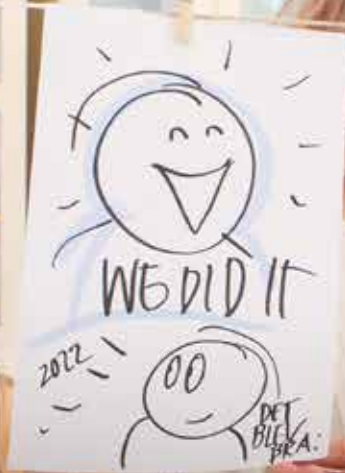


Our Strategic Choices for a Thriving Planet

Strategic Plan 2023-2030



SWEDISH MUSEUM OF
NATURAL HISTORY

The Swedish Museum of Natural History heading towards 2030

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Museum management team





Foreword

From the past to the future, with consideration and decisive action

The world is constantly changing. We must be prepared to overcome all types of obstacles from pandemics, climate changes and unpredictable economic developments, to wars in nearby areas. In order to equip ourselves with the necessary tools for a confident and successful institution, we need to be both flexible and mindful, and demonstrate decisive action, both individually and collectively. It is my hope that this strategic plan and the activities that it describes convey an idea that both fascinates and inspires. I am proud in stating that it explains how we want to contribute to the advancement towards a thriving planet based on a solid foundation of knowledge, engaging activities and a voice of reason in society.

The Swedish Museum of Natural History was founded in 1819, and its origins can be traced back much further. The first donation to the natural history collections of Sweden's Royal Academy of Science was made in 1739, and the collections were put on display to the public starting in 1786. As such, the museum has seen over 200 years of natural science and public activities. Through the centuries, the museum has exhibited magnificent displays of biological diversity from all corners of the world, which has given rise to its nickname "The Palace of Nature". An equally suitable designation might be "The Guardian of Nature", and I find the basis for that in the facts that the museum holds one of the world's oldest environmental sample reserves, and since the 1960s has conducted critically important surveys of environmental toxins, such as DDT, PCB and, more recently, PFAS.

However, the greatest and most comprehensive challenge confronts us today. The vision of the Swedish Museum of Natural History is a thriving planet, but several fundamental ecosystems are now in peril.

Our institution's commitment and continuing research concerning the Earth's development and biological diversity yields vital information relating to the great issues now confronting our society. In our official directive as a government authority, it is specified that we shall "strive to increase understanding of, and provide perspective on, issues within the institution's area of expertise, primarily with regard to long-term effects on biological diversity, ecosystems and landscapes".

The threats to biological diversity have served as an anchorpoint for the Museums strategic plan for the years 2023–2030. It has also been important for us to consider the new opportunities offered by technical development and digitalisation, and their potential significance for how we work with our collections, conduct research, arrange public activities, present our data to the wider world, and for our work methods in general. Change takes time and with this strategic plan we look eight years into the future, to the same end-year as the global sustainable development goals of Agenda 2030. A united gathering of forces is needed, and in this booklet we present our strategic choices for a thriving planet.

We invite you to delve in and join us on a mutual journey!

Lisa Månsson

Director General of the Swedish Museum of Natural History



Our vision

The guiding star that we constantly strive towards:

Our vision is a thriving planet

Our directive

The Swedish Museum of Natural History is a government authority and reports to Sweden's Ministry of Culture. The directive is thoroughly described in the museum's official regulation (government document 2007:1176), and can be summarised as follows:

- The Swedish Museum of Natural History shall promote interest in, knowledge of, and research on the structure and development of the universe, the Earth and its life, including biological diversity, human biology, ecosystems and landscapes.
- Convey relevance to all members of society.
- Preserve, scientifically study and enrich the collections that are entrusted to the institution.
- Conduct public and educational activities.
- Provide perspectives on and increase the understanding of issues within our area of expertise, especially with regard to long-term effects on biological diversity, environment and landscapes.
- Assume primary responsibility for pollen monitoring in Sweden.
- Conduct research and assist other government agencies.
- Strive to increase science-based knowledge and collaborate with others.

Who we are and want to be

The Swedish Museum of Natural History – the research museum that leads the way

Our fantastic planet is in constant change, and over the course of many million years has adapted to altered conditions. Through our actions, humans have imperilled much of life on Earth by contributing to rapid increases in species extinction rates and climate change. The actions of humanity risks destroying ecosystems on which we are entirely dependent. In order to ensure informed decisions and influence future development as a collective, we need a solid foundation of science-based knowledge.

