



Smithsonian
Institution

Management's Discussion and Analysis FY 2016



THE SMITHSONIAN INSTITUTION'S IMPACT ON AMERICA

The Smithsonian greatly appreciates the continued support of the Administration, the Congress, and the American people, and takes seriously the crucial role it plays in advancing the civic, educational, scientific, and artistic life of this nation. As a public trust, the Smithsonian addresses some of the world's most complex issues and uses ever-evolving technologies to broaden access to information for citizens, students, and policy makers.

Thanks to the bequest of English scientist James Smithson, Congress established the Smithsonian Institution in 1846 as an independent federal trust instrumentality, a unique public-private partnership that has proven its value as a cultural and scientific resource for 170 years. The federal commitment provides the foundation for all we do, and is especially helpful in attracting private support. We leverage our federal funding to enrich the lives of the American people and advance our mission: "the increase and diffusion of knowledge."

The Smithsonian is a world leader in research and discovery, addressing today's relevant issues, and the Institution helps the American people understand our role in the world through the arts and humanities. We use cutting-edge technology to create unprecedented access to our treasures and inspire educators, students, and learners of all ages.

Through the current fiscal year, we will continue implementing our Strategic Plan that focuses on five "Grand Challenges" and promotes interdisciplinary and Institution-wide collaboration. Accordingly, we are improving facilities maintenance and collections care to be better stewards of America's treasures. We also continue to seek out new federal, state, and local partners to expand our reach. We are currently working on a new Strategic Plan that will recognize the vital role that the arts play at the Smithsonian and in society at large.

The Smithsonian is large and diverse, encompassing art, history, science, education, and culture. We have 19 museums and galleries, 20 libraries, nine research centers, the National Zoo, and 215 Affiliates in 46 states, Puerto Rico, and Panama. We are also open every day of the year, except Christmas Day. We have research and education facilities in eight states and the District of Columbia, and are involved in research in more than 145 countries. For the last full fiscal year, our museums had more than 29 million visits, and another 4.5 million people visited our traveling exhibitions. In addition, the magazines *Smithsonian* and *Air and Space* have a combined readership of more than eight million people. The Smithsonian Channel is distributed by eight of the top nine cable TV operators and is available in 38 million households nationwide.

Our collections total 156 million objects, including 145 million scientific specimens, 340,000 works of art, and two million library volumes. We also care for 156,000 cubic feet of archival material, 16,000 musical instruments, and more than 2,000 live animals. We have the Star-Spangled Banner; Morse's telegraph; Edison's light bulb; the Hope Diamond; the Wright Flyer; one of Amelia Earhart's planes; Louis Armstrong's trumpet; labor leader Cesar Chavez's jacket; the Lansdowne portrait of

George Washington; the Congressional Gold Medal awarded to Japanese American World War II veterans; the *Spirit of Tuskegee* airplane; the camera John Glenn used on his voyage into space; a wide array of Asian, African, and American art; the Apollo 11 Command Module, *Columbia*; and the space shuttle *Discovery*. We hold all these objects in trust for the American people and preserve these priceless national treasures for future generations to enjoy.

In fiscal year (FY) 2016, our visitors enjoyed nearly 100 new exhibitions, including: *E Mau Ke Ea: The Sovereign Hawaiian Nation* at the National Museum of the American Indian; *Unbound: Narrative Art of the Plains* at the George Gustav Heye Center; *Suspended Animation* at the Hirshhorn Museum; *Turquoise Mountain: Artists Transforming Afghanistan* at the Arthur M. Sackler Gallery; *Outwin 2016: American Portraiture Today* at the National Portrait Gallery; *Senses of Time: Video- and Film-based Works of Africa* at the National Museum of African Art; *Trailblazing: 100 Years of Our National Parks* at the National Postal Museum; the newly renovated and upgraded *Boeing Milestones of Flight Hall* at the National Air and Space Museum; a Sikorsky HH-52A Seaguard helicopter, the National Air and Space Museum's first U.S. Coast Guard aircraft, on display at the Udvar-Hazy Center; *Hooray for Politics!* at the National Museum of American History; *Turtle Ocean*, an art installation composed entirely of marine debris, at the National Museum of Natural History; *By the People: Designing a Better America* at Cooper Hewitt, Smithsonian Design Museum; *Watch This! New Directions in the Art of the Moving Image* at the Smithsonian American Art Museum; *Visions and Revisions: Renwick Invitational 2016* at the Renwick Gallery; *Garden Inspirations* at the S. Dillon Ripley Center; *Expanding the Legacy: New Collections on African American Art* at the Archives of American Art; and the 11 breathtaking and thought-provoking permanent galleries that reside in our new Museum, the National Museum of African American History and Culture.

Digital technology allows us to reach new, diverse audiences more than ever before. In FY 2016, our websites attracted more than 134 million unique visitors. In social media, we currently have 9.6 million followers on Facebook and Twitter alone, with tens of thousands more engaging with us on other Internet platforms. And the National Air and Space Museum's *GO FLIGHT* digital experience debuted in July, featuring a giant interactive digital wall display that invites visitors to explore the Museum's stories and artifacts in person, as well as a mobile app that allows them to take the Museum's spaceflight collection home with them.

For years, we have been digitizing our objects, specimens, archival materials, and library books. So far, our museums and libraries have created digital images for 2.5 million objects, specimens and books, and electronic records for 28 million artifacts and items in the national collections. Our archives have created 3.9 million digital images, and now have electronic records and metadata for close to 120,000 cubic feet of archival material. Our Transcription Center, with nearly 7,000 volunteers, has transcribed 204,000 pages of data. Furthermore, we have implemented rapid-capture digitization, a cutting-edge conveyor-belt technology to accelerate the digitization of our collections. This technique establishes the Smithsonian as a leader in digitizing our nation's intellectual capital and cultural heritage for future use.

Thanks to the work of our Digitization Program Office, we are now leaders in the field of 3D scanning, allowing our treasures and specimens to be seen in an entirely new light. Our Smithsonian X 3D collection and website features 52 items from the collections, including the lunar command module *Columbia*, Lincoln's life mask, the Wright Flyer, fossil whales, a remnant of the Cas A supernova, and soon the space shuttle *Discovery* — no small task. With the Explorer tool offered on the website, users can even print replicas of objects via 3D printer for scientific research or use in the classroom. We made history when our digitization team scanned President Barack Obama, creating a life mask and bust; these models have joined the Lincoln life mask as a part of the collection of presidential images in the National Portrait Gallery.

As part of our mission for the “diffusion of knowledge,” the Smithsonian serves millions of people annually, from preschoolers to senior citizens, with myriad educational offerings. We produce educational materials ranging from supplementary resources for all grade levels to science curricula for K–8 through our Smithsonian Science Education Center. More than 2,300 of these learning resources are tied to national standards and available online for free. Smithsonian speakers, traveling exhibitions and webinars, hosted by Smithsonian Affiliate museums, also bring Smithsonian educational offerings into many communities. Additionally, in FY 2016, the Smithsonian Institution Traveling Exhibition Service (SITES) took large and small exhibitions to museums and provided educational materials to schools and libraries for a total of 41 exhibitions to 760 communities in all 50 states, the District of Columbia, Australia, Canada, Mexico, Panama, and Puerto Rico, reaching an audience of 4.5 million people.

We have numerous dedicated education, learning and discovery spaces in our museums, including centers at the National Museum of the American Indian, Smithsonian American Art Museum, and the National Postal Museum. Our research centers also have education spaces, such as those at the Smithsonian Tropical Research Institute, the Smithsonian Environmental Research Center, and the Smithsonian Marine Station at Fort Pierce, Florida. The Institution serves the public appetite for education through the National Museum of American History's *Object Project*, a 4,000-square-foot space in the Museum's Innovation Wing, the National Museum of Natural History's *Q?rius*, our 10,000-square-foot science education center for teenagers, and the National Air and Space Museum's various education spaces that are integrated into exhibits. In November, the National Museum of the American Indian, George Gustav Heye Center begins construction on its imagiNATIONS Activity Center. We continue to connect with young learners through the Hirshhorn's *ARTLAB+* program for teens and the Cooper Hewitt's Design Center in Harlem. Smithsonian Affiliates also provide unique Smithsonian educational experiences by hosting Spark!Lab — hands-on invention centers developed by the National Museum of American History.

In June, the Smithsonian Center for Learning and Digital Access unveiled the Smithsonian Learning Lab, an online toolkit that enables people to find, customize, and share digital museum resources. The Learning Lab offers free digital access to more than a million diverse resources from across the Smithsonian, along with easy-to-use tools to organize, augment, and personalize these assets. The website is designed to support the

learning needs of teachers and students in K–12 classrooms, higher education and other blended learning environments.

The Smithsonian’s facilities require consistent care and maintenance to enable us to serve our visitors. The Renwick Gallery, home to the Smithsonian American Art Museum’s craft and decorative arts program, demonstrated how a comprehensive renovation can breathe life into a building when it reopened to the public in November of 2015. The inaugural exhibition of gallery-sized installations, titled *WONDER*, was a huge success that garnered much publicity for the gallery.

Our next major facilities capital project will be the renovation of the National Air and Space Museum building. The 750,000-square-foot building, which opened in 1976, hosts six to seven million visitors each year and has welcomed more than 330 million people in the past 40 years. The constant flow of visitors has well exceeded original projections. Smithsonian Facilities staff teams have spent the past three years planning for and overseeing the design of this massive project, which will be the first major overhaul of the building’s infrastructure. This work is necessary to ensure that the building can continue to handle its large number of visitors and provide a suitable environment for the priceless artifacts.

