths and address critical issues facing the world. It serves as a clear yet flexible roadmap to guide our choices and direct our resources over the course of the Plan.

### ON THE VERGE OF A NEW ERA

The Plan is historic in that it represents the first time in the Institution's 163 years that we have undertaken such a comprehensive and inclusive process. The effort is appropriate to the times, because the Smithsonian stands on the threshold of a new era.

The complexity of the world's problems overwhelms any one field of knowledge. Answers often lie at the intersection of disciplines and can be facilitated through collaboration with allied organizations. Few institutions are more suited to deliver an integrated approach, for we possess both depth and breadth of knowledge across the branches of history, science, art, and cultural studies. Our work in more than 100 countries over as many years has cemented strong relationships and forged external partnerships.

We also live in a time when technology is changing before our eyes. Delivery channels that seemed like science fiction a decade ago now live on every desktop. Think about the potential for the Smithsonian, holder of remarkable and scientifically important objects and home to world-class expertise, to expand knowledge and add meaning to our world.











# Research: UNLOCKING THE MYSTERIES OF THE UNIVERSE

**GOAL:** The Smithsonian advances knowledge at the forefront of understanding the universe and solid Earth.

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## OBJECTIVES

Better understand the early epoch of inflation of the universe, the nature and role of dark matter in the evolution of the universe, and the properties of the dark energy that is speeding up the expansion of the universe.

Comprehend extreme explosive phenomena in the universe, with foci on gamma-ray bursts and the birth of neutron stars and black holes in supernovae, whose huge explosions create the basic elements from which life is formed.

Discover how galaxies form, cluster, and interact; grow supermassive black holes; and evolve with cosmic time.

Understand how stellar processes change clouds of gas and dust into stars and planets, including the Earth, and the emergence of life here and perhaps elsewhere.

Explore how diverse peoples throughout history have interpreted the cosmos and its role in their lives.

Understand the formation, geological diversity, and dynamics of the Earth, the Moon, and other rocky bodies in our solar system.

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## STRATEGIES

Establish a center that supports integrative research by Smithsonian scientists to address one or more big questions in the origin and evolution of the Earth, planets, stars, galaxies, and universe; and integrates development activities through public and private partnerships with organizations working in similar areas.

Play a leading role in the development and operation of the world's largest next-generation telescope, the Giant Magellan Telescope (GMT), which is required to address priority research areas of astronomy.

Increase support and staffing for the operations of existing, and development of new, scientific instrumentation, including ground- and space-based telescopes and major laboratory-based analytical instrumentation.

Continue to develop and expand the Institution's world-class collections (e.g., the global volcanism database, meteorites, rocks, minerals, planetary images, and astronomical data) that are critical to unraveling the histories of rocky planets and understanding what makes a planet habitable.

Leverage the Smithsonian's research capacity through partnerships with Federal agencies, universities, non-governmental organizations, industry, and other private national and international organizations, including a broadening of ongoing collaborations with the National Aeronautics and Space Administration (NASA) related to space exploration and planetary geosciences research.

Organize collaborations of scientists, humanities scholars, cultural experts, artists, and educators to explore varied ways of understanding the nature of the universe.

# Access: UNLOCKING THE MYSTERIES OF THE UNIVERSE

**GOAL:** Inspire people to probe the mysteries of the universe and planetary systems.

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## OBJECTIVES

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Engage the public in the excitement of astronomy and geology.

Encourage a new generation of astronomers and Earth scientists by sharing the excitement of Smithsonian research through formal and informal STEM education initiatives.

Transfer Smithsonian knowledge and technology to advance science-based solutions to real-world problems.

## STRATEGIES

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Engage in participatory research opportunities with students at all educational levels.

Exhibit cutting-edge astronomical and geological research, and further disseminate results through informal and formal education and new media outreach initiatives.

Create a seamless digital view of the universe by providing access to astronomical, geological, geophysical, and atmosphere-hydrosphere datasets with guides to promote scientific experiences for K-12 learners and the public at large.

Tell the stories of how people in many places and times have interpreted, visualized, and imagined the universe, the Earth, and their places in them, as reflected in science, art, and cultural practices.