The Swedish Museum of Natural History is a governmental institution that, for over 200 years, has built scientific collections and collected data, conducted research on life and the Earth itself, and shared knowledge with the public. With a strong commitment to the health of our planet and our common future, we seek answers to life's most fundamental questions. We are at the forefront of research on the breadth and composition of biological diversity, the tracing of environmental toxins in nature, and the

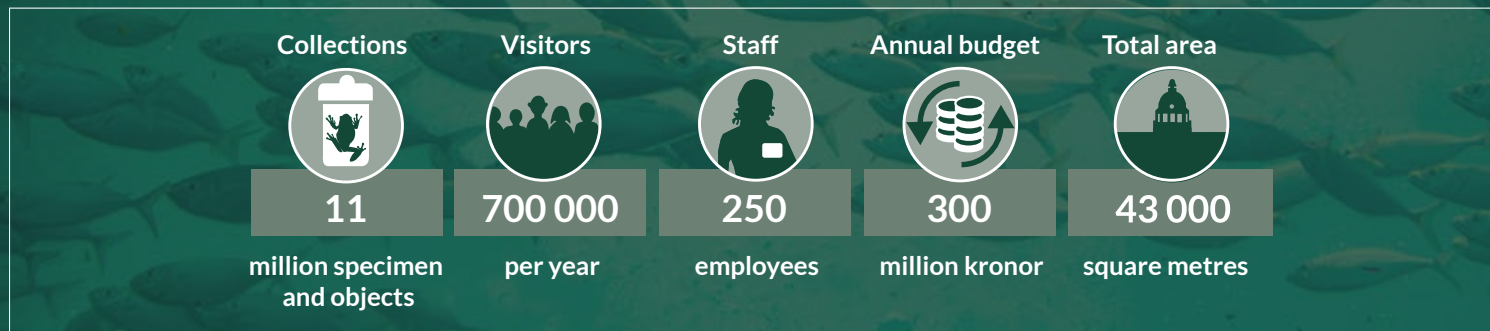
analysis of prehistoric DNA. We apply cutting-edge methods to understand our planet, including the formation of the continents, and the origin and evolution of life.


Through our work in Sweden and beyond, we have collected millions of fossils, plants, animals, fungi and geological objects. Our collections are irreplaceable scientific archives spanning millions of years and are used by scientists at the museum and worldwide.

We share all of our research and dedication with decision-makers, other governmental agencies, and anyone who visits us either digitally or in person. Every year, we meet thousands of pupils and teachers, both online in their classrooms and face-to-face at the museum.

Through our exhibits, Cosmonova and outreach activities at the museum, we encourage participation that leads to an understanding and appreciation of our planet. Through research and public activities, our goal is to lead the way to greater knowledge and decisive action, so that together we can contribute to a bright and sustainable future.

The museum in numbers



A photograph of two paleontologists, Jonas Hagström and Cecilia Larsson, smiling and looking at each other. Jonas is on the left, wearing a green jacket and glasses, holding a small, porous fossil. Cecilia is on the right, wearing a dark sweater, holding a larger, more complex fossil. The background is a solid, muted green color.

Jonas Hagström, paleontologist

Cecilia Larsson, paleontologist

Strategic areas

A basic requirement for creating change is being able to describe the objectives. We have chosen to sort our diverse activities into six areas, each with a specific strategic goal and objectives. On the following pages, we describe our strategic areas for the years 2023–2030 and the desired effects that we aim to achieve.

