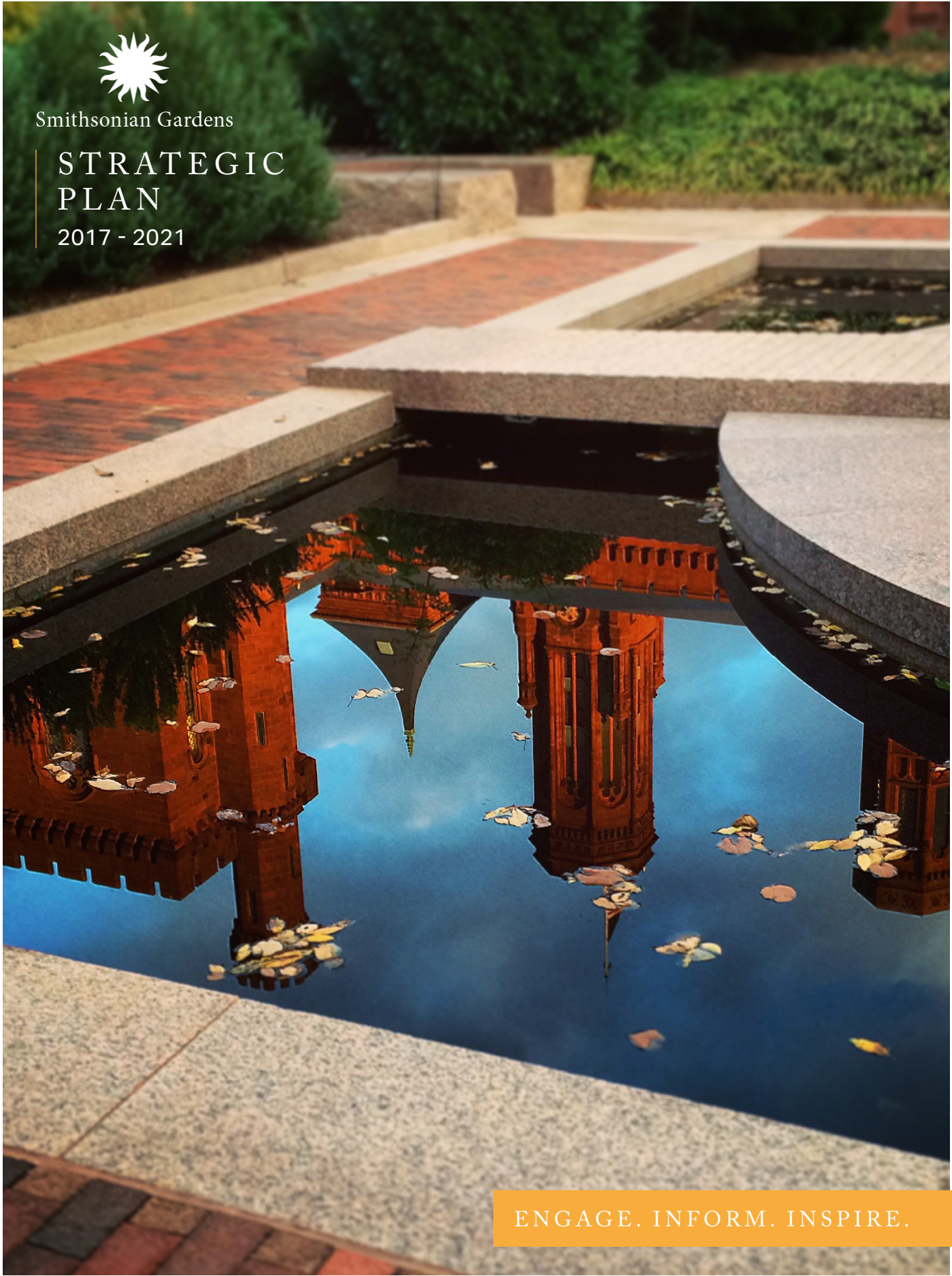




Smithsonian Gardens

STRATEGIC PLAN

2017 - 2021



ENGAGE. INFORM. INSPIRE.