The Smithsonian takes collections stewardship very seriously. Our collections are a vital national asset, and we are continually improving storage conditions and balancing the preservation of and access to these collections. In 2015, we completed our in-depth study of collections space needs and developed a blueprint for going forward. It is called *Securing the Future for Smithsonian Collections: Smithsonian Collections Space Framework Plan*.

The collections we maintain are a valuable resource for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey. We work with the White House’s Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Collections acquired a century or more ago are being used today to address the effects of global change, the spread of invasive species, and the loss of biological diversity and its impact on interconnected ecosystems. Federal, state, and local authorities often look to our collections for answers during events such as flu epidemics, oil spills, volcanic eruptions, or aircraft downed by bird strikes.

We are involved in research in more than 145 countries by coordinating with strategic partners across the federal Government, and working with foreign governments and the private sector. Through our Office of International Relations and our science, art, history, culture, and education units, we work with virtually every cabinet-level federal agency and numerous other organizations.

We leverage our strengths with our strategic national and international partners for a combined greater impact. Increasingly, that impact has been felt in the area of cultural heritage protection. In recent years, we joined recovery efforts following events such as the March 2015 attack on the Bardo National Museum in Tunisia, the April 2015

earthquake in Nepal, and the ongoing destruction of cultural heritage in Syria and Iraq. On May 9, 2016, President Barack Obama signed into law a bill that established the Smithsonian as a member of the Coordinating Committee on International Cultural Property Protection. The law aims to protect and preserve international cultural property that is threatened by armed conflict, political instability, or natural disasters. Only one month after President Obama signed the bill into law, the Smithsonian worked with the International Centre for the Study of the Preservation and Restoration of Cultural Property to co-host a month long course, called *First Aid to Cultural Heritage in Times of Crisis*, in order to equip participants with the necessary skills and knowledge to respond quickly to emergency situations.

These and other Smithsonian projects foster international collaboration and bring together governments, foundations, and the world's leading thinkers and scientists. We bridge disciplines and borders, whether rescuing art from the rubble of damaged galleries and museums, helping to save endangered species, or inspiring tomorrow's artists, scientists, and leaders. Far beyond museums or laboratory walls, our teams are making discoveries, preserving the past, and sharing insights with audiences of all ages. By working with governments and organizations around the world, we amplify our impact. Our method of cross-disciplinary collaboration gets results and produces a shared legacy of progress and discovery.

Our interest in participating in the development of Queen Elizabeth Olympic Park in East London, which we announced two years ago, has progressed. In June, we announced our intention to enter into a groundbreaking collaboration with the Victoria and Albert Museum, through its future development, *V&A East*. The Boards of both the V&A and the Smithsonian authorized their respective leaders to sign a non-binding Letter of Intent to outline the plan and process for this collaboration; we hope this agreement will be finalized early in 2017. The primary activity will be a combined exhibition space to be jointly curated by Smithsonian and V&A staff members, as well as separate space for Smithsonian self-curated exhibitions. We expect the new building to open in 2022 and that it will help the Smithsonian expand our scope to reach new audiences.

Smithsonian scientists also work around the globe to help save endangered, vulnerable, and threatened species, such as Asian elephants, Panamanian golden frogs, African kori bustards, Asian tigers, Przewalski's horse, the African scimitar-horned oryx, coral reefs, North American black-footed ferrets, Cuban crocodiles, Asian clouded leopards, and giant pandas, such as the National Zoo's Bei Bei, who celebrated his first birthday in August.

In today's world of long-distance travel and new technologies, deadly viruses can reach around the globe in 24 hours, and nearly 75 percent of emerging pathogens in humans come from animals. With that in mind, the Smithsonian is a founding partner in the USAID-funded Emerging Pandemic Threats Program, which helps public health officials avoid the next major pandemic. Veterinary scientists and pathologists from the National Zoo and the Smithsonian Conservation Biology Institute are conducting regional wildlife pathology workshops to train biologists and conservationists to

recognize and identify the next global health threat in its initial stages. These actions, in turn, will prove vital to prevent potential pandemics from occurring.

The Smithsonian's 500 scientists are also tackling other vital issues of the day, making important discoveries, and sharing them with the public. For example, scientists at the Harvard-based Smithsonian Astrophysical Observatory are continuing to explore the universe's boundless mysteries, from carbon planets capable of supporting life in its earliest existence to a planet currently forming in an Earth-like orbit around a young star light years away from our own solar system.

Our cutting-edge work in genomics will make the Smithsonian a world leader in searching for answers to genome-scale questions about the animals, plants, and ecosystems of our planet. Our goal, along with our strategic partners, is to solve worldwide problems of biodiversity loss, disease transmission, and environmental degradation as well as train future generations of scientists and citizens to understand our natural world. The Smithsonian's genomics initiative is built on a foundation of vast global research expertise, the world's largest natural history collections, the most significant concentration of biodiversity scientists anywhere, and a long and trusted history of studying nature and accurately documenting our discoveries.

The Smithsonian will build on the momentum of the climate change statement, symposium, and past efforts of the *Living in the Anthropocene* initiative, by developing a strategic Institution-wide response to climate change in four ways: by increasing knowledge of the human and natural environment through research, making research findings available to the public, protecting our collections, and operating our facilities and programs in a sustainable manner.

With our international partners and worldwide reach, the Institution is particularly well connected to study biodiversity issues. The Smithsonian's ForestGEO (Global Earth Observatories) network is a worldwide partnership of more than 95 institutions working to monitor the health of six million trees (including 10,000 species) on 63 plots in 24 countries. Our follow-up initiative, Tennenbaum Marine Observatories, or MarineGEO, seeks to replicate this success by assessing the health of coastal areas and the oceans at large, with the goal of determining how to manage these important resources. In September, we opened the new Gamboa Laboratory at the Smithsonian Tropical Research Institute in Panama, which represents a \$20 million investment on the part of the U.S. Government and private donors to support the Smithsonian's grand challenge of "understanding and sustaining a biodiverse planet."

The National Museum of Natural History (NMNH) is the leading partner in a global effort called the *Encyclopedia of Life* (EOL), an ambitious project to build a key repository of scientific information about virtually every form of life on Earth. The EOL is an online database with more than 5.5 million pages, and more than 88,000 members use it for their work. Its financial, logistical, and research support comes from numerous partners, including the MacArthur and Sloan Foundations.

On a related note, the NMNH also houses the Consortium for the Barcode of Life, an international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. The technique uses a short DNA sequence from a standardized position in the genome as a molecular diagnostic marker for species identification. As the recognized U.S. leader in DNA barcoding, the Smithsonian seeks to increase its research and training capacity to better work with strategic partners in expanding the frontiers of knowledge in this exciting field.

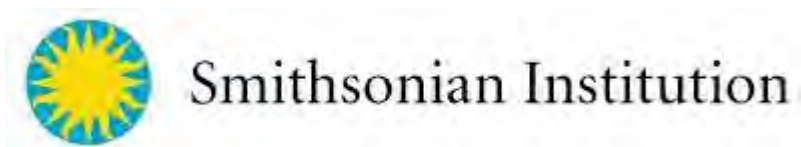
We can do all this thanks to more than 6,500 dedicated employees — award-winning scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology — and more than 6,300 generous, on-site volunteers, more than 800 research Fellows, more than 900 research associates, nearly 1,800 interns, and nearly 7,000 digital volunteers: brain power that benefits the Smithsonian and the world many times over. Because of their level of commitment, the Smithsonian was, for the sixth year in a row, ranked as one of the best places to work in the federal Government.

Building on this legacy, with the continuing support of the Congress, the Administration, our Board of Regents, and the American people, we will offer more opportunities to enlighten and engage the public in the future. A significant example is the new National Museum of African American History and Culture that opened in September to great acclaim. The opening was attended by President and Mrs. Obama, President and Mrs. Bush, President Clinton, members of Congress, Smithsonian Chancellor and Supreme Court Chief Justice Roberts, and dignitaries from around the nation. This important and beautiful Museum demonstrates the power of the Smithsonian to educate, inspire, and bring people together.

I am honored to be a part of this great Institution that serves our nation and the world. Today, with its free museums, distinguished research and scholars, iconic American treasures, and a vast array of information accessible from its websites, the Smithsonian remains a resource of extraordinary value for the American people and the world. As such, the Smithsonian will continue to prove its worth as an investment in the future and a steward of our past.



David J. Skorton
Secretary, Smithsonian Institution
November 2016



Budget, Performance, and Financial Snapshot Fiscal Year 2016

Mission: For 170 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge.” Today, the Smithsonian is not only the world’s largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration.

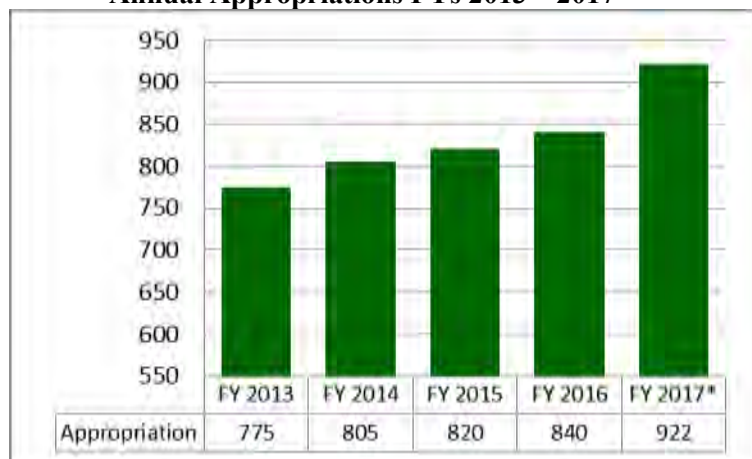
Organization: The Smithsonian is a unique institution — a vast national research and educational center that encompasses the museums for which it is famous as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and more.