Develop a technology transfer initiative to identify and disseminate innovative new technologies and applications developed by Smithsonian researchers.





# Research: UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

**GOAL:** The Smithsonian advances and synthesizes knowledge that contributes to the survival of at-risk ecosystems and species.

| OBJECTIVES  | STRATEGIES   |
|---|--|
| Improve understanding of and access to the biology and natural history of species – information that is lacking for the vast majority of species on the planet.   | Establish a center that supports and brokers interdisciplinary research on big questions that could result in major scientific breakthroughs; dissemination of data and information; and public and private partnerships.  |
| Increase knowledge of the evolutionary and ecological history of species and ecosystems, and the processes responsible for population declines and extinction.  | Strengthen incentives to establish and maintain interdisciplinary initiatives, e.g., the Encyclopedia of Life, the Consortium for the Barcode of Life, and the Marine Science Network.   |
| Increase access to Smithsonian collections, data, and long-term research platforms to better document biodiversity and its importance to the complex interactions of natural systems.                               | Enhance the Smithsonian’s platforms for long-term research on biodiversity and ecosystems, particularly the Smithsonian Institution Global Earth Observatories (SIGEO).  |
| Develop concepts, theories, tools, and models that contribute directly to halting biodiversity loss, managing species and their habitats, restoring ecosystems, and mitigating threats to the environment.          | Marshal the Smithsonian’s critical mass of biologists and paleontologists, in partnership with experts in other disciplines, to develop understanding of species and ecosystems and find innovative approaches to the complex meta-problems of biodiversity loss, ecosystem degradation, and climate change. |
| Increase and strengthen comprehensive collections that represent the diversity of life, including live organisms that are a critical hedge against extinction.  | Leverage the Smithsonian’s research capacity through partnerships with Federal agencies, universities, non-governmental organizations, industry, and other private organizations, national and international.  |
| Understand how species interactions, climate change, habitat fragmentation, diseases, environmental contaminants, and invasions of exotic species affect the survival of species and the functioning of ecosystems. | Foster the development and use of cutting-edge equipment, technologies, and informatics that can advance biodiversity and ecosystem research.  |
| Improve knowledge of the relationships between cultures and biological diversity over time in order to better sustain both.   | Improve the facilities needed to strengthen and secure the long-term conservation of collections, including DNA and biomaterials banks. Take a leadership role in convening experts to develop action plans for programs and projects related to the survival of at-risk species, ecosystems, and cultures.  |

# Access: UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

**GOAL:** The Smithsonian inspires all generations of learners to turn knowledge of life on Earth into awareness and action aimed at improving sustainability.

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## OBJECTIVES

Be the trusted, authoritative organization for credible, impartial scientific expertise and data to inform global initiatives and policy formulation related to the sustainability of biodiversity and ecosystems.

Provide expanded access to Smithsonian collections, including museum specimens, living collections, environmental data, and library resources.

Increase awareness of and appreciation for ecosystem services, threats to biodiversity, and the possibility of ecosystem collapse.

Inspire a new generation of scientists, nationally and internationally, by linking research with STEM education initiatives.

Engage the public in physical and virtual exhibitions, citizen science, and other programs that advance science literacy and lead to sustainable practices.

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## STRATEGIES

Digitize the Smithsonian science collections and develop new ways to analyze, integrate, and share this information in formats appropriate to different audiences.

Develop and maintain new physical and virtual exhibitions that address the diversity, evolution, and conservation of life.

Capitalize on the Smithsonian's reputation and status to convene conferences, symposia, and workshops of experts and policy makers on current issues.

Foster collaboration among Smithsonian units and diverse partners, to better transform knowledge into action on the ground.

Disseminate information and raise awareness through Web-based information portals, for example, the Encyclopedia of Life, the Consortium for the Barcode of Life, the Biodiversity Heritage Library, and the Ocean Portal, as well as invasive species initiatives.