FROM THE SMITHSONIAN GARDENS DIRECTOR

For only the second time in its 45-year history, Smithsonian Gardens has come together to develop a plan to strategically guide it into the future. The five-year period of the *2017-2021 Strategic Plan* will encompass a time of assessing and deepening Smithsonian Gardens' approaches to its work. With a fresh perspective on its mission, its understanding of what it does well, and the environment in which it operates, Smithsonian Gardens will pursue a strategic direction that will produce a public garden with global impact, a museum with a broadly recognized mission, and an institution with the resources to meet its vision and strategic objectives.

In your hands is the culmination of many hours of work discussing, planning and visualizing how to continue to build our organization. The future is uncertain. We will always be faced with change, so we need to manage it rather than react to it. This planning process has provided us with a system to lead, guide, and adapt Smithsonian Gardens in a well-planned, integrated manner based on our strategies. The plan's priorities become the priorities for our annual budgets, ensuring that we focus our resources in those areas that effectively move us toward our vision.

The members of the Strategic Planning Committee are to be commended for their imagination, dedication, and perseverance throughout this process. The core Planning Committee consisted of Cindy Brown, Matt Burch, Joyce Connolly, Alex Dencker, Vickie DiBella, Bill Donnelly, Shelley Gaskins, Monty Holmes, Jaya Kaveeshwar, Sherri Manning, Brett McNish, Tom Miranda, Annette Ramirez de Arellano, and Marisa Scalera, Jeff Schneider, with Kelly Crawford and James Gagliardi serving as our capable committee co-chairs. Many thanks to Richard H. Daley, partner with EMD Consulting, for facilitating our planning for this important document.

Smithsonian Gardens has begun a new era with this *2017-2021 Strategic Plan*. We are deeply appreciative of the support for its development provided by Smithsonian Institution leadership, our colleagues from other Smithsonian units who served on the Strategic Planning Committee, and each and every Smithsonian Gardens staff member.

Barbara W. Faust
Director



A close-up photograph of two flowers with dark purple and yellow petals and long, thin, pointed structures. The flowers are set against a black background with green leaves visible. An orange rectangular box is in the top right corner.