Personnel: The Institution’s workforce consists of more than 6,500 federal and non-federal employees and more than 6,300 volunteers

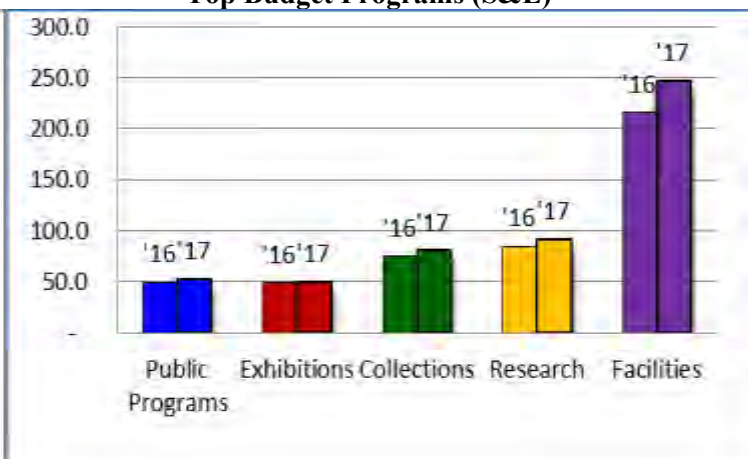
Budgetary Resources: The federal budgetary resources for FY 2016 totaled \$840 million. The FY 2017 budget request totals \$922 million (\$759 million for Salaries and Expenses, \$163 million for Facilities Capital).

Budget Snapshot (\$s in millions)

Annual Appropriations FYs 2013 – 2017



Top Budget Programs (S&E)



* FY 2017 represents budget request to Congress.

Performance Snapshot

Accomplishments: The Smithsonian had more than 29 million visits in FY 2016. Net income from Smithsonian Enterprises exceeded the Institution’s goal and private-sector giving was strong.

Did You Know?

The Smithsonian is the largest museum and research complex in the world, with 19 museums and galleries, the National Zoological Park, and research centers in the Washington, DC area, eight states, Panama, and Belize.

Financial Snapshot

Clean Opinion on Financial Statements	Yes
Timely Financial Reporting	Yes
Material Weaknesses	No
Improper Payments Targets Met	N/A


FY 2016 (\$s in millions)

Total Assets	\$ 1,871.2
Total Liabilities	\$ 449.4
Total Net Assets	\$ 1,421.8

SMITHSONIAN STRATEGIC PRIORITIES



STRATEGIC GOAL: EXCELLENT RESEARCH

Produce outstanding research in the sciences and history, art, and culture

Key Performance Indicator	Type	Prior-year data	FY 16 target	FY 16 actual
Number of peer-reviewed publications (calendar year)	Output	FY 2013: 1,955 FY 2014: 1,945 FY 2015: 2,295	2100	1,916 


STRATEGIC GOAL: BROADENING ACCESS

Reach new audiences and ensure that the collections, exhibitions, and outreach programs are relevant to all

Key Performance Indicators	Type	Prior-year data	FY 16 target	FY 16 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2013: 30.6 M FY 2014: 26.8 M FY 2015: 28.2 M	28.5 million	29.3 million 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2013: 140 M FY 2014: 99.9 M (revised counting method) FY 2015: 106.7 M	107 million	134 million 





STRATEGIC GOAL: REVITALIZING EDUCATION

Inspire all generations of learners and turn knowledge into awareness, action, and results

Key Performance Indicator	Type	Prior-year data	FY 16 target	FY 16 actual
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2013: 5.0 million FY 2014: 5.2 million FY 2015: 5.2 million participants	5.2 million participants	5.8 million 

STRATEGIC GOAL: ORGANIZATIONAL EXCELLENCE

Strengthen organizational services which allow the Smithsonian to deliver on our mission

Key Performance Indicators	Type	Prior-year data	FY 16 target	FY 16 actual
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. standard indicator of a healthy organization	FY 2013: 82% FY 2014: 81% FY 2015: 79%	Maintain 80%	80% 
Number of major capital projects meeting milestones	Output	FY 2013: Met on 4 of 6 projects FY 2014: Met on 5 of 7 projects FY 2015: Met on 4 of 6 projects	Meet milestones on all 6 major projects	6 of 6 
Dollar amount of fundraising (1) voluntary support (gifts) and (2) non-government grants	Input	FY 2013: \$223.3 million FY 2014: \$222.4 million FY 2015: \$230.0 million	\$250 million	\$296 million 
SI Government grants & contracts and non-government contract awards	Input	FY 2013: \$149.0 million FY 2014: \$149.7 million FY 2015: \$162.0 million	\$150 million	\$171.6 million 

MANAGEMENT'S DISCUSSION AND ANALYSIS

MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For 170 years, the Smithsonian Institution has remained true to its mission, “the increase and diffusion of knowledge.” In that time, it has become the largest museum and research complex in the world, the most respected provider of museum experiences supported by authoritative scholarship, and an international leader in scientific research and exploration.

The Smithsonian is unique among the world's institutions. It is not simply a museum, or even a cluster of museums, so much as it is a vast national research and educational center that encompasses — in addition to its exhibition galleries — laboratories, observatories, field stations, scientific expeditions, classrooms, performing arts events, publications, and more. The Institution is an extensive museum and research complex that includes 19 museums and galleries, including the new National Museum of African American History and Culture (NMAAHC), which recently opened, the National Zoological Park, and research centers around the nation's capital, in eight states, and the Republic of Panama. In addition, the Smithsonian is the steward of more than 156 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, history, as well as various scientific disciplines. In addition, the Institution preserves and displays many of our nation's treasures, as well as objects that speak to our country's unique inquisitiveness, bold vision, creativity, and courage.

Today, global forces are causing a massive sea change of knowledge in our world that demands a bold path to meet the challenges ahead. During the next decade, the Institution will be called upon to become more deeply and more visibly engaged with the great issues of our day than ever before. To meet these new demands, the Smithsonian's Strategic Plan identifies several “Grand Challenges” which help focus institutional

energies and resources. The Smithsonian is committed to advancing these Grand Challenges by broadening access to its vast resources for all audiences through the latest technologies; strengthening the breadth and depth of its collections (as well as the scholarship involving collections); revitalizing education (both formally and informally); working across disciplines; and pursuing excellence in public service at every opportunity.

Financially, the Institution depends on the federal Government for two-thirds of its funding. However, as a trust instrumentality of the United States, many of the laws and regulations applicable to federal agencies do not apply to the Smithsonian. Nevertheless, the Institution is ever mindful of and grateful for this support from the American public, and will continue working with both the Office of Management and Budget (OMB) and the Congress to provide the information they need to justify their continued support.

The Smithsonian is also working to improve its day-to-day operations and has numerous initiatives under way to advance financial management, use e-Government wherever possible, strengthen human capital planning and management, and more closely integrate budgeting with long-term performance goals. Specifically, the Smithsonian continues to conduct reviews with the Institution's directors to assess the Smithsonian's performance against Institution-wide performance goals and integrate our budget with our performance objectives. In fiscal year (FY) 2016, the Smithsonian also:

- continued implementing its Strategic Plan, and extended it to 2017;
- continued implementing the Smithsonian Digitization Plan that describes how the Institution will digitize its resources for the widest possible public use;
- continued linking all funds to performance objectives and monitoring progress toward individual goals;
- continued improving the Institution's performance plan so that it is linked directly to the Institution's financial reporting and budget formulation and execution structures; and
- continued refining a workforce plan that ties staffing levels to performance plans and the size of the Smithsonian's streamlined workforce.

The Smithsonian Organization

As an independent trust instrumentality governed by a Board of Regents, the Smithsonian is served by a staff of nearly 6,500 federal and trust employees and more than 6,300 volunteers. Together, these individuals support the operations of the largest museum and research complex in the world. An organizational chart, included as Attachment A to this report, shows the Institution's operational structure in detail.

Highlights of FY 2016 Accomplishments

The Smithsonian accomplished an unprecedented number of significant tasks in FY 2016, which continue to generate positive momentum for the future. The major event was the opening of the new National Museum of African American History and Culture on September 24, 2016. In addition, the Smithsonian continues to focus on productivity, measure and track progress, and improve efficiency. We now have a more integrated budget, and performance goal processes which are better aligned with each other. In addition, with our dashboard tool for reporting on key metrics, we can track progress on multiple fronts in real time as events occur. This has enabled us to allocate our funds and personnel more effectively.

Besides the highlights noted below, the Smithsonian was notified in FY 2016 that we once again ranked as one of the best places to work in the federal Government. Also, the District of Columbia Rehabilitation Services Administration last year recognized the Smithsonian for outstanding service and commitment to providing career development opportunities to people with disabilities.