Strategic area 1: Collections

Well-maintained collections that are accessible to everyone

Strategic area 2: Research

Cutting-edge research on our earth and its biodiversity

Strategic area 3: Nature monitoring

Healthy environments for the preservation of biological diversity

Strategic area 4: Visitor destination

A genuine and engaging experience in all aspects

Strategic area 5: Nationwide impact

Engaging public activities across Sweden

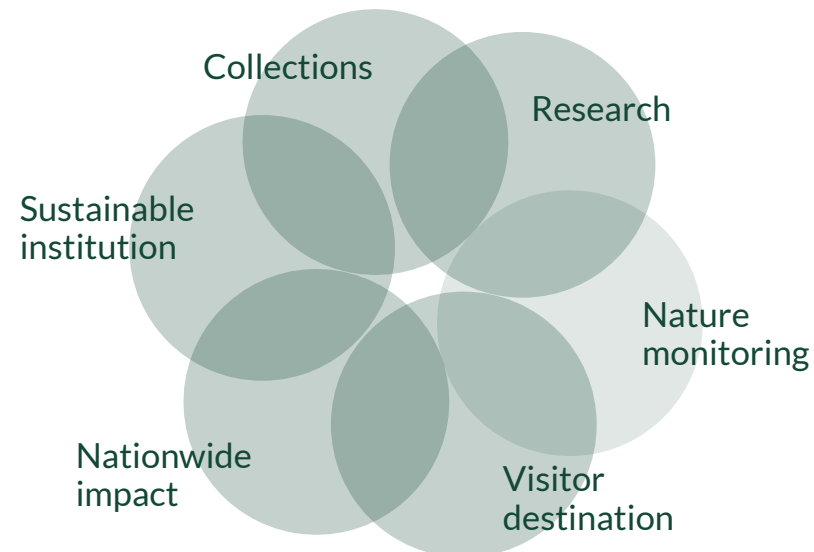
Strategic area 6: Sustainable institution

A flexible, sustainable and proactive institution with a high degree of trust

How to achieve these goals

We will achieve the desired goals by remaining faithful to the spirit of the Swedish Museum of Natural History:

*We explore and create enthusiasm ,
we provide context to pressing issues, and
contribute knowledge that shapes our future.*



Strategic area 1.

Collections

Well-maintained collections that are accessible to everyone

Objectives

Our physical and digital collections represent fundamental resources that are actively used in the museum's research. The museum staff and target demographics understand the value and great scientific significance of the collections. Full conservation of the collections will provide a comprehensive picture of their value within the fields of taxonomy, systematics, phylogenetics, natural history and science history. We also participate in national and international initiatives focused on physical and digital collections.

Through our curatorial work and digitisation, we make the collections visible to the public and explain their significance for scientific research. Selected parts are made accessible through exhibitions, public activities and digital (online) platforms. The collections are also used to support education at various levels, from preschool to graduate school.

The collections are housed in suitable cabinets and storage rooms with energy efficiency and long-term preservation in mind. We strive to make the collections readily accessible by digital means to meet modern global standards. Data from the collection management systems of the various departments are integrated into a comprehensive digital archive that can be searched via the museum's public website.

In order to increase the collections' current relevance, stratigraphic, taxonomic and geographic gaps are identified and new specimens are regularly added. Scientific expeditions are conducted, primarily in Sweden; but the geographical scope and relevance is expanded by collecting in connection with research projects in other countries. We encourage guest researchers to visit the museum to study and enhance the collections with their knowledge.

Desired effects

- a) The museum contributes to the level of scientific knowledge in society. The museum progressively strengthens its role through research on its collections, and this provides basis for explaining the importance of the collections in answering scientific questions that are relevant to society.
- b) The collections are maintained in good condition, ensuring their availability for future generations.
- c) Our collections are made accessible both digitally and on site at the museum for the benefit of the general public, the scientific community, the business community, and new user groups in the public sector.
- d) Our collections increase in size and relevance through new scientific expeditions, acquisitions and donations.



"By digitalising our fantastic collections, we make them accessible to scientists throughout the world. As a result, they can be used in global research on everything from systematics and species distributions to climate change."

Jennifer Kearey, biologist, photographer and scientific illustrator



“When we map the Earth’s plants and animals, we make it possible to stop the loss of biodiversity.”

Johannes Bergsten, researcher

Strategic area 2. Research

Cutting-edge research regarding our Earth and its biodiversity

Objectives

Our research competence excels in international competition, and our scientists are greatly sought-after in international networks, conferences, committees, and editorial boards. Included among our areas of research are biological diversity, evolution and extinction, and studies of the Earth and the solar system. The results are regularly published in respected scientific journals. We participate in the international development of digital media, and are able to collect, process and manage large amounts of data.

The museum's physical and digital research infrastructure—with advanced technological facilities, laboratories, collections and data—is a resource for the global research community that is in high demand. Scientists around the world are welcome to conduct research on the collections and enhance their value.

Our knowledge of species and our expertise regarding the evolution of life and development of the Earth is widely sought after in society. Research results are placed in contexts that relate to current issues and challenges of local and global significance, especially within the fields of biological diversity, ecological sustainability and climate.