TABLE OF
CONTENTS

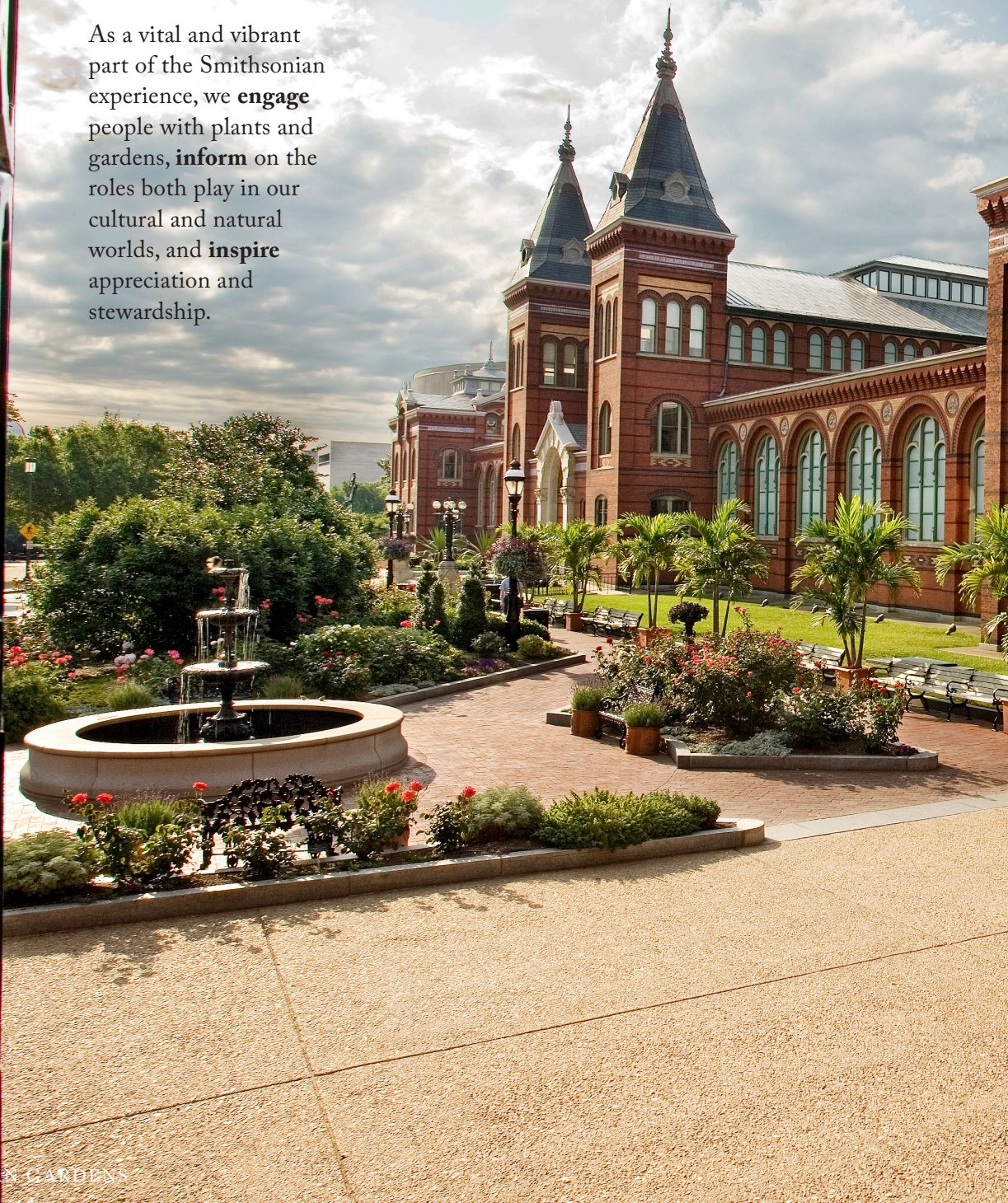
MISSION.....	6
VISION.....	7
STRATEGIC COMPETITIVE ADVANTAGE.....	8
GUIDING PRINCIPLES.....	10
AUDIENCES AND STAKEHOLDERS.....	11
TRANSFORMATIVE GOALS.....	12
CREDITS AND ACKNOWLEDGEMENTS.....	19

MISSION

Smithsonian Gardens' mission is to:

ENGAGE.
INFORM.
INSPIRE.

As a vital and vibrant part of the Smithsonian experience, we **engage** people with plants and gardens, **inform** on the roles both play in our cultural and natural worlds, and **inspire** appreciation and stewardship.





VISION

Smithsonian Gardens extends the Smithsonian's museum experience in a public garden setting, inspiring visitors with exceptional displays and educating them about horticulture, plants, the natural and built environments, and artistic design.

Smithsonian Gardens supports the Smithsonian in meeting its critical challenges of understanding and sustaining a biodiverse planet; interpreting the many roles that plants and gardens play in world culture; and understanding and preserving American history.

A living classroom and urban sanctuary, Smithsonian Gardens provides a memorable, relaxing, and restorative destination for visitors to the Smithsonian Institution and National Mall.

We seek to be globally recognized for significant collections, outstanding horticultural displays, and engaging educational programs. Smithsonian Gardens demonstrates and contributes innovative professional expertise, best practices, and state-of-the-art operations to the field of horticulture.