Attachment B highlights the Smithsonian's achievements in FY 2016, including:

1. Focusing on Grand Challenges

Examples of special and significant Smithsonian research/program/exhibit activities across the four Grand Challenges include:

- cutting-edge work in biodiversity genomics that will address worldwide problems on disease transmission and environmental degradation;
- expansion of the Smithsonian's worldwide network of forest plots and their integration into a system of forest Global Earth Observatories (GEOs) that will advance the strategic goal of Excellent Research;
- expansion of the Tennenbaum Marine Observatories, or MarineGEO, that seeks to replicate the ForestGEOs' success and assess the health of coastal areas and the oceans at large;
- continuing construction of the Giant Magellan Telescope that will enable researchers to see distant stars 10 times more clearly than with the space-based Hubble telescope;
- support for the Smithsonian Environmental Research Center online database, *NEMESIS*, which tracks the movements of hundreds of invasive species along our nation's coastal regions;
- work by the National Museum of Natural History on the *Encyclopedia of Life*, which gathers and shares knowledge about all of the Earth's 1.9 million known living species;
- conservation-based training at the National Zoo's Smithsonian-George Mason University Conservation Studies Program at Front Royal, Virginia; and
- continuing to explore the universe's boundless mysteries at the Harvard-based Smithsonian Astrophysical Observatory.

2. Broadening Access accomplishments include:

- attracting more than 29 million personal visits to Smithsonian facilities;
- attracting more than 134 million unique visitors to our Smithsonian websites;
- reaching all 50 states and 4.5 million visitors through the Smithsonian Institution Traveling Exhibition Service;

- increasing Smithsonian Affiliate membership to a total of 215 affiliates in 46 states, Puerto Rico, and the Republic of Panama;
- opening almost 100 new exhibitions;
- increasing the use of social media platforms, such as YouTube, Facebook, and Twitter, which are specifically directed to reaching new audiences;
- implementing the Smithsonian Digitization Strategic Plan and making significant progress in improving digitization metrics and digitizing collection objects;
- launching new mobile applications (apps) and mobile websites; and
- continuing to grow the Smithsonian TV cable channel audience that now includes millions of households.

3. Revitalizing Education successes include:

- collaborating with educators and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages (e.g., our ePals global partnership includes 800,000 schools);
- using a Department of Education grant to provide professional services and training to teachers and other educators;
- hosting a series of workshops for teachers and students to establish Smithsonian leadership in the use of mobile technologies for informal learning;
- focusing on key areas, such as Science, Technology, Engineering, and Mathematics (STEM) education, and civic engagement;
- continuing to operate education centers, such as:
 - National Postal Museum, William H. Gross Stamp Gallery
 - American History Museum's *Object Project*
 - Natural History Museum's Q?rius science education center
 - Hirshhorn's *ARTLAB+* program for teenagers;
- launching the Web-accessible digital platform, Smithsonian Learning Lab, that offers more than 2,000 lesson plans for educators and more than one million digitized objects from our collections; and

- working with researchers, as well as colleagues across the country, to create hands-on, interactive experiences at numerous museums and research centers.

4. Crossing Boundaries achievements include:

- continuing a consortium in each Grand Challenge area to coordinate work and optimize efforts with our research partners. Since the Consortia began, numerous Grand Challenge projects, supported with seed funding, have produced awards from external sources totaling more than \$40 million;
- conducting successful idea fairs based on the four Grand Challenges and initiating challenge grants to effectively develop those ideas; and
- strengthening relationships with international organizations to assist recovery efforts following events such as the threats to the Bardo National Museum in Tunisia, the Nepal earthquake, and the ongoing destruction of cultural heritage in Syria and Iraq;
- becoming a member of the Coordinating Committee on International Cultural Property Protection to train participants to respond quickly to emergency situations.

5. Strengthening Collections milestones include:

- continuing the digitizing of the national collections and making more of them available to the public;
- implementing collections plans for all collecting units and incrementally improving the percentage of collections that meet or exceed unit-specific collections care standards; and
- completing the *Collections Space Framework Plan* that provides an in-depth study of collections space needs and the blueprint for going forward to fulfill those needs.

6. Enabling the Mission through Organizational Excellence has been fulfilled by:

- fund raising, private grant awards, business income, and endowment growth, all of which exceeded Institution goals;

- opening the new National Museum of African American History and Culture building;
- completing renovation of the Renwick Gallery which reopened to the public in November 2015
- continuing major renovation projects at the National Zoological Park, the National Museum of Natural History, and the National Museum of American History; and
- opening the new, state-of-the-art laboratory at the Smithsonian Tropical Research Center

FY 2016 Financial Position

The Smithsonian's financial statements are prepared with data from the Institution's accounting records. The Institution uses *PeopleSoft* to manage its federal and trust resources. The financial data contained in the FY 2016 federal closing package was subjected to a comprehensive review and independent audit to ensure its accuracy and reliability.

The Smithsonian Institution's management and financial controls systems provide reasonable assurance that the Institution's programs and resources are protected from fraud, waste, and misuse, and that its financial management systems conform to Government-wide requirements. Although the Smithsonian is not a department or agency of the Executive branch, the Institution has achieved the intent of the Federal Managers' Financial Integrity Act (FMFIA) (P.L. 97-255) to prevent problems by systematically reviewing and evaluating the Institution's management and financial controls and financial management systems. Previous independent audits have found no material weaknesses in the Smithsonian's internal controls. In addition, the Institution reports no violations of the Anti-Deficiency Act.

Looking Forward

The Smithsonian plays a vital role in the nation's educational, research, and cultural life. Our name is trusted because it represents excellence in research and education, and we are developing a reputation for excellence in management, operations, oversight, and governance, as well. Despite the inherent strength of the Institution, the Smithsonian faces significant challenges as it continues to serve the public with both engaging, modern exhibitions and groundbreaking scientific research and exploration.

In FY 2017, with the support of the Administration and Congress, the Smithsonian will continue to aggressively address our challenges and take advantage of our opportunities, using the dedication of our staff and the efficiencies of new technology to fulfill our longstanding mission.

HIGHLIGHTS OF PERFORMANCE GOALS AND RESULTS

The Institution's performance goals and results are tracked and reviewed throughout the year. The strategic goals of the Smithsonian, as set by the Secretary, are tracked via performance metrics, and accomplishments or outcomes are evaluated against goals and objectives. The five main fiscal year 2016 strategic goals of the Smithsonian follow: 1) Excellent Research; 2) Broadening Access; 3) Revitalizing Education; 4) Strengthening Collections; and 5) Enabling the Mission through Organizational Excellence.

The Institution further delineates and tracks numerous sub-goals within each of these five main goals. *The Annual Performance Report, Fiscal Year 2016*, is at Attachment C.

HIGHLIGHTS OF FINANCIAL POSITION

Overview of Financial Data

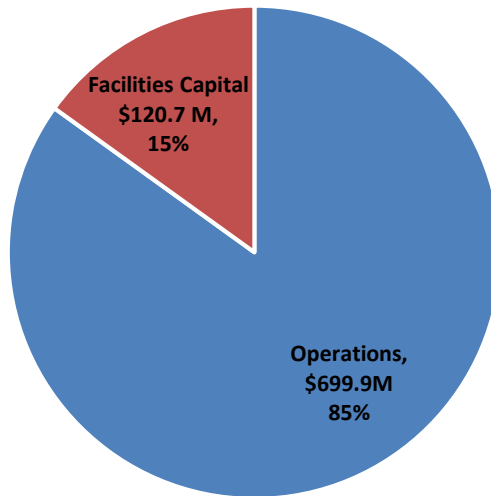
The Smithsonian's financial statements (e.g., balance sheet and statement of operations) and related footnotes, as included in the closing package, were prepared by the Institution. These financial statements can be considered complete and reliable as evidenced by the report provided by the independent audit firm of KPMG LLP. These statements represent the results of all activities supported by federal appropriations granted to the Smithsonian. Additional financial activity, which is supported by non-federal activities, is not included in the financial information and discussions noted herein.

Balance Sheet: The Balance Sheet reflects total assets of \$1,871.2 million, a 3.4 percent increase over the previous year. Approximately 83 percent of these assets are invested in property and equipment, with the balance of assets (approximately 17 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 40.6 percent of the Smithsonian's liabilities and include \$54 million of the unfunded liability for impairment of fixed assets recorded for the first time in FY 2013. The unfunded liability was reduced from \$70 million as of September 30, 2013, to \$54 million as of September 30, 2014 as the Smithsonian refined its estimates of the underlying costs. The remaining liabilities (approximately 59.4 percent) are comprised of unexpended federal appropriation balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$37.5 million or 2.75 percent in FY 2016.

Statement of Operations: Federal appropriations recognized in the current fiscal year are \$827.2 million (including reimbursables and other of \$6.6 million) and represent an increase of \$49.9 million over the prior year (\$777.3 million). Of the total appropriations recognized in fiscal year 2016, approximately \$699.9 million (85.3 percent) were operating funds while \$120.7 million (14.7 percent) were construction funds, as shown in the graphs below. Comparable recognized appropriation amounts from fiscal year 2015 were \$660.2 million for operating costs and \$117.1 million for construction projects. Total expenditures (including \$2.9 million in collections items purchased) increased by \$54.2 million to \$789.7

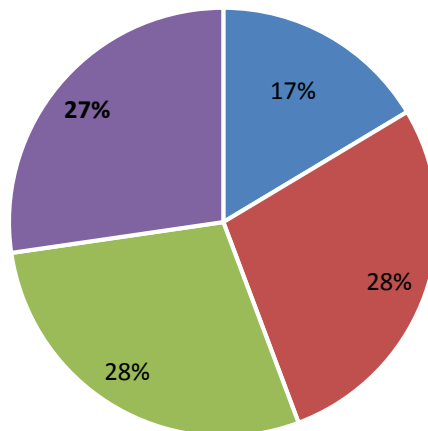
million (7.4 percent) from FY 2015 total expenditures of \$735.5 million. Total program and support expenses were up by \$46.8 million or 7.3 percent.