The institution is very much regarded as **the research museum**. Internal and external communication is integral to all research, and we place great importance on ensuring that our research findings reach the wider world. Researchers and all personnel dealing with the collections participate in the planning, design and updating of the exhibitions, and we collaborate in public activities to present research findings and place them in their wider contexts.

Desired effects

- a) The museum's research contributes to increased knowledge in areas that include biological diversity, phylogenetic relationships between species, evolutionary theory and natural history, geochemistry, minerals and crystal structure, as well as meteoritics and planetary evolution.
- b) The museum contributes to a scientific understanding of the Earth's formation and the development and maintenance of the conditions necessary for a thriving planet.
- c) The museum maintains its reputation as a facility for world-leading research within the international scientific community, and its staff assists international bodies and decision-makers within our areas of expertise.
- d) Our physical and digital research infrastructure is regarded as modern and comprises a resource for national and international research efforts.
- e) The museum's scientists participate in its public activities, thereby increasing the quality of scientific exchange with the public, enhancing the community's appreciation of research activities, and deepening the institution's footprint in society

Strategic area 3. Nature monitoring

Healthy living environments for the preservation of biological diversity

Objectives


For the past several decades, the Swedish Museum of Natural History has carried out extensive monitoring of Sweden's natural environment, including assessments of the impacts of human activities. Among other things, we have built up the world's oldest environmental sample reserve, and have been primarily responsible for nationwide pollen forecasts, along with ring marking of birds and Statens vilt ("The Crown's Game").

Priority is given to maintaining, making available, and ensuring the quality of both physical specimens and genetic samples over long time periods. These specimens are used to assess the levels of environmental toxins in the natural food web through time, evaluate changes in species populations, and measure the effects on ecosystems as a whole. Time series can also indicate the rise of new environmental threats, and comprise a national and global resource for decision-makers and scientists.

The results of nature monitoring are placed in a broader context relating to current issues and challenges within the fields of biological diversity, the health of selected animal populations, ecosystems and landscapes. Our expertise is important and sought-after in society. Pollen forecasts, in particular, are widely disseminated to the substantial benefit of the general public. The animal remains that comprise Statens vilt are especially high in value, and those specimens are added to scientific collections and are available via loans, museum visits and digital databases. Nature monitoring is conducted primarily at the behest of other government agencies and, with flexibility and good relations, the museum ensures that all monitoring is suitable and sustainable economically and safe for personnel. When monitoring assignments are given priority, the objectives of both the museum and commissioning bodies are considered in order to achieve the greatest possible value.

Desired effects

- a) Nature monitoring programs at the museum assists decision-making agencies in areas such as environmental and population monitoring, and also assists with expert opinions on conservation measures.
- b) The museum contributes to the expansion of knowledge by providing easily accessible and relevant information to scientists, decision-makers and the general public for use in making informed decisions, analyses and action plans.
- c) The inclusion of nature monitoring in our public activities results in the spread of knowledge and interest in the important issues involved—everything from human health to sustainable ecosystem
- d) Our nature monitoring program is characterised by positive and value-creating relations with external commissioning bodies and individuals.



"I work with the acoustic monitoring of porpoises. Those in the Baltic Sea are under serious threat, but they are essential for the proper functioning of Baltic ecosystems."

Julia Carlström, researcher



"Cool that the museum has its own researchers working for the future."

Said by a teenage visitor

Strategic area 4.

Visitor destination

A genuine and engaging experience in all areas

Objectives

A visit to the museum is an engaging and enriching experience, with emphasis on the transmission of knowledge. Our visitor facilities and all related services constantly maintain high quality, including everything from exhibitions and entry halls, to lunch rooms, restaurants and meeting areas. Personal encounters with personnel are an important aspect of visits to the museum, and everyone who works in the building contributes to an engaging experience.

It is evident to visitors that we are a research museum, with strong involvement in current issues relating to biological diversity, sustainability and climate, and the evolution of the Earth and life through time. This involvement is conveyed to our visitors who, through this, become well-equipped to contribute to a sustainable future.

Our collections, research and nature monitoring activities form the basis of the knowledge we convey through the exhibitions, Cosmonova, special programs and school activities. We collaborate with other museums, organisations and institutions in the transmission of knowledge within several fields of expertise, and in the development of methods used for public engagement. Our perspective is expanded through national and international contacts.