STRATEGIC
COMPETITIVE
ADVANTAGE

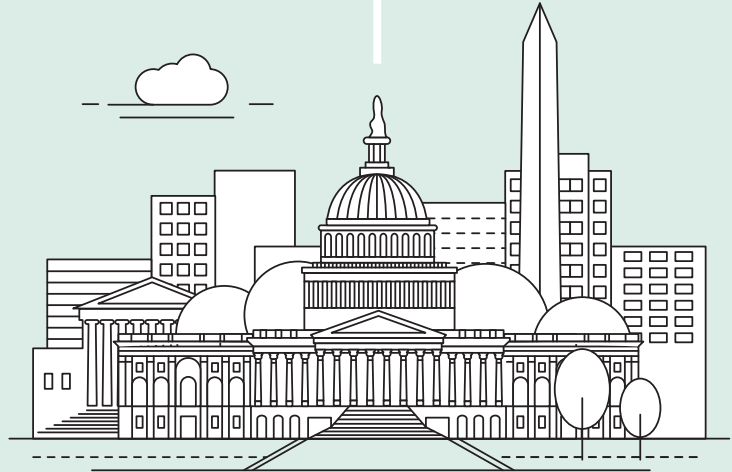
SMITHSONIAN GARDENS IS UNIQUELY SITUATED AT THE INTERSECTION OF ART, SCIENCE, CULTURE, HISTORY, AND THE ENVIRONMENT. AS PART OF THE WORLD'S LARGEST MUSEUM COMPLEX, WE HAVE A GLOBAL PLATFORM TO INSPIRE THE WORLD ABOUT PLANTS AND GARDENS.

WHAT MAKES US UNIQUE:

Reach
25 million
visitors each year.

13 Diverse
gardens, exhibits,
interior displays and
living collections
that complement
the Smithsonian
Institution.

Free and open year-
round to the public
24 hours a day.



Located in the
**center of the
nation's capital,**
our gardens provide an urban oasis.



Fully accredited as
a museum by the
American Alliance
of Museums (fewer than 5%
of public gardens are
accredited).



**Strong
partnerships**
across the
Smithsonian Institution allow
for many interdisciplinary
connections with gardens as
a focal point.



**Horticultural
Artifacts Collection**
features a diverse
representation of material
culture from the Victorian era
(1837-1901) including garden
furnishings, ornamentation
and floral accessories.



Archives of
American Gardens
**collects, preserves
and provides** access to
documentation on America's
historic and contemporary
gardens with over 150,000
images and related records.



Smithsonian
Gardens **Orchid
Collection** is a
Nationally Accredited Plant
Collection by the Plant
Collections Network of the
American Public Gardens
Association representing
orchid biodiversity from nearly
every continent and ecotype.



**53,000-square-foot
climate-controlled
Greenhouse Facility**
produces rare and specialized
plant material for displays and
exhibits and houses and
maintains the Smithsonian
Gardens Orchid Collection.



GUIDING PRINCIPLES

Smithsonian Gardens' effectiveness is achieved through:

EXCELLENCE.

We achieve excellence through outstanding service, dynamic leadership, dedicated staff, accountability, and safe and sustainable operations.

COLLABORATION.

We value teamwork, mutual respect, open communication, shared responsibilities and sharing expertise among our staff, other Smithsonian museums and units, and partners.

CREATIVITY.

We encourage and recognize creative ideas, innovation, and initiative.

FOCUS.

We set priorities and focus our attention and resources on relevant activities that are critical to meeting the challenges and opportunities before us.



AUDIENCES

Smithsonian Gardens is a destination for visitors to the Smithsonian Institution and National Mall. Our key audiences are comprised of those who participate in our programs and exhibits, professional partners and peers, and Smithsonian staff.

KEY STAKEHOLDERS

Smithsonian Gardens has a wide range of stakeholders who help us serve our 25 million annual visitors. Our key stakeholders are:

- Smithsonian Board of Regents
- Members of Congress
- Supporters and potential supporters
- Leadership and staff of Smithsonian museums and units
- Smithsonian Gardens' staff and volunteers
- The local, national, and international gardening community
- Researchers, Fellows, and Interns

TRANSFORMATIVE GOALS

Smithsonian Gardens has established three transformative goals that inspire us to serve our global audience and to identify the tools needed to help make that possible. We have a profound responsibility and opportunity to touch people's lives through our gardens, exhibits, collections, and programs.