# Access: VALUING WORLD CULTURES

**GOAL:** The Smithsonian will inspire audiences to explore the cultural and artistic heritage of diverse peoples.

| OBJECTIVES   | STRATEGIES  |
|--|---|
| Enrich audiences' lives by providing innovative avenues for encounters, dialogue, learning, and reflection on culture, history, the arts, and other forms of expression.   | Develop an innovative, high-profile, signature pan-Institutional exhibition and education series that explores cultural diversity through the lens of many different relationships between place and cultural identity in an increasingly globalized world. |
| Collaborate with communities to make culturally significant resources available to them.   | Develop a major new exhibition and educational initiative on human evolution.   |
| Serve as a preeminent venue for international cultural exchange and civic engagement by different peoples, communities, and cultures.  | Collaborate with Federal agencies and national and international organizations and participate in high-profile, high-impact programs that further the achievement of our objectives.  |
| Serve as an international platform and source of inspiration for creative expression by artists and musicians.   | Inform critical cultural issues of international concern through a robust program of exhibitions, symposia, on-line offerings, and publications.  |
| Provide museological training nationally and internationally to professionals seeking to preserve, better understand, provide access to, and manage cultural heritage, diversity, and creativity in a variety of fields. | Fill gaps in our collections, from prehistoric to contemporary, to represent and understand the universality of human creativity.   |
| Increase understanding of the relationship between culture and scientific knowledge, such as the ways in which Galileo's discoveries affected religion, society, and cultural expression.                                | Form strategic alliances and partnerships with cultural communities and organizations, domestically and internationally, that advance cultural exchange and the ability of people to preserve, extend, and represent their own cultures.                    |
|  | Exploit the full potential of the Internet to reach the broadest public with compelling representations of the world's heritage.  |
|  | Connect people from diverse cultures through multimedia channels, such as virtual worlds and videoconferencing.   |



# Research: UNDERSTANDING THE AMERICAN EXPERIENCE

**GOAL:** The Smithsonian advances and synthesizes knowledge that contributes to understanding the American experience, particularly its history, arts and culture, and its connections to other world regions.

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## OBJECTIVES

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Continue to use material culture and documentary collections to research and interpret national milestones and achievements; political and military struggles; economic, scientific, technological, and cultural innovations; and artists and leaders that have defined the United States and the character of its people.

Increase collections, documentation, and interpretation of the diverse communities of the United States, particularly African American, Latino, Asian Pacific American, and Native American, as well as the cultural interrelationships among these communities.

Conduct research and develop collections and documentation on contemporary American life and creativity.

Conduct research on historical migrations and diasporas to and within America and on the contemporary movements of people, art, artifacts, and cultural expressions that connect various world cultures to the American experience.

Use biography and stories of individuals such as leaders, inventors, artists, and cultural exemplars to put a personal face on the evolving nature of the American character.

Engage members of diverse communities in the collection of materials, oral history and narrative, information, and perspectives as expressed in photographic images, sound recordings, the arts, and other media to better understand and interpret the American experience.

## STRATEGIES

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Develop a pan-Institutional research initiative on the American experience that supports, brokers, and coordinates efforts across Smithsonian museums, research centers, and programs; fosters partnerships with other scholarly organizations; focuses resources on particular issues and capabilities; encourages interdisciplinary project teams; develops new sources of research funding; and develops pan-Institutional strategies for disseminating research results.

Build and develop the program for the National Museum of African American History and Culture, and upgrade research and collections activities with regard to Latino and Asian Pacific American communities, and the interactions and intersections of diverse ethnic and regional cultures in the United States.

Collect actively to document the historic and ongoing accomplishments and creativity of the American people.

Organize and encourage museums, research centers, and program offices to study the transnational and global influences of diverse cultures – particularly those from indigenous America, Europe, Africa, and Asia – on the political, social, scientific, technological, and artistic heritage of the United States and the influence of American culture on the world.

Develop the Smithsonian's collections to capture the evanescent elements of cultural heritage, such as performances and craft traditions, stories, oral histories and narratives, photographs and other still imagery, and media recordings.