Experiences and events are developed in dialogue with our target groups and other users. Activities are also improved through dialogue with the target groups, and by applying a research-focused approach. The visitors have an impact and use knowledge, inspiration and engagement to make a difference.

Desired effects

- a) The museum attracts many visitors and they represent a broad spectrum of society.
- b) Visitors leave the museum with new knowledge, an increased sense of involvement, a greater capacity for decisive action, and a stronger determination to contribute to a better world.
- c) Visitors have a high quality experience throughout their visit to the physical venue.
- d) Visitors feel that they are welcome, seen and important.
- e) Visitors regard the Swedish Museum of Natural History as the right place to gain knowledge of biological diversity, sustainability, and climate change.

Strategic area 5.

Nationwide impact

Engaging public activities across Sweden

Objectives

Knowledge provided by the Swedish Museum of Natural History is in demand throughout the country, and the museum is digitally the most frequently visited museum in Sweden. We share knowledge and information that are linked to current societal issues, such as biological diversity and seasonal events. Information and activities are presented with clearly defined purpose. By putting it into local context further relevance is added. We highlight the relationships between ecosystems and the Earth's limited resources, and show how global conditions have local impacts, as well as how individual actions are significant on a global level.

The stories we tell are produced in a way that can be used in a variety of channels, both physical and digital. Through digital programs, school activities and social media, we reach all of Sweden. Museum co-workers often participate in media as experts regarding our own research but also to comment on findings by other experts. Knowledge and interaction is also shared when museum co-workers participate in various events around the country, or through temporary exhibitions in collaboration with other organisations.

We possess the necessary technical and pedagogical competence to meet the needs of various target groups digitally. The museum's digital activities are regarded as a resource for lifelong learning. Targetgroups are invited to participate in our development efforts. The knowledge we convey encourages involvement and incentives to act for a sustainable future.

Desired effects

- a) We are regarded as a resource for scientific knowledge that is accessible throughout Sweden, and digital visitors do not experience physical distance from the museum as an obstacle to participate in its activities.
- b) Visitors throughout the country have great confidence in the accuracy and importance of information provided by the museum.
- c) Digital and in-person visitors feel that we contribute to knowledge based on scientific facts and counteract fact-resistance.
- d) Teachers and students use the museum as an important educational resource.



The tablet screen displays a virtual reality interface with the following elements:

- Top Bar:** A standard Windows taskbar with various application icons.
- Main View:** A large video feed showing a 3D digital reconstruction of the dinosaur skeleton in a museum setting.
- Right Sidebar:** A vertical column of four buttons:
 - Top button: A green circle with a white 'S'.
 - Second button: A blue circle with a white 'D'.
 - Third button: A blue circle with a white 'A' and a small volume icon.
 - Bottom button: A blue circle with a white 'A'.
- Bottom Bar:** A navigation bar with several circular icons, including a red call icon, and system status icons on the right showing the time as 09:35 and the date as 2022-09-30.



"I am proud and happy to work together with my colleagues in our joint mission for a thriving planet."

Catharina Hammarskiöld, Head of Communications

Strategic area 6.

Sustainable institution

A flexible, sustainable and proactive institution with a high degree of trust

Objectives

Museum personnel are enthusiastic co-workers with the necessary competence for the needs of the institution. The work environment is healthy, and the workload is sustainable. Internal communication and collaboration promotes a healthy organisational culture and contributes to the achievement of the museum's objectives. With cross-functional work groups and collaborative working methods, we function as a unified museum and strengthen the sense of participation.

Basic functions for support and communication are value-creating resources that enable, assist and sometimes lead important steps in the museum's development. Personnel work in suitable, well kept workspaces with technical infrastructure that is kept up-to-date and serves the needs of the museum. Internal processes, supporting activities and documentation are adapted to changes in the needs and conditions of the museum, and when new laws or regulations come into effect. Clear, appropriate and coherent processes, together with an easily understood administrative structure, provide conditions for a comfortable work environment in which it is easy to act ethically and appropriately.

We are able to set priorities, anticipate needs and to act when needed, as well as maintaining an appropriate balance between continuous activities and development efforts. Climate change and other environmental issues are crucial for the future and permeate the entire institution and its activities.

