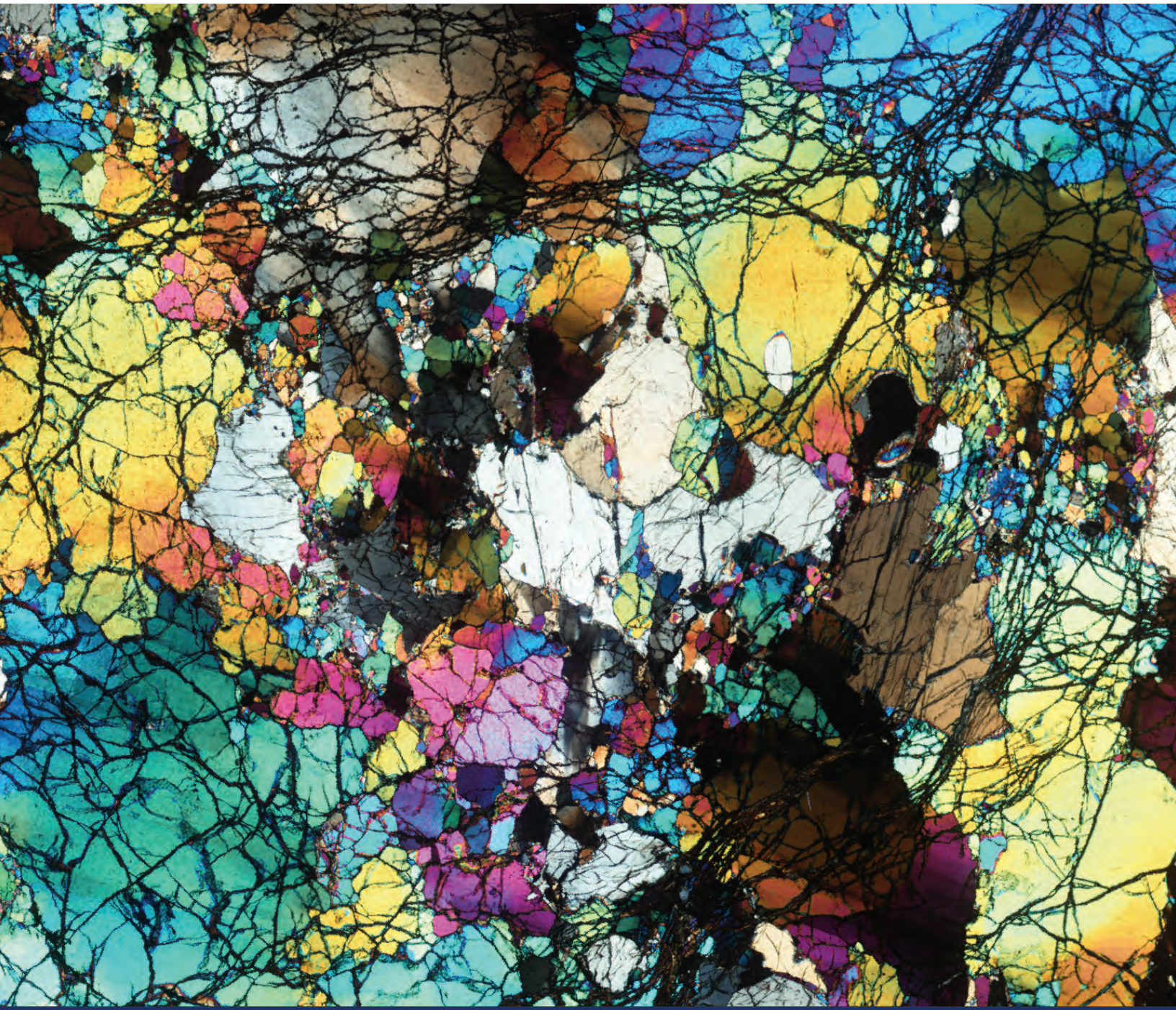
OFFICE OF THE
INSPECTOR GENERAL

Smithsonian

STRATEGIC PLAN | 2025–2029



Above: A thin slice of the ancient rocks collected near the North Pole, photographed under a microscope and seen under cross-polarized light. **Credit:** E. Cottrell, Smithsonian.