# Access: UNDERSTANDING THE AMERICAN EXPERIENCE

**GOAL:** The Smithsonian turns knowledge into awareness, action, and results and encourages American cultural vitality.

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## OBJECTIVES

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Be the trusted, authoritative organization for credible, impartial scholarly expertise on the American experience.

Foster understanding of American experience, identities, and places in the nation's narrative by providing the public with access to high-quality collections, exhibitions, publications, Web sites, and informal and formal education programs, all built on solid research.

Encourage the preservation of cultural heritage, creation of new art, and innovation in design and technology among the American people.

Educate and train professionals, teachers/students, and the public in the United States and other countries around the world in the study and presentation of American history, art, and culture.

Enhance the representation of varied communities in the United States by adding more diverse scholars and curators to the Smithsonian's staff and by encouraging more fellows, interns, collaborating scholars, and organizations to work with the Institution.

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## STRATEGIES

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Capitalize on the Smithsonian's reputation as a world-class research organization and its status as a trust instrumentality of the Federal government to convene conferences, symposia, and workshops of experts, civic and community leaders, and policy makers on issues of American history, identity, cultural and artistic expression, and connections with other world cultures.

Collaborate with Federal agencies, international organizations, non-governmental cultural and educational organizations, and other partners to disseminate knowledge of American history, art, and culture to American and international publics.

Work collaboratively with constituent groups and communities to provide scholarly expertise, technical support, recognition, and other forms of support to encourage ongoing American cultural and artistic creativity.

Actively recruit diverse scholars and seek focused, strategic partnerships with diverse organizations to ensure broad-based participation in the research and dissemination of knowledge relating to the American experience.

Cooperate with the Commission to Study the Potential Creation of the National Museum of the American Latino.

## ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE

The Smithsonian is only able to fulfill our mandate to increase and diffuse knowledge – nationally and globally – because of the invaluable support provided by our people, collections, facilities, and administrative systems. A wide range of services – including human resources, facilities, collections management, information technology, financial, contracting, legal, safety and security, and communications – carried out in partnership with the units they support, are essential to the exciting work of the Institution. Through these critical services the Smithsonian acquires, protects, and preserves its assets and achieves its mission.

The people who deliver these services, experts in their fields, are dedicated to the Smithsonian; they maintain our customer-focused culture and are respectful of the needs of internal and external stakeholders. Effective and efficient, they strive to employ best practices, and their performance embodies the values of the Institution – discovery, creativity, excellence, diversity, integrity, and service.

### MISSION-ENABLING OUTCOME

Continuous improvement and exemplary service in support of the Smithsonian’s mission

## Mission Enabling

**GOAL:** The Smithsonian strives for organizational excellence in all it does.

| OBJECTIVES   | STRATEGIES   |
|--|--|
| <p>Build an entrepreneurial and innovative organizational culture that is aligned with the Institution’s mission; emphasizes organizational learning; is agile, service-oriented, collaborative, transparent, and accountable; provides equal opportunity; and sets a leadership standard for organizational excellence.</p> | <p>Emphasize a culture of equal opportunity and personal, professional, and organizational accountability.</p> <p>Strengthen the partnership between the mission activities and mission-enabling functions of the Institution.</p> <p>Structure the Smithsonian to optimize coherence, efficiency, collaboration, and alignment with Institutional priorities.</p> <p>Ensure that outcomes reflect the diverse needs of all Smithsonian units by seeking input from relevant stakeholders.</p> <p>Provide clear and steadfast direction at all levels throughout the organization, and allocate resources based on Institutional priorities, cost effectiveness, and demonstrated value.</p> <p>Encourage a culture that routinely identifies creative and innovative strategies to problem solving and shares lessons learned across the Institution.</p> |











## MEASURING PERFORMANCE

Performance measurement of individuals, teams, units, and activities tells us whether we are achieving our objectives, goals, and outcomes. Measuring performance is also essential for clearly communicating our accomplishments to external audiences, including executive agencies, Congress, donors, and Smithsonian partners, so they are aware of the Institution's achievements and contributions and appreciate our impact on the world.