Desired effects

- a) As a result of the effectiveness and quality of our assigned tasks and administration, we are highly trusted by our clients, the general public and other stakeholders.
- b) The museum is an attractive employer with the ability to recruit, develop, share and maintain the competency needed to operate an institution of the highest quality.
- c) We are able to maintain long-term economic balance, with sufficient resources to fulfil planned basic activities, necessary development measures and strategic priorities.
- d) Collaboration within the museum is characterised by a high level of trust for each other, respect in each other's expert skills, and regard for the manner in which the various activities are conducted.
- e) Climate and other environmental issues permeate the institution and its activities, and we continually report on new measures that inspire others and generate an appreciation for the Museum's efforts and accomplishments internally.



Swedish Museum of Natural History heading towards 2030.

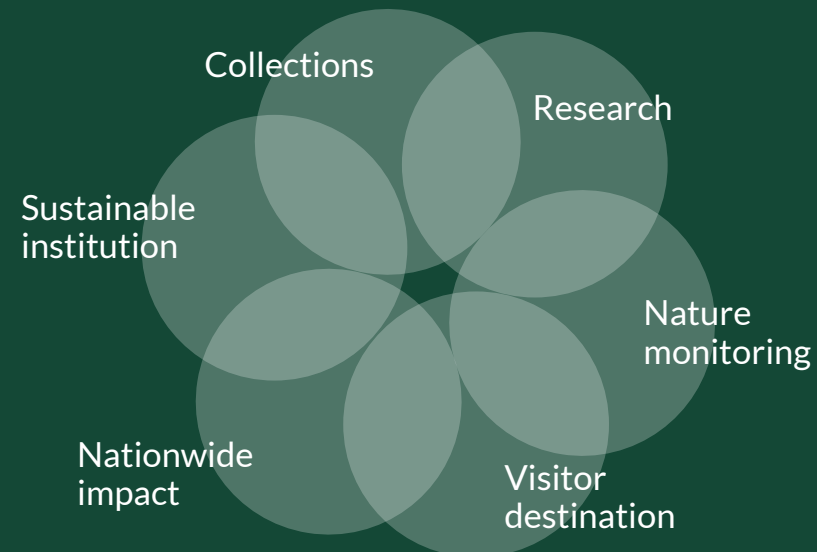


We are the research museum that shows the way. What we value most of all, our core values, are *scientific reasoning, credibility, collaboration and engagement*.

The workplace culture promotes fellowship and trustful collaboration with common goals in a sustainable work environment.

Our goal is to lead the way to increased knowledge of the natural world and decisive action in its maintenance through conservation, research and public activities. We aim to contribute to preservation of biological diversity and achieve a world with a bright and sustainable future.

We have made our strategic choices and continue working towards our vision of a thriving planet.



Summary

Strategic areas of the Swedish Museum of Natural History, 2023-2030

Strategic area 1. Collections

Well-maintained collections that are accessible to everyone

The museum collections are made available digitally, and we maintain the specimens at the highest standards so that they will remain for hundreds of years. The collections are crucial for research, and new specimens are collected in order to maintain high quality and relevance.

Strategic area 2. Research

Cutting-edge research regarding our Earth and its biodiversity

We conduct research in the international arena at the forefront of knowledge and spread a scientific approach to solving problems in the world around us. Research-findings are placed in contexts that relate to current issues and challenges.

Strategic area 3. Nature monitoring

Healthy living environments for the preservation of biological diversity

Collections acquired through long time series allow us to monitor the spread of environmental toxins and changes in species populations in Sweden, in order to provide a foundation of knowledge for decision-making agencies. We also assume primary responsibility for pollen monitoring in Sweden.

Strategic area 4. Visitor destination

A genuine and engaging experience in all areas

The museum visit is a genuine and engaging experience, focusing on knowledge, providing top-quality service and a feeling of warm welcome. It is clear that we are a research museum that inspires to action.

Strategic area 5. Nationwide impact

Engaging public activities across Sweden

We share knowledge and information throughout Sweden by public outreach, online presentations, high-quality digital programmes and school activities. Museum co-workers are appreciated as experts in the news and on social media platforms.

Strategic area 6. Sustainable institution

A flexible, sustainable and proactive institution with a high degree of trust

Our economy is in balance, we work efficiently and with high quality both regarding assignments and administration, and we create a sustainable work environment for all co-workers.

Our motivation regarding a thriving planet is reflected in the presence of climate and other environmental issues in all museum activities.