Strategic Plan 2025-2029

Above: Harmony in Blue and Gold: The Peacock Room
Credit: National Museum of Asian Art

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Strategic Plan 2025-2029

Message from the Inspector General

On behalf of the Smithsonian Institution (SI), Office of the Inspector General (OIG), I am pleased to present our Strategic Plan for Fiscal Years (FY) 2025 through 2029. This strategic plan provides a roadmap for fulfilling our responsibility to conduct independent, objective, and evidence-based oversight of SI programs and operations while striving to make OIG's internal operations more efficient and effective.

The dedicated public servants in this office are committed to meeting this responsibility. Our work helps safeguard taxpayer and donor dollars and promotes public trust in SI programs and operations. We also identify ways to improve SI by offering specific, actionable, and timely recommendations that lead to positive change.

One of our biggest challenges is identifying where and how we can have the greatest impact. SI has an incredibly broad portfolio: its more than 6,600 employees are responsible for the world's largest museum, education, and research complex with a combined federal and trust budget exceeding $1.7 billion.

Our oversight responsibilities are, as a result, equally broad and of great public significance. With fewer than 25 employees and less than 0.25% of SI's budget, we must choose our priorities carefully to ensure that our work has the greatest impact within SI and with our stakeholders. To recognize the importance of stakeholder engagement in informing our priorities and the impact of our work, we created a new goal in this Strategic Plan (Goal 4: "Increase mission impact through proactive and continuous engagement with stakeholders").

Our vision is to be the trusted oversight organization of SI. We will do this by adhering to our values of integrity, objectivity, impact, and innovation, and by investing in our most valuable asset – our people. To recognize the importance we place on fostering a talented, respectful, diverse, collaborative, and creative workplace, we developed a separate strategic goal in this Plan (Goal 2: "Foster a high-performing workplace that inspires employees to take pride in their work and the work of our organization").

Our principal strategic goal is to deliver results that promote excellence within SI. This plan identifies how we intend to do that while still recognizing the need for us to remain agile and flexible as priorities shift and new issues emerge.

I am deeply grateful for the talented OIG team, their hard work, and their enduring commitment to our mission, vision, and values. This incredible group of individuals has been so warm in welcoming me as the new Inspector General and member of their team. I look forward to working alongside them and am confident we will continue to lead, innovate, and produce high-quality work.