Federal Appropriations - FY 2016



■ Operations ■ Facilities Capital

Operating Expenses - FY 2016



■ Research ■ Collections management
■ Education, public programs, and exhibitions ■ Administration and Advancement

Federal spending for operations is the largest category of the Institution's budget and provides for pay and benefits, utilities, postage, rent, communications, new museum staffing, move-in and start-up expenses, information technology modernization, collections care, scientific instrumentation, security personnel, and facilities maintenance costs.

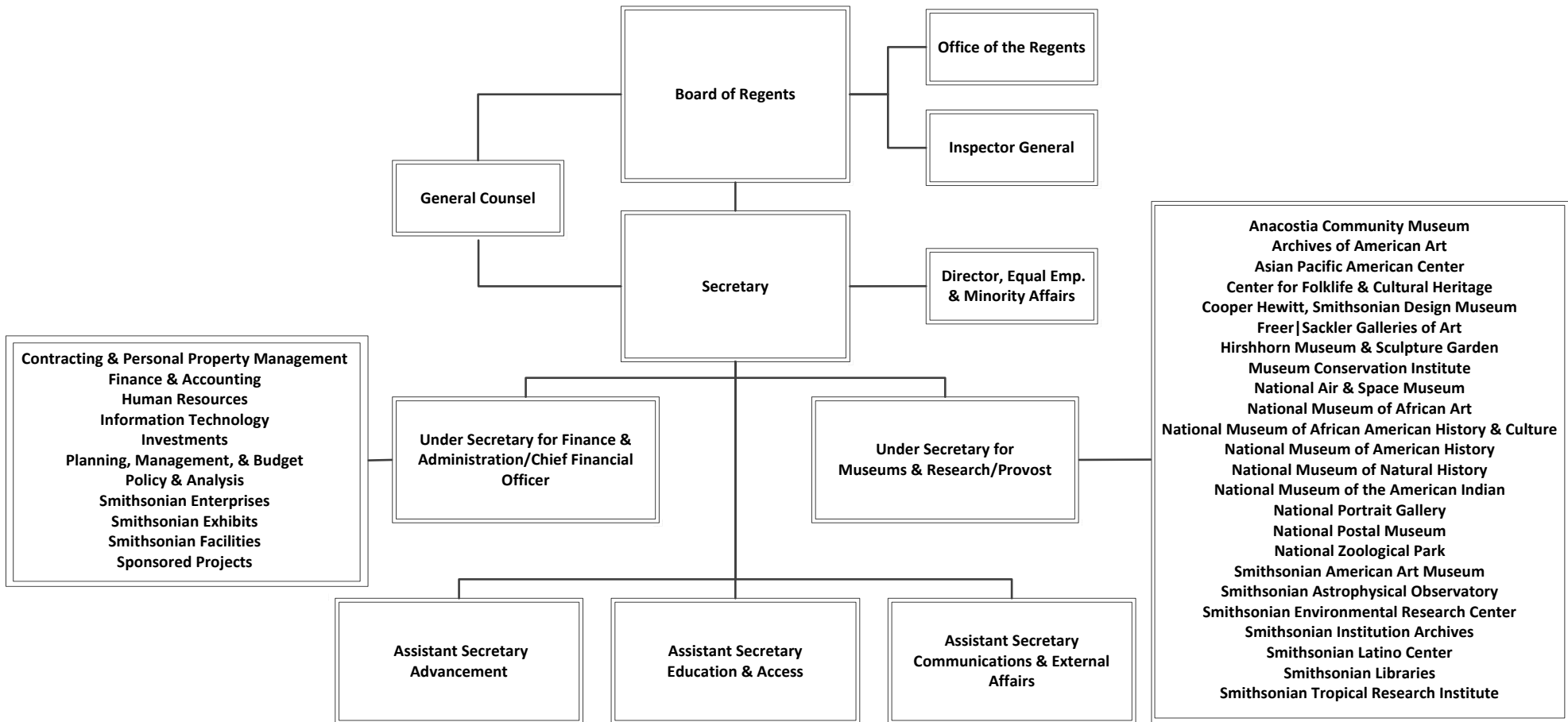
The remainder of the federal component of the Institution's budget is spent to support the Institution's Facilities Capital Program. The Smithsonian depends on federal support for the revitalization and basic maintenance of its physical infrastructure. Facilities revitalization activities correct extensive and serious deficiencies, materially extend service life, and often add capital value to the buildings and systems that form the Smithsonian's physical plant. Maintenance, which is funded in the federal Salaries and Expense appropriation, is the more routine repair and maintenance work that is necessary to realize the originally anticipated useful life of a fixed asset. Although non-federal funds are often used to enhance the experience of the visitor in what would otherwise be an ordinary exhibition space, federal funding is essential to fulfill a federal obligation to revitalize the buildings.

Attachments

- Attachment A: Smithsonian Organizational Chart
- Attachment B: Smithsonian Highlights in Fiscal Year 2016
- Attachment C: The Annual Performance Report, Fiscal Year 2016

SMITHSONIAN INSTITUTION

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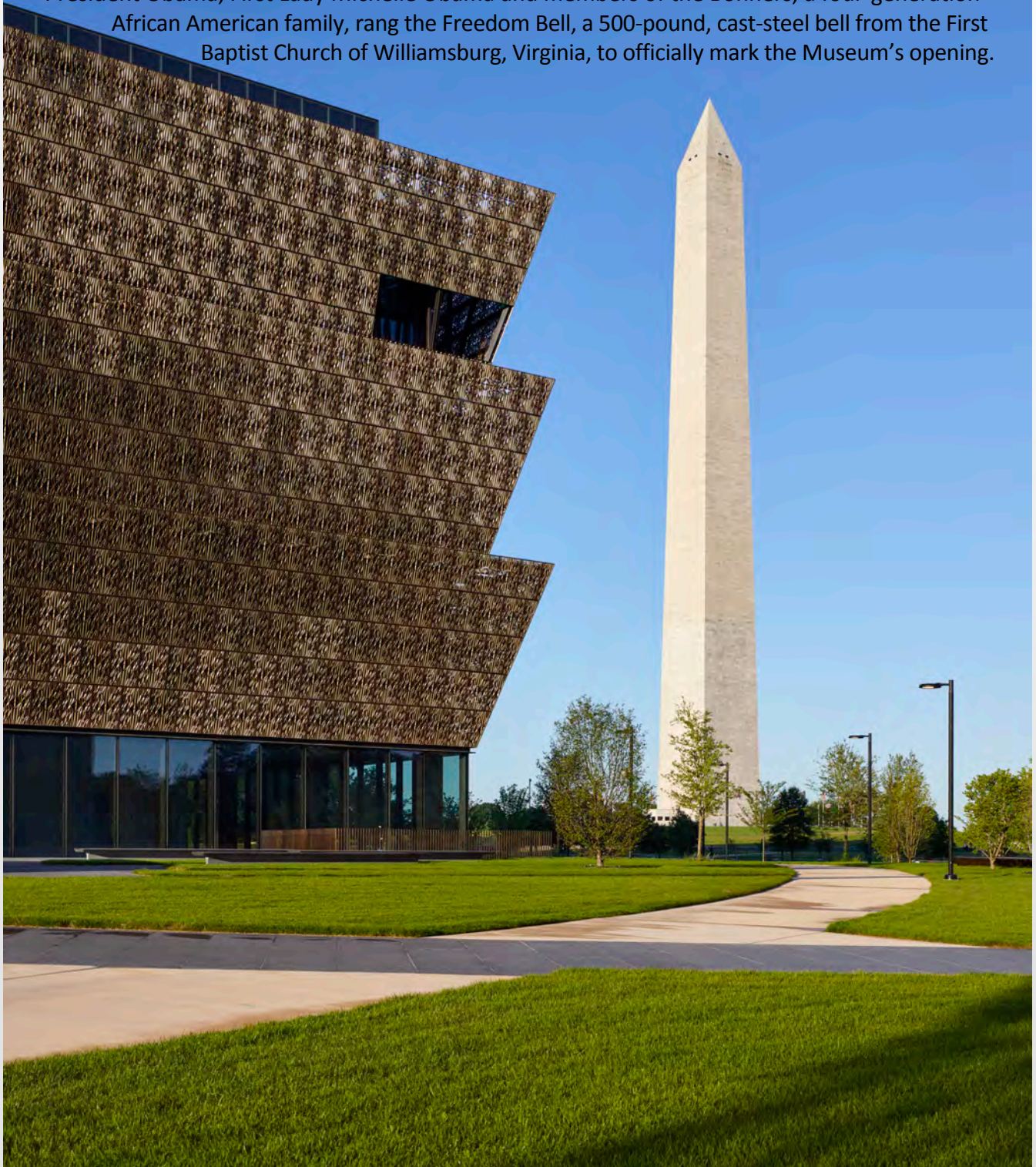
Smithsonian Institution

Fiscal Year 2016 Highlights

Attachment B

A People's Journey, A Nation's Story

On Saturday, September 24, 2016, the Smithsonian's National Museum of African American History and Culture officially opened on the National Mall in Washington, DC. Participants in the opening ceremony included President Barack Obama and First Lady Michelle Obama, former President George W. Bush and Mrs. Laura Bush, Chief Justice John G. Roberts, Jr., Smithsonian Secretary David Skorton, Representative John Lewis, and founding director Lonnie G. Bunch III. President Obama, First Lady Michelle Obama and members of the Bonners, a four-generation African American family, rang the Freedom Bell, a 500-pound, cast-steel bell from the First Baptist Church of Williamsburg, Virginia, to officially mark the Museum's opening.