Our four grand challenge areas represent our commitment to making a difference in the world over the course of the Plan and beyond. We have the expertise and the opportunity to tackle pivotal scientific questions, provide intellectual contributions around complex societal and environmental issues, and enlighten and inspire creative experiences. We also have identified education and broadening access to new audiences as fundamental to this work and to our overall mission. Measuring our impact is both critical and challenging. Examples of important measures of success will include:

- Establishing centers around each of the grand challenges.
- Participating as a founding partner in the international Giant Magellan Telescope Project.
- Contributing to successful recoveries of at-risk species.
- Completing one million species pages for the Encyclopedia of Life and continuing our leadership in the Consortium for the Barcode of Life.
- Leading global environmental research and monitoring efforts such as SIGEO that provide fundamental assessments of the Earth's natural systems.
- Opening the National Museum of African American History and Culture by the year 2015.
- Doubling the current rate of digitization, and the quality and reuse of digital assets.
- Leading the world in creating and measuring informal educational experiences.

A system for measuring performance on a more detailed level includes gathering data, monitoring progress, and evaluating results, as captured in a set of performance indicators directly linked to what the Smithsonian wants to accomplish. Whenever possible, we will emphasize tangible outcomes that show the difference we are making, as well as output measures that are standard indicators of productivity, excellence, and world leadership. Specific measurable indicators will provide insight to assess performance measurements, for example:

- Dollar amount of external funding from peer-reviewed research grants and contracts.
- Number of peer-reviewed/refereed publications in priority research areas.
- Attendance at Smithsonian symposia on key areas of global concern.
- Number of strategic partnerships and collaborations.
- Numbers of Smithsonian interns and fellows who attain permanent positions at prestigious organizations.
- Number of people participating in Smithsonian educational programs.
- Assessment standards for measuring awareness and understanding of topics such as American history, conservation biology, or Asian art as a result of Smithsonian education programs.
- Student engagement and interest as evidenced by new ideas, creative expression, and experimentation.
- Number of physical visits to Smithsonian museums, the National Zoo, and Smithsonian traveling exhibitions.
- Number of visitors using online resources.

Performance management is critical to sustaining the highest standards of excellence. We will engage all levels of leadership in matching outcomes, goals, objectives, and strategies to performance indicators that will specifically and annually measure progress toward our goals. Indicators will be transparent and updated regularly.

## RESOURCING THE PLAN

### Where We Are

The Smithsonian annual budget is approximately \$1 billion. Current budget distributions according to the Plan's priorities are shown below.

#### CURRENT BASE

| Grand Challenges & Broadening Access |               |
|--------------------------------------|---------------|
| Universe                             | \$159 million |
| Biodiversity                         | \$180 million |
| World Cultures                       | \$55 million  |
| American Experience                  | \$186 million |
| Mission Enabling                     |               |
| Mission Enabling                     | \$466 million |

### The Future

Moving forward, we will align our budget according to the priorities defined in the Plan. We anticipate that these priorities will require cumulative additional resources of approximately 16%–32% over our current base for the life of the Plan. Federal support for the Smithsonian and its museums, collections, and research activities will always be essential to sustaining our mission, but we anticipate that less than half of the new money needed for the Plan will come from the Federal budget. The Smithsonian will become a more entrepreneurial organization, and we envision funding new initiatives through a variety of sources. These include a National Campaign, new revenue-generating ideas, and a growth in grants and contracts. These resource requirements assume that the construction of the National Museum of African American History and Culture (NMAAHC) will proceed at the pace Federal increases dictate.

## Conclusion

### RESHAPING THE SMITHSONIAN

In 1846, as Congress debated the Smithsonian's role, John Quincy Adams commented on James Smithson's mandate, "the increase and diffusion of knowledge":

*To furnish the means of acquiring knowledge is, therefore, the greatest benefit that can be conferred upon mankind.*

*It prolongs life itself and enlarges the sphere of existence.*

This Strategic Plan respects the founding ideals for the Smithsonian, while at the same time providing a roadmap to success in a new era. It capitalizes on our strengths and positions us to make a larger impact on critical issues facing the world.