Nicole L. Angarella, Inspector General
Smithsonian Institution

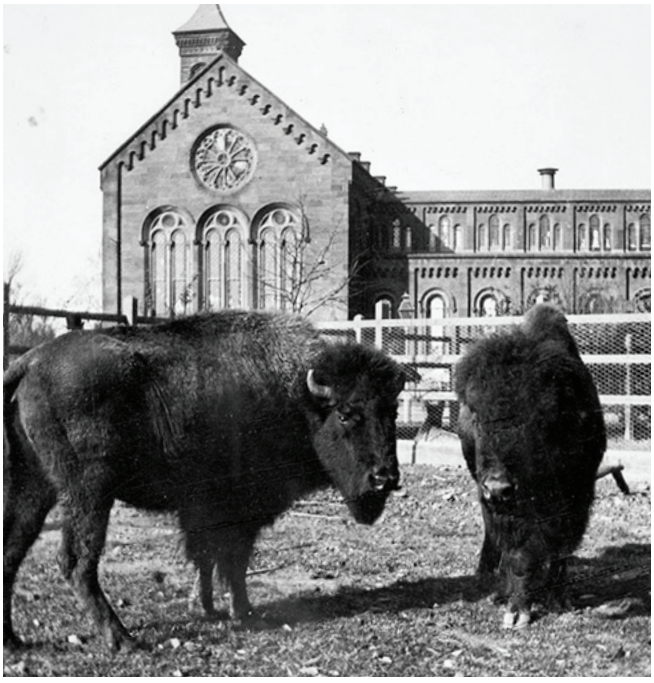
Who We Are & What We Do

MISSION

Our mission is to promote the efficiency, effectiveness, and integrity of the Smithsonian's programs and operations through independent and objective oversight. We achieve our mission by conducting independent investigations, audits, and evaluations and by reporting our findings of fraud, waste, abuse, and mismanagement, along with recommendations for improvement.

VISION

Our vision is to be a highly effective and trusted organization that promotes positive change in the Smithsonian.



Above: When the American bison faced extinction, a breeding herd was brought from Montana and allowed to graze in front of the Smithsonian Castle. **Credit:** Smithsonian Institution Archives.

Right, circular images: Chest Portion of an Iron Lung. **Credit:** National Museum of American History; Caftan. **Credit:** National Museum of African Art; Small Egg Basket. **Credit:** Anacostia Community Museum; Stock Ticker. **Credit:** National Museum of American History.

VALUES

Our values guide our behavior, work, and decisions at all levels.

Integrity – We demonstrate our integrity by acting with honesty and professionalism. We treat people with dignity and respect. We hold ourselves to the highest ethical and professional standards.

Objectivity – Objectivity is the foundation of our work. We maintain independence, gather all relevant facts, and base our findings on supportable evidence. We conduct our work without bias or undue influence.

Impact – Our work provides decision-makers with information they can use to improve Smithsonian programs and operations. We are committed to achieving the highest quality in everything we do. We communicate and share knowledge openly, consistently, and constructively, building mutual trust with associates and stakeholders.

Innovation – We think creatively and encourage sharing new ideas and solutions to existing challenges. We anticipate changing conditions and adjust our priorities and work accordingly. We embrace continuous improvement in our own organization and the Smithsonian.

OIG STRATEGY MAP: GOALS AND OBJECTIVES

Promote positive change in the Smithsonian through prioritized and timely oversight.

WORK

1. Prioritize oversight in high-risk and high-impact areas.
2. Deliver high-quality, timely, and useful work products.
3. Drive change by making recommendations for improvement and monitoring their implementation.

Foster a high-performing workplace that inspires employees to take pride in their work and the work of our organization.

PEOPLE

4. Cultivate an inclusive culture that prioritizes teamwork, diversity of all kinds, professionalism, transparency, and fairness.
5. Provide continuous leadership and development opportunities, especially around building expertise on the latest technologies and agile products in the oversight community.
6. Foster an environment that inspires innovation, rewards exceptional performance, facilitates interdisciplinary collaboration, and values contributions from employees at all levels of the organization.

Strengthen the impact of our oversight mission through effective and efficient OIG operations.

OPERATIONS

7. Build streamlined business operations that support operational efficiency, effectiveness, agility, and excellence. Manage resources in a way that enables us to achieve our mission while also being good stewards of taxpayer dollars.
8. Identify and apply best practices from the OIG community to enhance our oversight capabilities.
9. Leverage data and technology to strategically allocate resources toward organizational priorities.

Increase mission impact through proactive and continuous engagement with stakeholders.

ENGAGEMENT

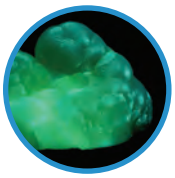
10. Educate stakeholders and proactively reach out to raise awareness of OIG and its role, value, and impact.
11. Incorporate stakeholder feedback to increase the impact and effectiveness of our work.
12. Promote transparency by communicating OIG's findings and recommendations.

Promote Positive Change

GOAL 1

Promote positive change in the Smithsonian through prioritized and timely oversight.