SMITHSONIAN STRATEGIC PLAN PRIORITIES

FOCUSING ON GRAND CHALLENGES

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

3

UNDERSTANDING THE AMERICAN EXPERIENCE

4

UNLOCKING THE MYSTERIES OF THE UNIVERSE

5

VALUING WORLD CULTURES

6

STRENGTHENING COLLECTIONS

7

BROADENING ACCESS

9

CROSSING BOUNDARIES

15

REVITALIZING EDUCATION

16

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

17

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

In August, the National Zoo celebrated **giant panda cub** Bei Bei's first birthday with a traditional Chinese Zhuazhou ceremony. In the ceremony, symbolic objects are placed in front of a baby, and the item that the baby reaches for first foretells something about his or her future. With the help of his mother, Bei Bei chose a red knot, symbolizing friendship and luck. In addition, Bei Bei received a frozen birthday cake, specially made by the Zoo's nutrition department.



In March, the National Museum of Natural History opened the exhibition **Life in One Cubic Foot**, which follows the research of Smithsonian scientists and photographer David Liittschwager as they discover what a cubic foot of land or water — a biocube — reveals about the diversity of life on the planet. In addition to exploring life through the exhibition, visitors can learn how to build their own biocube and contribute to citizen science by studying and sharing their discoveries via an online portal.

In September, the Smithsonian Tropical Research Institute (STRI) inaugurated the **Gamboa Laboratory** in Panama. It is the newest of a dozen laboratory and field research facilities that STRI operates. The Institute furthers the understanding of tropical nature and its importance to human welfare, trains students to conduct research in the tropics, and promotes conservation by increasing public awareness of the beauty and importance of tropical ecosystems.

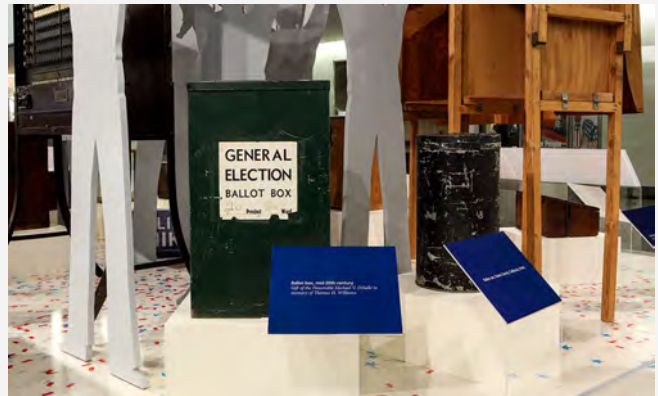


In May, using data and specimens collected at the Smithsonian Environmental Research Center (SERC), a team of Smithsonian scientists and colleagues released a study detailing a sustainable model for future **oyster restoration**. Their model includes reduction of modern harvest levels, the creation of increased "no-take" zones, and enhancement of oyster density in certain areas. The team's research provides an example of an apparently sustainable millennial-scale fishery, elements of which may help to inform restoration and harvest practices in today's ecosystem.

GRAND CHALLENGES HIGHLIGHTS

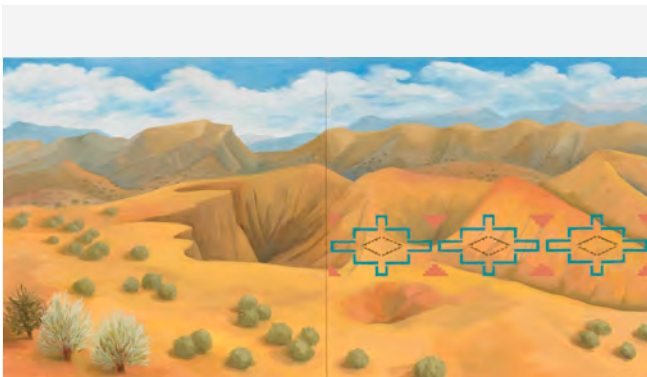
UNDERSTANDING THE AMERICAN EXPERIENCE

In February, to mark the 2016 presidential election year, the National Museum of American History opened the exhibition **Hooray for Politics!** The exhibition includes campaign signage, historic voting machines and ballot boxes, and a bank of three wooden voting booths from the 1940s. Signs were provided by the campaigns of declared presidential candidates who received more than 1 percent of support in a recognized national poll.



In December 2015, the Anacostia Community Museum opened the exhibition **Twelve Years That Shook and Shaped Washington: 1963–1975**. The show chronicles how the foundation for today’s Washington was laid during the early 1960s through the mid-1970s, and provides an insider’s look at how Washington, DC sought to find its own voice amid the national events of that era.

In November 2015, the newly renovated Renwick Gallery of the Smithsonian American Art Museum reopened with the exhibition, **WONDER**. The exhibition filled the historic building with immersive installations by nine leading contemporary artists. The artworks are expressions of process, labor, and materials which are grounded in the everyday world but combine to produce awe-inspiring results.

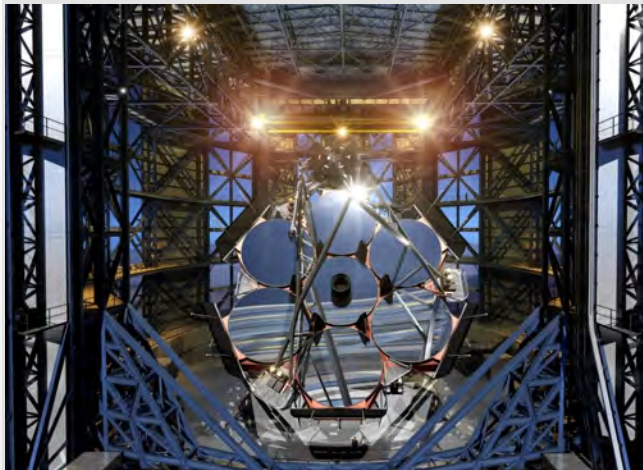


In November 2015, the National Museum of the American Indian opened **Kay WalkingStick: An American Artist**. This retrospective exhibition explores WalkingStick’s artistic journey from her roots in the New York art world of the 1960s and 1970s, and her considerations of abstraction, minimalism, and feminist art.

GRAND CHALLENGES HIGHLIGHTS

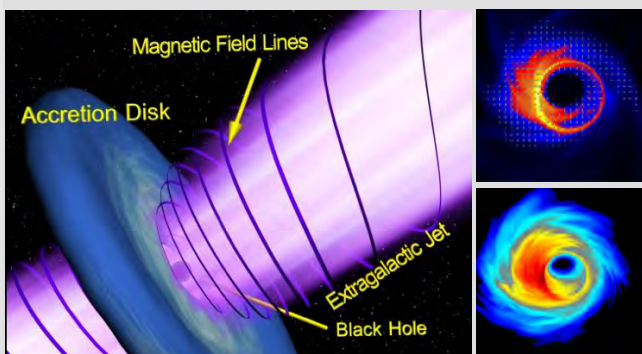
UNLOCKING THE MYSTERIES OF THE UNIVERSE

In July, after a two-year renovation, the National Air and Space Museum reopened the **Boeing Milestones of Flight Hall**. The Apollo Lunar Module serves as the centerpiece of the exhibition and all artifacts in the hall have had a significant cultural, historic, scientific, or technological impact. Since the building opened in 1976, the 19,000-square-foot, centrally located hall has welcomed 327 million visitors.



The Smithsonian Astrophysical Observatory (SAO), along with 10 partners, is developing the **Giant Magellan Telescope (GMT)**, which will use seven mirrors to form a telescope 25.4 meters in diameter, producing images 10 times sharper than the Hubble Space Telescope. SAO is leading the development of the GMT Consortium's Large Earth Finder (G-CLEF) spectrograph that will search for evidence of life outside our own Earth. In March, G-CLEF entered a critical design phase during which the design will be finalized and the large optical components will be procured.

SAO and NASA's Marshall Space Flight Center are designing an extraordinary new space mission, the **X-ray Surveyor**. The X-ray Surveyor will be able to survey the sky 800 times faster than presently possible, better enabling astronomers to see deeply into the early history of the universe. The mission will probe how the first generations of supermassive black holes were developed and begin to resolve the structure and origin of the cosmic web of galaxies.



SAO leads the international **Event Horizon Telescope (EHT)** project, linking radio dishes around the world to form an Earth-sized telescope. The EHT will image the last surfaces observable near the supermassive black holes at the centers of our Milky Way Galaxy and also giant galaxy M87. Closer to these black holes, gravity becomes so strong that even light cannot escape. This year, SAO and its collaborators relocated a 12-meter radio telescope to Thule Air Force Base in Greenland, in order to enable the measurements of M87's black hole.

GRAND CHALLENGES HIGHLIGHTS

VALUING WORLD CULTURES



In June, the Hirshhorn Museum and Sculpture Garden presented **Masterworks from the Hirshhorn Collection**, a new rehanging of the Museum's third-level permanent collection galleries. Featuring more than 75 works in virtually all media, the exhibition includes several major artworks that have not been on view in more than a decade, as well as in-depth installations devoted to some of the most important American and international artists in the collection.