We will be an Institution defined by our hallmarks:

- An adaptive, accountable, entrepreneurial culture.
- Cutting-edge interdisciplinary research, discovery, and scholarship.
- Museums that celebrate knowledge, inform inquiring minds, and instill wonder.
- Collections that reflect the fullness of the world's heritage and identity.
- Convening activities that stimulate thought, engender debate, and generate answers about topics of importance to our nation and the world.
- New media that create interactive access and reach new audiences.
- A network of cooperative programs with universities, federal agencies, museums, and others.
- An ability to attract bright and passionate people to create and carry forward new initiatives.
- Unrivaled informal educational programs.

We envision the Smithsonian of 2015 as a world leader, an Institution that uses its resources to influence the great debates of the day and engages millions more people than it does today. In short, the 21st century Smithsonian will be an Institution that fulfills its vast potential to serve the nation and the world.

## Appendix A: The Strategic Planning Process

The Smithsonian embarked in the fall of 2008 on a year-long strategic planning process to set overall directions for the course of the Plan and beyond. It has been the most inclusive planning process in the Institution's history. Approximately 1,500 stakeholders from all parts of the Smithsonian and peer institutions participated directly, and all of our 6,000 employees had the opportunity to offer input. The process – overseen by a 22-member Steering Committee representing a wide range of functions, subject areas, and stakeholder interests – consisted of five stages.

The first stage involved soliciting input from staff and other stakeholders on the Institution's strengths, weaknesses, opportunities, and threats through surveys, interviews, and face-to-face or virtual forums for exchange. Experts at several Federal agencies, such as the National Oceanic and Atmospheric Administration, Department of Agriculture, and National Aeronautics and Space Administration, provided extensive comments about potential roles for the Smithsonian.

The second stage entailed four scenario-planning workshops and a plenary session designed to explore the external forces that will affect the Smithsonian in the near, medium, and long term: economic and geopolitical influences, trends in the research and museum fields, demographic and technological change. These workshops examined four overarching scenarios for the future of the nation and the Smithsonian:

- *"Citizen of the World."* This scenario contemplated a future in which globalization continues at a fast pace, the United States becomes ever more intertwined with other nations, borders are more porous, and the global and transnational elements of Smithsonian activities come to the fore.
- *"Global Prosperity."* This scenario envisioned a bright future in which the emphasis was on opportunities for Smithsonian growth and leadership, freed from major economic constraints.
- *"Global Challenges."* This scenario focused on the Smithsonian's role in addressing challenges facing the nation and the world, such as climate change, threats to the planet's cultural and natural heritage, and need to improve education.
- *"The Most Respected Nation."* This scenario looked at the Smithsonian's role as a representative of what is best in the United States, both to the nation's own people and to the rest of the world – an Institution that values and embodies knowledge, learning, diversity, and progress.

Examination of these scenarios resulted in a vision statement and document to guide the formulation of specific goals and strategies for the Smithsonian. The vision document identified five guiding principles for a strategic approach to the Institution's future:

- *Embrace and support the common Smithsonian vision*, to create an Institution that has a common purpose that transcends the activities of its constituent parts.
- *Break down barriers among the sciences, between the sciences and the humanities, and between science and the public*, to foster an interdisciplinary approach to research that includes public education as an integral component.
- *Redefine, deepen, and broaden external collaboration*, to leverage the Smithsonian's limited resources for maximum impact.
- *Experiment, innovate, and share*, to become a learning organization committed to sharing lessons and best practices among units, as well as learning from external organizations.
- *Embrace a more global role*, to actively share the best of Smithsonian art, history, culture, and scientific expertise with the rest of the world.

In the third phase, the Steering Committee identified four grand challenges that capture the Smithsonian's areas of programmatic strength and delineate priorities for the Institution. Senior management, the Secretary, the Board of Regents Strategic Planning and Programs Committee, and the Board provided input to craft goals, objectives, and strategies for each grand challenge.

The remaining two phases of the process focused on writing and promulgating the Strategic Plan. The Plan emphasizes as never before the need to act as a unified organization, and to establish strong linkages with its publics and with other research and educational organizations.