Our core mission is to encourage the Smithsonian to implement positive change by using our oversight work to identify weaknesses, misconduct, and opportunities for improvement. Fraud, waste, abuse, and mismanagement divert resources from their intended use and erode public and donor trust. Holding wrongdoers accountable and addressing the underlying conditions that allowed fraud, waste, abuse, and mismanagement to occur requires reliable evidence and information. Our oversight work provides this information and actionable recommendations for decision-makers in the Smithsonian, the Board of Regents, and Congress. Positive change from our work occurs when those with authority act on our findings and recommendations.

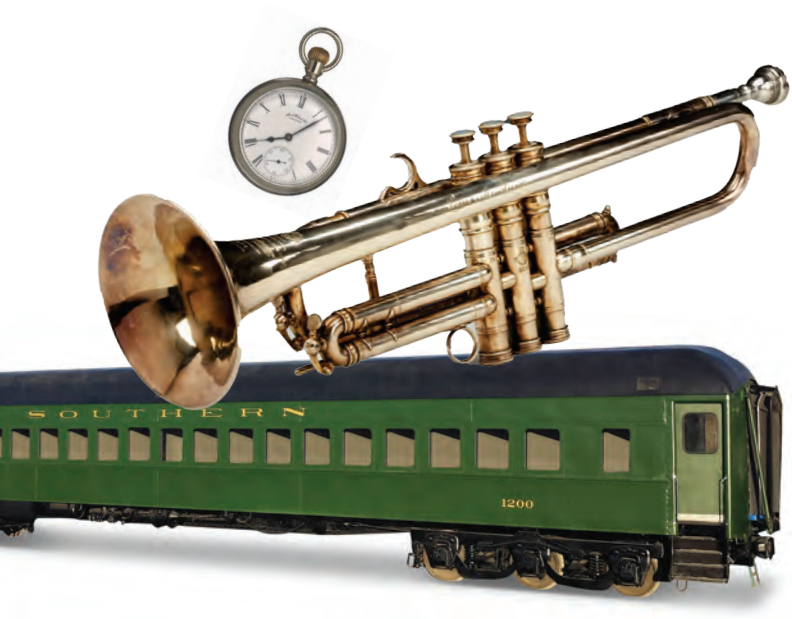


OBJECTIVE 1:
Prioritize oversight in high-risk and high-impact areas.

OBJECTIVE 2:
Deliver high-quality, timely, and useful work products.

OBJECTIVE 3:
Drive change by making recommendations for improvement and monitoring their implementation.

Above, top to bottom, left to right, circular images: Treaty of Greenville medal. **Credit:** National Museum of the American Indian; Smithsonite. **Credit:** National Museum of Natural History; Salt cellar. **Credit:** National Museum of African Art; Teapot with Chinoiserie Vignettes. **Credit:** Cooper Hewitt, Smithsonian Design Museum.



Left, top to bottom: Pocket watch likely carried by Matthew Henson in the 1908-1909 Arctic expedition; Louis Armstrong's trumpet; Southern Railroad passenger car from the "Jim Crow" era. **Credit:** Collection of the Smithsonian National Museum of African American History and Culture.

Foster a High-Performing Workplace

GOAL 2

Foster a high-performing workplace that inspires employees to take pride in their work and the work of our organization.

An organization can only be as strong as its employees who are leading and conducting its work. To bring out the best in our colleagues and to advance our oversight mission, we strive to promote a workplace culture that supports the most essential resource we have – our people. Investing in our people and giving them opportunities to learn, grow, and lead is essential to fostering a culture of employee engagement and increasing organizational performance.

OBJECTIVE 4:
Cultivate an inclusive culture that prioritizes teamwork, diversity of all kinds, professionalism, transparency, and fairness.

OBJECTIVE 5:
Provide continuous leadership and development opportunities, especially around building expertise on the latest technologies and agile products in the oversight community.

Above, top to bottom, left to right, circular images: Asian Elephant, African Lion, a female blue-billed currassow chick named Lulo, Scimitar-horned Oryx. **Credit:** Smithsonian's National Zoo and Conservation Biology Institute.