The Smithsonian continues to be a leader in cultural heritage preservation. In March, as part of the Smithsonian's ongoing commitment to this cause, the Freer Gallery of Art and Arthur M. Sackler Gallery opened **Turquoise Mountain: Artists Transforming Afghanistan**. The exhibition focuses on artistic revitalization efforts in Kabul's historic old city, and invites visitors to experience the rebirth of Afghanistan's cultural legacy after decades of conflict and neglect.



Since 1967, the Smithsonian Folklife Festival has celebrated communities and cultures from around the world. This year's Festival offered several million on-site and online visitors dynamic programming focused on the unique language and distinct heritage of the Basque people. **Basque: Innovation by Culture** featured musicians, cooks, artisans, craftsmen, and language experts who explored themes of cultural sustainability, identity, and migration.

In February, the National Museum of African Art opened the **Market Symphony** exhibition. The first work of sound art to be installed in the Museum, the show presented the commercial cries and urban ambiance of the Balogun market in Lagos, Nigeria. Speakers mounted on colorful enamelware trays commonly used for displaying goods at stalls in markets like Balogun transported Museum goers from the hush of a gallery to a commercial area approximately 5,400 miles away.

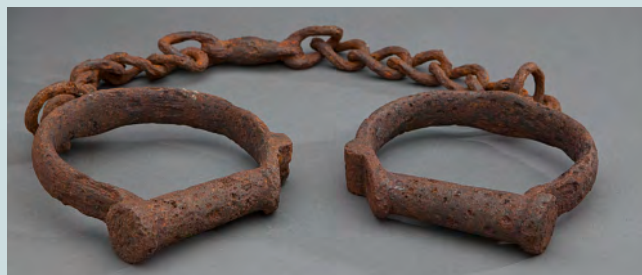


STRENGTHENING COLLECTIONS

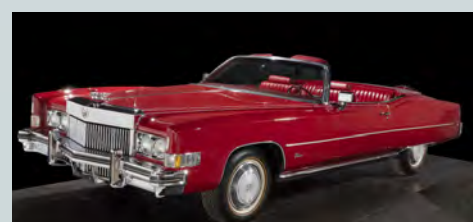
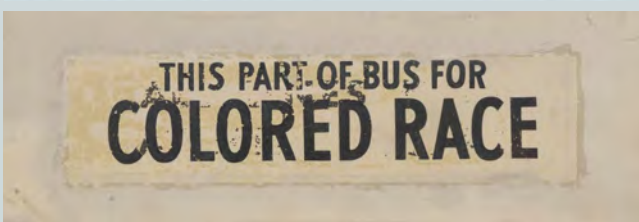
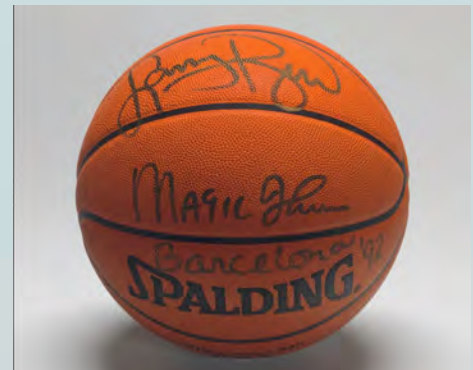


This year, the National Portrait Gallery added new portraits of prominent Latino figures and artists to its permanent collection. The Museum also undertook its **first Latino commission**: a portrait by El Paso artist Gaspar Enríquez of New Mexican writer Rudolfo Anaya. These acquisitions and the commission were made possible through federal support from the Latino Initiatives Pool, administered by the Smithsonian Latino Center.

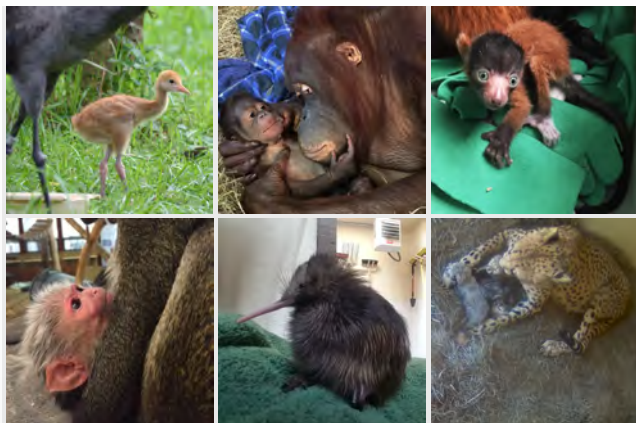
In April, the National Air and Space Museum announced that it had acquired its first **United States Coast Guard aircraft**. It is now on permanent display at the Museum's Steven F. Udvar-Hazy Center. The aircraft, a Sikorsky HH-52A Seaguard helicopter, completed 12,619 flight hours in 22 years of service. Its missions included the 1969 rescue of 104 schoolchildren from a burning ship and the 1979 rescue of 22 survivors of a fiery collision in the Gulf of Mexico.



Opened in September, the National Museum of African American History and Culture now owns close to **37,000 objects**, encompassing a diverse collection of slavery, segregation, civil rights, sports, political, and entertainment artifacts.



STRENGTHENING COLLECTIONS



The National Zoo, Smithsonian Conservation Biology Institute, and Smithsonian Tropical Research Institute are leaders in science, conservation, and sharing knowledge to save wildlife and habitats. Many of this year's births were to **vulnerable and endangered species**. Highlights include the hooded crane, Bornean orangutan, red-ruffed lemur, Allen's swamp monkey, kiwi chick, and three cheetah cubs.

In October 2015, the Smithsonian Libraries acquired a **Nano Bible** from the Technion-Israel Institute of Technology. Engraved on a gold-plated silicon chip the size of a sugar grain, the bible's text consists of more than 1.2 million letters carved with a focused beam of gallium ions. The text engraved on the chip must be magnified 10,000 times to be readable. At less than 100 atoms thick, the Nano Bible demonstrates how people can use nanotechnology to process, store, and share data in the tiniest of dimensions.



Latinos and Baseball: In the Barrios and the Big Leagues is a multi-year community collecting initiative at the National Museum of American History, in collaboration with the Smithsonian Latino Center, focusing on the historic role baseball has played as a social and cultural force within Latino communities across the nation. Baseball has been, and continues to be, an important means for celebrating national and ethnic identities, building communities, and negotiating race and class relations in our increasingly globalized world.



The Cooper Hewitt, Smithsonian Design Museum's collection is international in scope and contains more than 210,000 objects spanning 30 centuries. **Energizing the Everyday** celebrates the exceptional gifts from leading collector George R. Kravis II to the Museum. From radios to furniture, the exhibition displays some of the most influential objects in the history of modernism, alongside contextual works drawn from the Museum's collection.



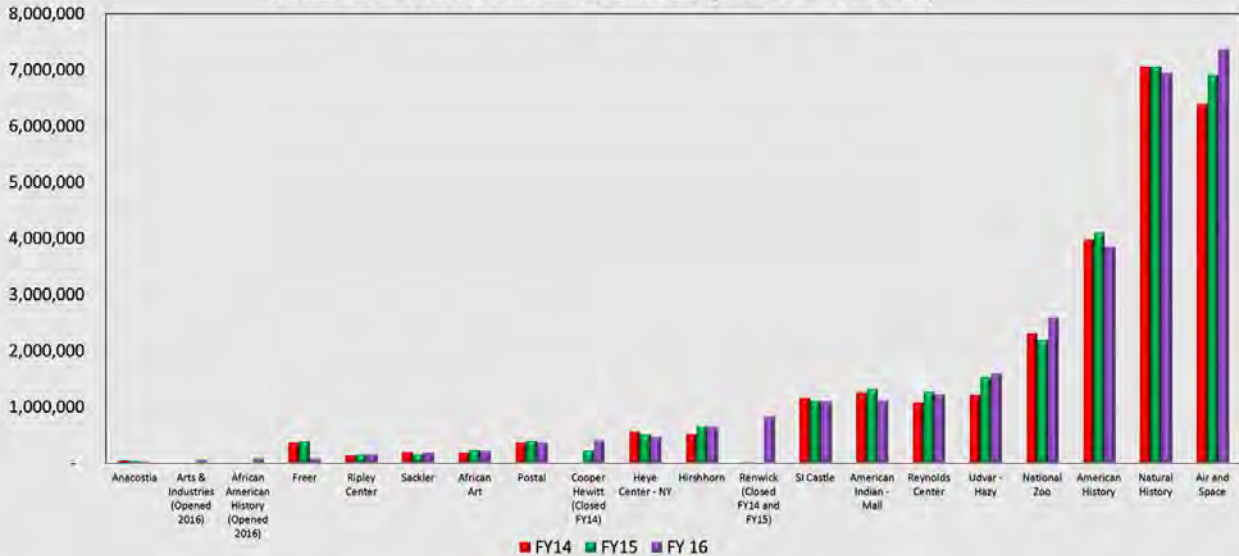
BROADENING ACCESS

IN-PERSON VISITS

At Smithsonian Venues

In FY 2016, the Smithsonian recorded 29.3 million visits by the public to its museums and exhibition venues in Washington, DC and New York City, plus the National Zoo in Washington, DC and the National Air and Space Museum's Steven F. Udvar-Hazy Center in Northern Virginia.