GOAL I
A PUBLIC GARDEN WITH GLOBAL IMPACT

GOAL II
A MUSEUM WITH A BROADLY RECOGNIZED MISSION

GOAL III
AN INSTITUTION WITH THE RESOURCES TO MEET ITS VISION AND STRATEGIC OBJECTIVES





GOAL I. A PUBLIC GARDEN WITH GLOBAL IMPACT

Smithsonian Gardens has an unmatched national and international platform as part of the Smithsonian to reach people and expand their understanding of the roles of gardens and plants aesthetically, culturally, scientifically, ecologically, and historically. We do this through exhibits, education programs in person and virtually, collections (living, archival, and artifacts), and research and conservation programs.

Objective 1.1. Create beautiful, inspiring and educational garden exhibits that enliven the Smithsonian campus (both exterior and interior) and deepen the awareness, understanding and appreciation of plants and gardens.

Strategy 1.1.1 Develop a robust Exhibition Program.

Strategy 1.1.2 Create a multi-year plan for the upgrade/renovation of gardens and the development of exhibits that integrates the goals of Smithsonian Gardens and the Smithsonian Institution's museums.

Strategy 1.1.3 Establish a peer review process of our exhibits, gardens and programs.

Objective 1.2. Significantly expand our Education Program to better reach Smithsonian visitors as well as a global audience.

Strategy 1.2.1 Develop a long-term Education Plan.

Strategy 1.2.2 Develop and implement an evaluation program to periodically assess the effectiveness of Smithsonian Gardens' Education Program.

Strategy 1.2.3 Develop educational interpretation for select Smithsonian Gardens' installations.

Objective 1.3. Become a voice for the cultural and ecological importance of plants and the environment.

Strategy 1.3.1 Become a leader in advocating for the conservation of orchids.

Strategy 1.3.2 Take positions on and advocate for major issues related to the environment and sustainability.

Strategy 1.3.3 Create a medal or award to recognize and honor others for accomplishments that reflect our core values.

Objective 1.4. Increase the impact of the Archives of American Gardens and the Community of Gardens as nationally recognized garden history resources.

Strategy 1.4.1 Enhance outreach and marketing efforts to raise visibility and promote greater appreciation and use of the Archives of American Gardens and Community of Gardens by new audiences.

Strategy 1.4.2 Actively pursue and acquire collections that strengthen the Archives of American Gardens as a preeminent resource of American garden history.

Strategy 1.4.3 Develop partnerships to increase usage of garden history resources.

Objective 1.5 Expand Smithsonian Gardens' contributions to science and scholarship.

Strategy 1.5.1 Strengthen opportunities for research at Smithsonian Gardens.

Strategy 1.5.2 Expand participation in North American Orchid Conservation Center (NAOCC).

Strategy 1.5.3 Define, build and articulate the value of Smithsonian Gardens' living collections as a resource for scientific study.

WE HAVE A
PROFOUND
RESPONSIBILITY
AND OPPORTUNITY
TO TOUCH PEOPLE'S
LIVES THROUGH
OUR GARDENS...



GOAL II. A MUSEUM WITH A BROADLY RECOGNIZED MISSION

In order to be effective, Smithsonian Gardens must have a broadly understood role both at the Smithsonian Institution and around the globe.

Objective 2.1. Dramatically raise the visibility of Smithsonian Gardens.

Strategy 2.1.1 Be readily recognized as one of the Smithsonian's museums.

Strategy 2.1.2 Promote visual identity of Smithsonian Gardens on the Smithsonian campus and elsewhere.

Strategy 2.1.3 Establish a permanent 'brick-and-mortar' presence for visitor information and educational programming.

Objective 2.2. Actively partner with Smithsonian museums and units on mutually beneficial long-term strategies.

Strategy 2.2.1 Collaborate with Smithsonian partners to attract, engage, and educate visitors by providing a seamless experience between the museum and garden visit.