OBJECTIVE 6:
Foster an environment that inspires innovation, rewards exceptional performance, facilitates interdisciplinary collaboration, and values contributions from employees at all levels of the organization.

Above: Two-year-old female giant panda Qing Bao. **Credit:** Roshan Patel, Smithsonian's National Zoo and Conservation Biology Institute.

Inset Image: Two-year-old male giant panda Bao Li. **Credit:** Roshan Patel, Smithsonian's National Zoo and Conservation Biology Institute.

Strengthen the Impact of Our Oversight Mission

GOAL 3

Strengthen the impact of our oversight mission through effective and efficient OIG operations.

Because the OIG evaluates how well Smithsonian programs and operations function, we have a responsibility to ensure that we optimize our operations. We should be a model organization that strives to continuously improve.

OBJECTIVE 7:

Build streamlined business operations that support operational efficiency, effectiveness, agility, and excellence. Manage resources in a way that enables us to achieve our mission while also being good stewards of taxpayer dollars.

OBJECTIVE 8:

Identify and apply best practices from the OIG community to enhance our oversight capabilities.

OBJECTIVE 9:

Leverage data and technology to strategically allocate resources toward organizational priorities.

Above, top to bottom, left to right, circular images: Amelia Earhart set two of her many aviation records in this bright red Lockheed 5B Vega. **Credit:** National Air and Space Museum; Olivetti Studio 46 Typewriter used by Octavia Butler. **Credit:** Anacostia Community Museum; Boxing headgear worn by Muhammad Ali. **Credit:** Collection of the Smithsonian National Museum of African American History and Culture; Green handle bouquet holder with beads. **Credit:** Smithsonian Gardens.

Left, top to bottom, counterclockwise: *Laelia anceps* 'Mr. Chrisman's First Orchid'. **Credit:** Photographed by Hannele Lahti. Collection of the Smithsonian Gardens.

Powder horn carved with the name of Revolutionary War soldier Prince Simbo; Albumen print of enslaved women and their children near Alexandria, Virginia; Slave buttons used by slave trader Thomas H. Porter; Violin owned by Ginger Smock. **Credit:** Collection of the Smithsonian National Museum of African American History and Culture.

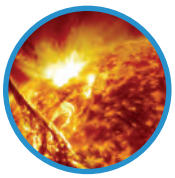
Increase Proactive Engagement

GOAL 4

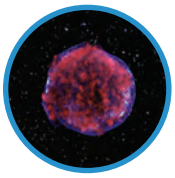
Increase mission impact through proactive and continuous engagement with stakeholders.

We have a variety of stakeholders, including Smithsonian leadership, the Board of Regents, Congress, and the public. To effectively engage all our stakeholders, we must successfully communicate our mission, consider their concerns and input, and timely and effectively communicate our results.

OBJECTIVE 10:
Educate stakeholders and proactively reach out to raise awareness of OIG and its role, value, and impact.



OBJECTIVE 11:
Incorporate stakeholder feedback to increase the impact and effectiveness of our work.



OBJECTIVE 12:
Promote transparency by communicating the OIG's findings and recommendations.

Above, top to bottom, left to right, circular images: A star cluster in the center of the Flame Nebula about 1,400 light years from Earth. **Credit:** X-ray: NASA/CXC/PSU/K.Getman, E.Feigelson, M.Kuhn & the MYStIX team; Infrared: NASA/JPL-Caltech.

This artistic depiction shows what the Giant Magellan Telescope will look like when construction is completed; image of the sun and Tycho supernova remnant. **Credit:** Center for Astrophysics | Harvard & Smithsonian.

Left: Submillimeter array in Hawaii. **Credit:** Center for Astrophysics | Harvard & Smithsonian.

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Above: Mauna Kea in Hawaii where SAO has a radio telescope. Credit: Steven K. Uejio.