

2017 Strategic Plan

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.

GOAL 4

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

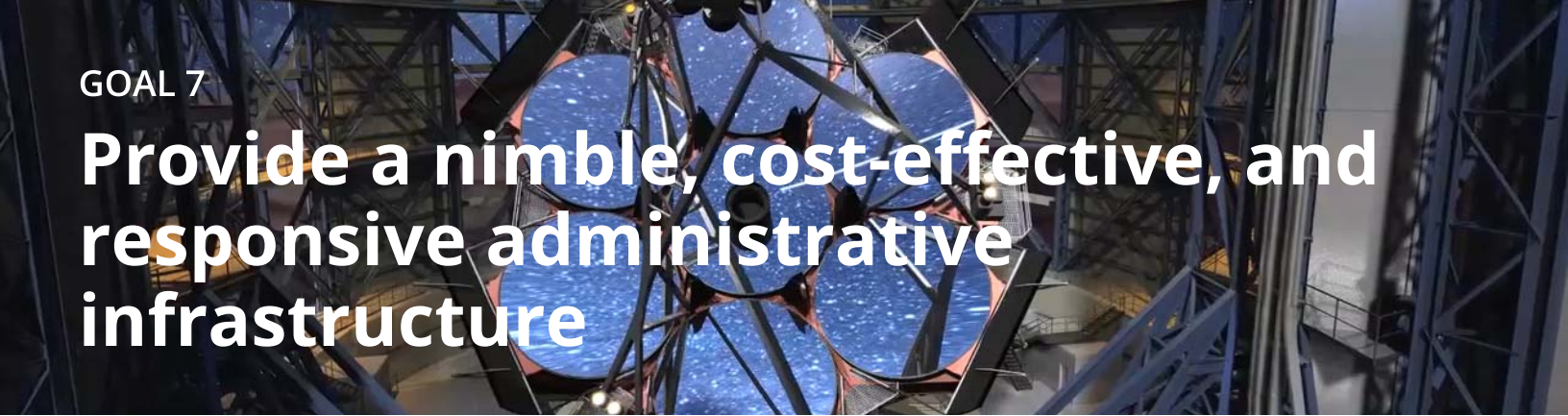
We will deploy an Institution-wide collections plan that is based on an overall intellectual framework and the needs of the individual collecting units.

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.