Strategy 2.2.2 Raise the visibility of Smithsonian Gardens' staff, collections, education, interpretation, exhibits and research as important resources to other Smithsonian partners.

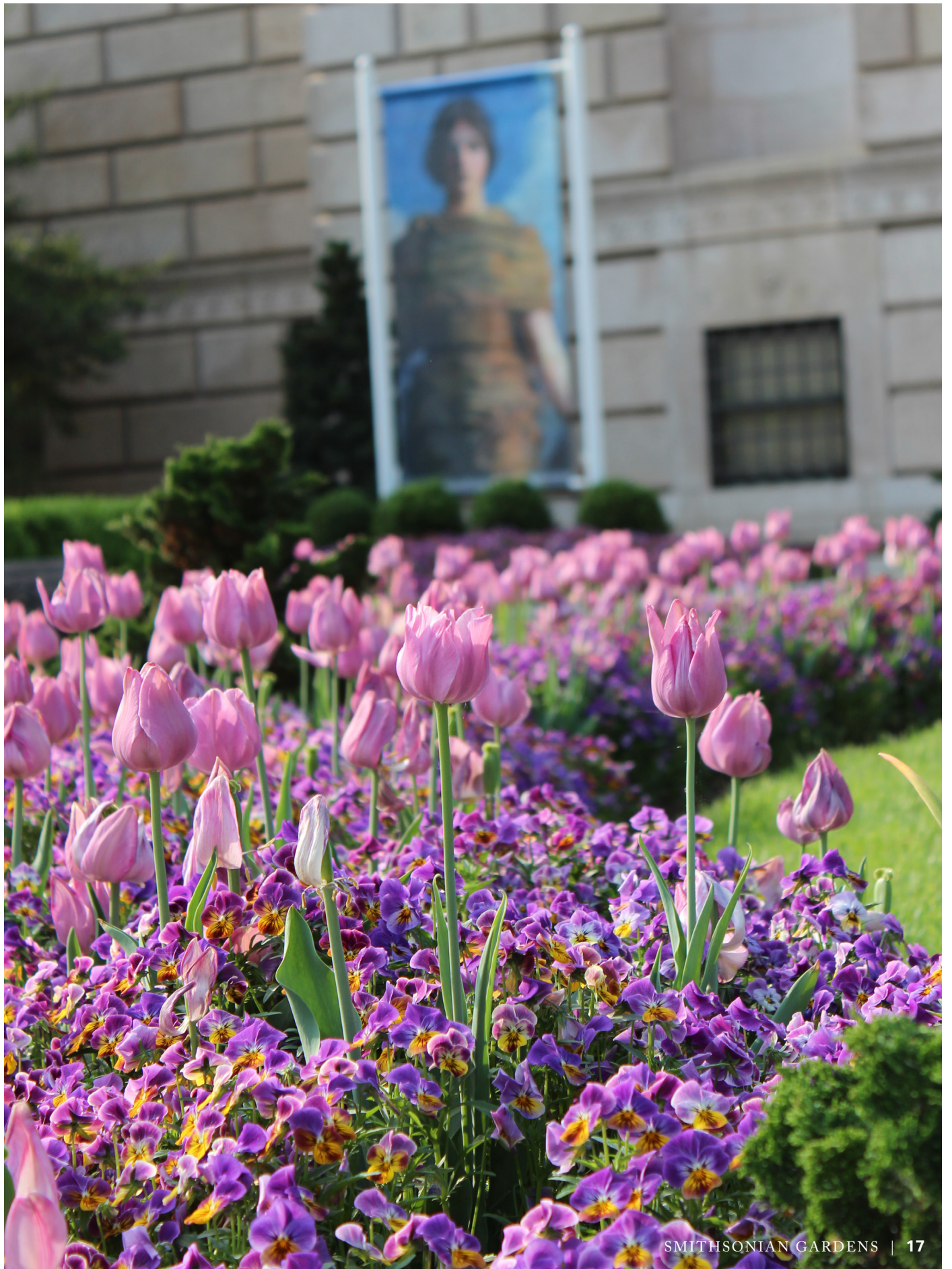
Objective 2.3. Capitalize on upcoming events and milestones as opportunities to heighten visibility, support, and appreciation of Smithsonian Gardens.