## Appendix B: History

### A STRONG FOUNDATION AND AN ENDURING MISSION

We are able to look confidently toward the future in part because of the strength of our foundation. James Smithsonian, an English chemist and mineralogist who had never set foot in America, bequeathed his estate to the United States for the founding, in Washington, of an establishment for "the increase and diffusion of knowledge," to be named the Smithsonian Institution. That mission is as resonant today as it was more than a century and a half ago.

Over the years, the Institution has become renowned as:

- A steward of priceless collections that include icons of American history, unique treasures of the natural

world, diverse collections of art from across the globe, and vast natural science collections.

- A complex of art, culture, history, and science museums and research centers without peer in scope and breadth of subject matter.
- A focal point for the exploration of America's national identity and the understanding of the diverse ethnic, linguistic, and racial groups that comprise it.
- A resource for inspirational educational experiences for millions of children, youths, adults, and families.
- A powerhouse that includes 19 museums, nine research centers, and eight outreach programs, with dynamic exhibitions and programs that attract more than 28 million onsite visitors annually and over 170 million online.

Looking ahead, there are exciting opportunities to leverage our historic strengths.

## Appendix C: Acknowledgements

The development and drafting of the Smithsonian Strategic Plan would not have been possible without the hard work and dedication of the following individuals. Sincere thanks to all who contributed ideas, guidance, and input to this year-long process.

### SMITHSONIAN INSTITUTION STRATEGIC PLANNING STEERING COMMITTEE

#### Co-Chairs

Vicki Funk (National Museum of Natural History),  
Senior Research Botanist

Kevin Gover (National Museum of the American Indian),  
Director

#### Members

Frederica Adelman (Smithsonian Institution Traveling  
Exhibition Service), Director of Exhibits

David Allison (National Museum of American History),  
Curator/Chair, Information Technology &  
Communications

Donna DeCorleto, Smithsonian Institution Volunteer

Zully Dorr (Office of Development), Director of  
Development Services

Rex Ellis (National Museum of African American History  
and Culture), Associate Director for Curatorial Affairs

Peter Gibbons (Smithsonian Enterprises), Director of Retail

Irene Hirano, Executive Adviser, Japanese American  
National Museum

Carlos Jaramillo (Smithsonian Tropical Research Institute),  
Staff Scientist

Christine Jones (Smithsonian Astrophysical Observatory),  
Senior Astrophysicist

Allen Kane (National Postal Museum), Director

Liza Kirwin (Archives of American Art), Curator of Manuscripts

Bob MacDonald, Member, Smithsonian National Board;  
Sr. V.P., Marketing & Sales, 3M

Alison McNally, Under Secretary for Finance and Administration

Debra Nauta-Rodriguez (Office of Facilities Engineering  
and Operations), Project Executive, Office of Planning  
and Project Management

Caroline Payson (Cooper-Hewitt National Design Museum),  
Education Director

Julian Raby (Freer Gallery of Art and Arthur M. Sackler  
Gallery), Director

Jeremy Sabloff, Professor of Anthropology, University of  
Pennsylvania

Ann Speyer, Chief Information Officer

James Wooten (Office of Protection Services), Area Security  
Manager

#### Ex-Officio

John Lapiana (Office of the Regents), Chief of Staff to the  
Board of Regents

Era Marshall (Office of Equal Employment and Minority  
Affairs), Director

#### Committee Staff Director

Pherabe Kolb, Senior Executive Officer, Office of the  
Under Secretary for Finance and Administration

### SMITHSONIAN OFFICE OF POLICY AND ANALYSIS

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### CONSULTANTS

Reggie Van Lee and the team from Booz Allen Hamilton

Peter Schwartz and the team from Global Business Network

### EDITOR

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*As of November 2009*





## Smithsonian Institution

Smithsonian Information  
SI Building, Room 153  
MRC 010, P.O. Box 37012  
Washington, D.C. 20013-7012  
Phone: (202) 633-1000  
E-mail: [info@si.edu](mailto:info@si.edu)  
Web: [www.smithsonian.org](http://www.smithsonian.org)