DEFINITION OF TRANSFORMATIVE

- Cambridge Dictionary Online - “Causing a major change to something or someone, especially in a way that makes them better”
- Business Dictionary – “A shift in the business culture of an organization resulting from a change in the underlying strategy and processes that the organization has used in the past”
DEFINITION OF LEADERSHIP

Source: Business News Daily, June 2015

- **Judy Crockett** – “A true leader is secure in creating a framework that encourages others to tap into their own skills and ideas and freely contribute to the whole of the project or company”

- **Katie Easley** – “Leadership is stepping out of your comfort zone and taking (a) risk to create reward

- **Jarie Bolander** – “Leadership is caring more about the cause and the people in your company that about your own personal pain and success. It is about having a greater vision…while leaving the path open for others to grow into leaders”
DEFINITION OF LEADERSHIP

Tom Madine – “Leadership styles differ, but at the core, good leaders make the people they are leading accomplish more that they otherwise would. The most effective leaders do this not through fear, intimidation or title, but rather by building consensus around a common goal”
“There is no single style of leadership that works. But there are basic principles that all effective leaders apply…..”

“…the book is about the greatest mistake a leader can make. That is to fail to understand how important it is to adapt these principles to the particular context in which the leader is operating.”
GOOD TO GREAT AND THE SOCIAL SECTORS

BY JIM COLLINS

- DEFINING GREAT – calibrating success
- LEVEL 5 LEADERSHIP – getting things done within a different power structure
- FIRST WHO – getting the right people on the bus
- THE HEDGEHOG CONCEPT – rethinking the economic engine without a profit motive
- TIMING THE FLYWHEEL – building momentum by building the brand
STRATEGIC PLAN: PREPLANNING

- Review history and culture of institution or business; know it backwards and forwards
- Review previous strategic plans for effectiveness
- Evaluate appetite for change
- Establish the rationale for plan
- Develop a statement of urgency for the plan
Think through costs and revenue issues
Assess likely allies and opponents
Anticipate implementation challenges
Discuss basics with staff, boards and stakeholders so they feel like insiders
PLANNING PROCESS

- Create participatory process to get buy-in
- Establish value, mission statements using historical foundation of institution **AND** aspirations
- Establish communications plan for staff, boards
- Choose key leaders who are respected and allies
- Engage first-rate facilitator with big vision
Add a few board members as “outside/insiders”

Use scenario-based planning approach

Choose life of plan in tactical and strategic terms

Develop goals based on doable and stretch goals

Create writing team; hire first rate editor/writer for finished document

Establish rollout process
IMPLEMENTATION OF PLAN

- Restructure administrative organization as needed
- Refresh branding strategy or develop new approach
- Restructure budget to mirror new plan
- Set goals for new revenues, revenue redirections, and cost reductions to drive plan
- Modify communications strategy as needed; engage staff and boards in on-going messaging
IMPLEMENTATION OF PLAN  CONTINUED

- Develop selected dynamic follow-on activities that highlight value of ideas in plan
- Evaluate any new activity or facilities project in terms of aspirational goals of new plan
- Create a system of metrics that mirror strategic plan
- Make new metrics available internally and externally
- Communicate, communicate, communicate
THE SMITHSONIAN INSTITUTION

The Largest Museum and Research Complex in the World
SMITHSONIAN INSTITUTION

- Founded in 1846
- 769 facilities, 12 million square feet, 19,000 acres of land
- Nineteen museums and galleries and the National Zoo
- Nine research centers
- 137 million objects, specimens, works of art in collections
- 6,000 staff + 6,500 volunteers
- Nearly 500 research scientists, 500 postdocs, visiting fellows
- Located in 8 states, Washington, D.C., Panama, Chile, Belize
- Active in more than 100 countries around the world
- Approximately 30 million visits per year
SMITHSONIAN ASTROPHYSICS OBSERVATORY

- 1,000 employees, 1/6 of SI total
- Operate telescopes in Hawaii, Arizona, Chile, the South Pole and outer space
- Research in star formation, the sun, solar weather, and asteroid tracking
- Search for new planets
- Structure of the universe
Smithsonian Conservation Biology Institute
SMITHSONIAN COLLECTIONS

137 million
Objects and Specimens

Art

Cultural History

Natural Science

336,000
10 million
127 million

1.9 Million Library Volumes
100,000+ Cubic Feet of Archival Material

Creating the Next
Collections
Total Smithsonian Workforce by Head Count and Full-Time Equivalent (FTEs), FY 1993 to 2007

(Source: Smithsonian Office of Planning, Management, and Budget)

Note: Chart excludes STRI personnel and includes Smithsonian Enterprises and predecessor units.
Private Fundraising
Funds Raised FY99 to FY09

Annual Average for $1.5B Campaign
4 Grand Challenges

- Understanding the American Experience
- Valuing World Cultures
- Understanding and Sustaining a Biodiverse Planet
- Unlocking the Mysteries of the Universe

Broadening access, reaching new audiences, education

Collaboration across disciplinary activities

Mission-enabling excellence

Tackling large cross-cutting issues
Understanding the American Experience
Understanding and Sustaining a Biodiverse Planet
Unlocking the Mysteries of the Universe
Smithsonian ForestGEO

*We see the forest AND the trees*
Smithsonian MarineGEO
Tennenbaum Marine Observatories Network

And now for the OTHER 71%
How is hip-hop like the microchip?

What has given us water from Mars and daggers from India?

What is part man, part fish, and all latex?

What exactly does a bear do in the woods?

What can mimic a bug or whack you in the face to get what it wants?

What masterpiece not only fills a room — it is the room?

Questions come alive at seriouslyamazing.com

Smithsonian Seriously Amazing™

Promotional support provided by Target®
FY 2015 BUDGET
TOTAL: $1,379,000,000

Federal Appropriations: 59.5%
Trust Fund Sources: 40.5%
SMITHSONIAN EDUCATION

- 7 million education program attendees
- ePals 700,000 schools globally. nearly 2 million page views from 700,000 visitors of SI Content Center and 75,000 downloads
- More than 2,000 web-based education resources targeted to state standards, including History Explorer, Oh Freedom! and the Encyclopedia of Life
- Eight new education centers in museums
DELIBERATING ON THE PROMISE
OF THE DIGITAL SMITHSONIAN
DIGITAL LANDSCAPE

Museums
Research Centers
Libraries
Archives

Public
Games
MOOCs
Lesson plans, curricula, online training
Publications, cable, other media

Websites
Mobile Apps + Emerging Platforms
Exhibitions
Public Programs

Research Collections
Digitization

Social Media
Data management

Supercomputing
Advanced imaging, 3D, and robotic technologies

Crowdsourcing
Content Sharing Collaboratives

Advanced Network Services
Analytics

Revenue Generation
Digital Fundraising

Partnerships
Cloud

In-Person Experience

Networks, cable, other media

Revenue Generation
Digital Fundraising
Best of Both Worlds:
Museums, Libraries, and Archives in a Digital Age

Smithsonian Institution

Creating the Next
WEBSITES AND MOBILE APS

SAO

Leafsnap

SI.COM

Meanderthal ap

CREATING THE NEXT
Any Questions?
Thank you!