Strategy 2.3.1 Incorporate significant events and milestones into planned and future programming.

Strategy 2.3.2 As a host garden, plan for 2019 American Public Gardens Association's Annual Conference in Washington, D.C.

Strategy 2.3.3 Utilize the dimensional design concept to create a master calendar inclusive of all significant events and cohesively integrated with biennial themes.

SMITHSONIAN GARDENS MUST HAVE A BROADLY UNDERSTOOD ROLE BOTH AT THE SMITHSONIAN INSTITUTION AND AROUND THE GLOBE.



GOAL III. AN INSTITUTION WITH THE RESOURCES TO MEET ITS VISION AND STRATEGIC OBJECTIVES

Smithsonian Gardens must dramatically expand its financial and organizational resources to add capacity to meet its opportunities and responsibilities.

Objective 3.1. Create a strong fundraising program that substantially augments our revenues.

Strategy 3.1.1 Develop and implement a comprehensive fundraising program and achieve fundraising goals.

Strategy 3.1.2 Create a Smithsonian Gardens Advisory Council to increase visibility, support, and national fundraising.

Objective 3.2. Develop and implement a long-term staffing plan to support Smithsonian Gardens' mission, vision, and Strategic Plan in balance with its core functions.

Strategy 3.2.1 Support staff development and align positions with strategic goals.

Strategy 3.2.2 Investigate and execute hiring actions that secure staffing in a timely manner and increase diversity of highly qualified candidates.

Strategy 3.2.3 Ensure that Smithsonian Gardens' staffing positions enable and encourage promotion and management succession opportunities.

Strategy 3.2.4 Expand the volunteer program to boost Smithsonian Gardens' impact.

Objective 3.3. Implement an operating budget that supports the needs and opportunities of the Strategic Plan in balance with Smithsonian Gardens' core functions.

Strategy 3.3.1 Develop a five-year budget plan and a 10-year projection for capital projects and maintenance.

Strategy 3.3.2 Quantify the impact of actual and proposed Smithsonian Gardens' operations and initiatives on the Smithsonian Institution to demonstrate the need for increased budget allocations.

Objective 3.4. Develop a long-term space plan for operations, collections, and programs.

Strategy 3.4.1 Create an office space plan that addresses operational adjustments and readjustments.

Strategy 3.4.2 Identify and construct space in each garden to support maintenance.

Strategy 3.4.3 Develop 10-year plan in conjunction with Smithsonian Collections Space Framework Plan.

Strategy 3.4.4 Expand Smithsonian Gardens Greenhouse Facility.

Objective 3.5 Strengthen and advance core operations across Smithsonian Gardens to fulfill its mission, vision and Strategic Plan.

Strategy 3.5.1 Refine and implement procedures and systems which optimize the use of greenhouse and nursery space and resources.

Strategy 3.5.2 Enhance our gardens and grounds as a model of excellence in public garden display and maintenance.

Strategy 3.5.3 Maximize knowledge and use of technology in the areas of collections management, education, and the visitor experience.

Strategy 3.5.4 Increase productivity and develop new efficiencies to provide superior administrative, fiscal and customer service support to external and internal clients.

Strategy 3.5.5 Strengthen planning, design, and construction administration of Smithsonian projects through innovative landscape architectural practices.

...INCREASE
VISIBILITY,
SUPPORT, AND
NATIONAL
FUNDRAISING.

CREDITS AND ACKNOWLEDGEMENTS

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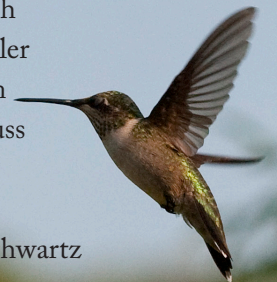
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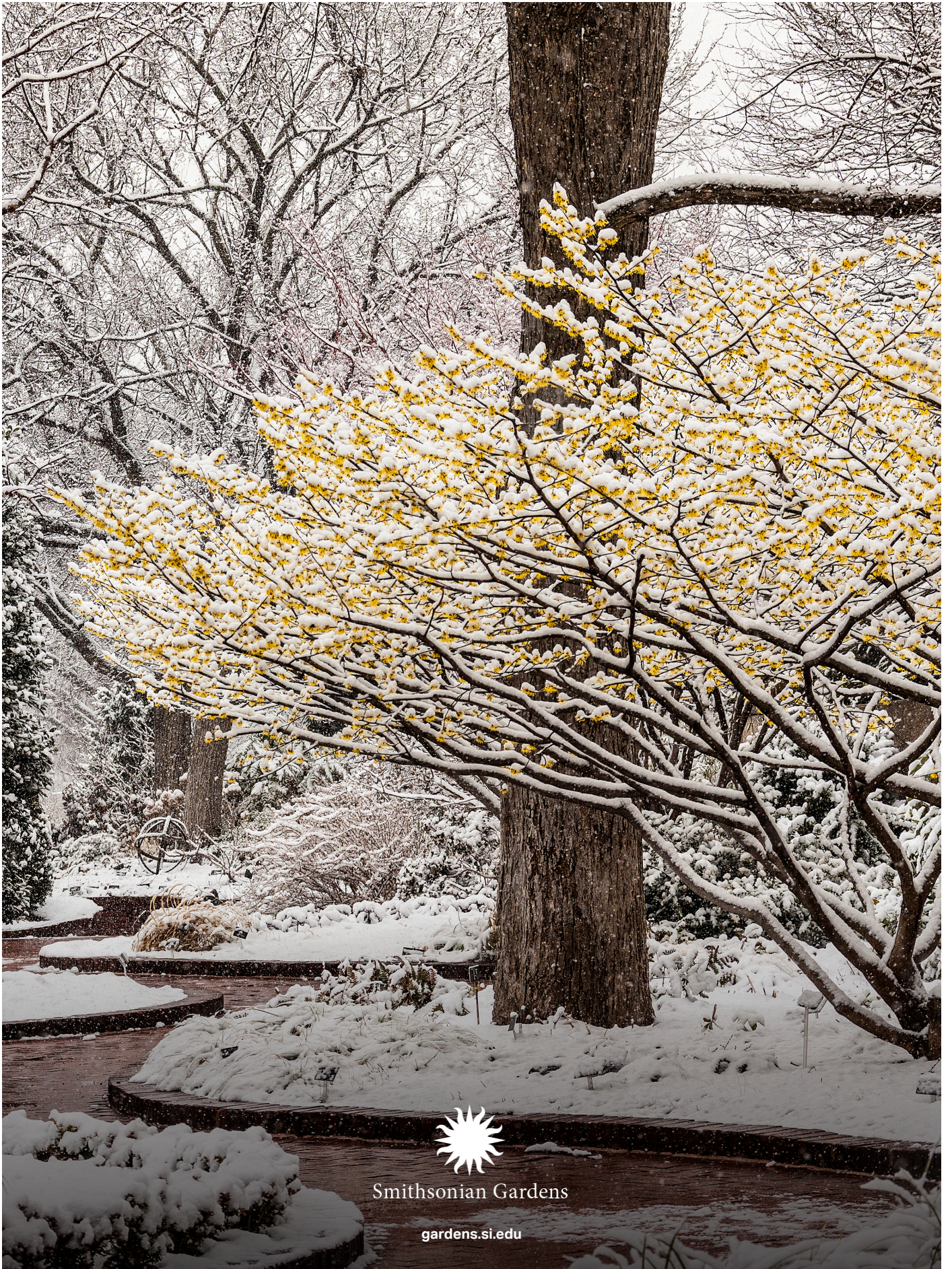
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Smithsonian Gardens

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