Visits to Smithsonian Venues (FY 2014-2016)



Reaching Out Across America

The Smithsonian Institution Traveling Exhibition Service (SITES) sent exhibitions to museums and provided educational materials to schools and libraries for a total of 41 exhibitions to 760 communities in all 50 states, the District of Columbia, Australia, Canada, Mexico, Panama, and Puerto Rico. These exhibitions and materials reached 4.5 million people. In spring of 2016, SITES began a deep dive into the critical resource for life that is water. The initiative includes educational resources and two exhibitions: **H2O Today** and **Water/Ways**. H2O Today is a build-it-yourself exhibition that explores global water issues and science by highlighting how art, international innovation, science, and technology help shape our relationship with water and our awareness of water issues. The Water/Ways exhibition explores the centrality of water in our lives, and creates a physical space to convene conversations about water's impact on American culture.



BROADENING ACCESS

ENGAGING MILLIONS MORE

Through the Web, Social Media, and Mobile Apps

The Smithsonian counted more than 134 million unique visitors to its websites. Social media activity via Facebook, Twitter, Pinterest, Tumblr, Snapchat, and other platforms grew as well. The Smithsonian now has more than five million Facebook fans and more than four million Twitter followers.



135 Facebook pages
5,380,841 Facebook Likes



110 Twitter feeds
4,251,157 followers

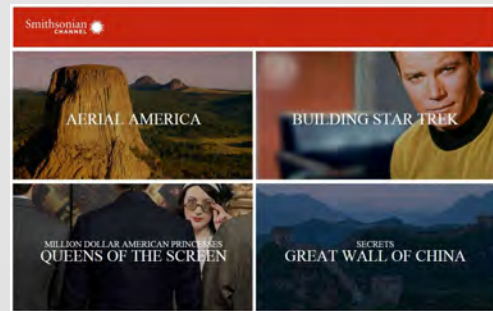


258,813,894
YouTube views

Through Magazines and Cable TV



Audience: Smithsonian Magazine, 6.7 Million
Air & Space Magazine, 1.4 Million

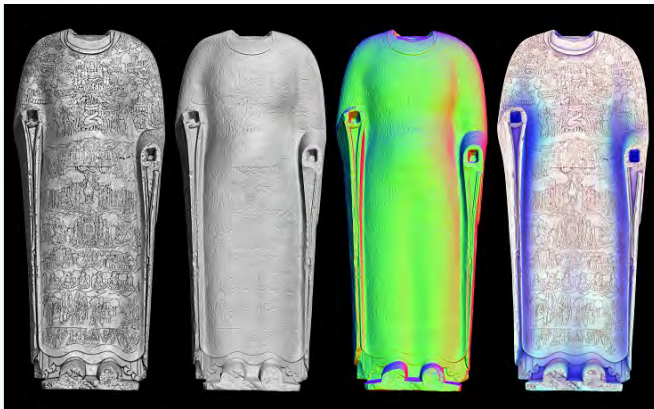


Smithsonian Channel Audience:
38 Million homes

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 1: SUPPORT THE VISITOR EXPERIENCE

Building in Digital Resources from the Ground Up



Through cutting-edge digital technology, previously hidden meanings of a masterpiece of ancient Chinese sculpture may now be accessed by museum visitors, students, and scholars. Opened in January, the **Body of Devotion: The Cosmic Buddha in 3D** installation in the Arthur M. Sackler Gallery presents an original 6th-century work alongside the evolving methods used to study it — from rubbings and photographs to the digital possibilities of today.

The National Air and Space Museum’s new digital experience allows people to discover compelling stories of flight — anytime, anywhere. The multi-platform **GO FLIGHT** experience debuted in July. Whether onsite or online, GO FLIGHT helps people make personal connections to aviation and spaceflight. An interactive wall sets the tone for the on-site visit, where a 12x16-foot touchable display greets visitors upon entry to the building.



Giving Visitors Mobile Tools

GO FLIGHT

National Air and Space Museum



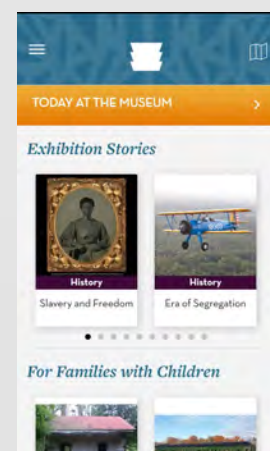
Morphy

Smithsonian Science Education Center
2016 Webby Award Honoree



Mobile Stories

National Museum of African American History and Culture



BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 2: DIGITIZE THE COLLECTIONS

A Digitization Revolution

The Smithsonian continues to challenge traditional thinking about how it can achieve digitization goals. FY 2016 was a banner year for digitization, as the Institution made progress toward generating and enhancing electronic records for all 156 million collections objects and creating digital images for a prioritized subset of 13 million collections objects. FY 2016 saw the completion of two major milestones for mass digitization: in June, the Smithsonian digitized its millionth object, using our mass-digitization protocols in place since 2013; and in August the Institution completed an 18-month project to digitize the entire collection of the Cooper Hewitt, Smithsonian Design Museum's 193,000 complex and varied objects. Operations are now under way to complete digitization of nearly 1,000,000 botanical herbarium sheets using a pioneering conveyor-belt system at the National Museum of Natural History.



Reaching New Heights in 3D



The Smithsonian's 3D Digitization program enables viewers to explore and interact with iconic collections objects. In July, the Smithsonian made available a high-resolution **3D scan of the command module Columbia**, the spacecraft that carried astronauts Neil Armstrong, Edwin "Buzz" Aldrin and Michael Collins to the moon. This model, available on the Smithsonian X 3D website, allows viewers to explore the interior and exterior of the entire craft. The 3D scan of the interior exposed the astronauts' hand-written notes in the cockpit — an exciting discovery only made possible by scanning the previously concealed instrument panels.

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 3: MAKE CONTENT EASY TO FIND AND USE

Providing Innovative Tools for Search and Discovery



The Smithsonian American Art Museum has launched an immersive 360-degree virtual reality (VR) app for mobile devices, **Renwick Gallery WONDER 360**. It allows audiences to explore in 3D the entirety of the Museum's blockbuster exhibition. WONDER was the Renwick's most popular exhibition to date, attracting more than 730,000 visitors from November 2015 through July 2016. The app expands the visitor experience through emerging technologies. It is the first VR mobile app that the Smithsonian has published.

Improving Access for Those with Disabilities



In FY 2016, **Project SEARCH** successfully completed its third year at the Smithsonian with the graduation of 11 interns. The Office of Accessibility Programs launched and manages this initiative that prepares young adults with disabilities for transition into the workplace through an intensive program of training, job coaching, and on-the-job experience. In three years, 22 Project SEARCH participants have been hired at the Smithsonian in a wide variety of positions.

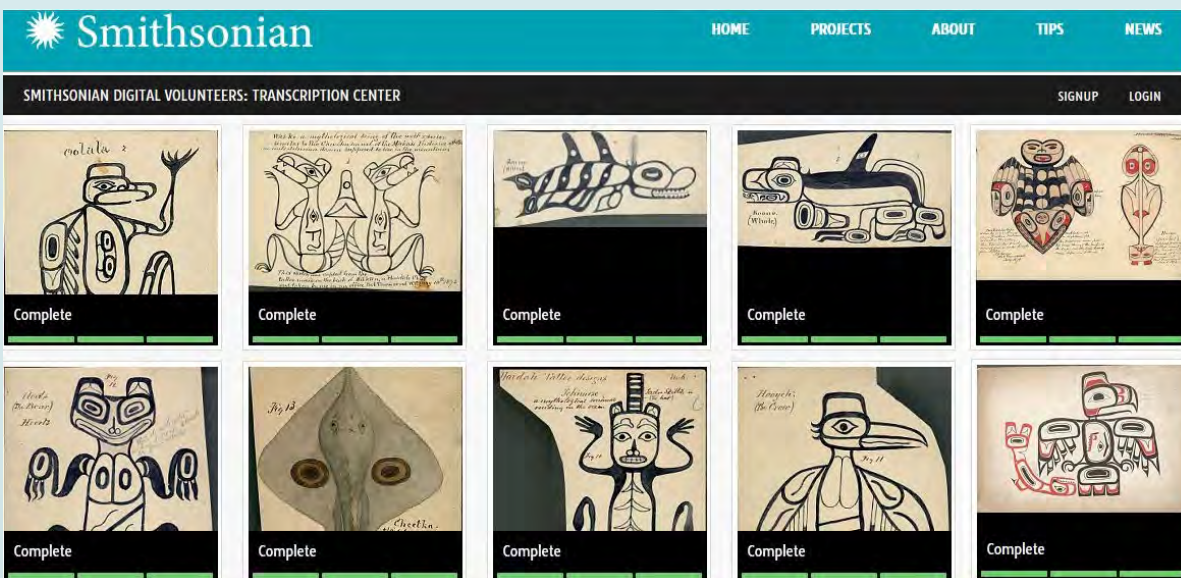
Creating Linkages

The Smithsonian is an important contributor to and content provider for the **Digital Public Library of America (DPLA)**. Smithsonian contributions stand at more than 1.37 million metadata records. The DPLA is an important entry point for citizens and scholars to the Smithsonian's cultural, artistic, and scientific resources, generating nine percent of external traffic to the Smithsonian Collections Search Center. In April, the Smithsonian, National Archives, and Library of Congress co-hosted DPLAFest, the annual DPLA meeting. More than 450 attendees participated in meetings and public forums.



BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

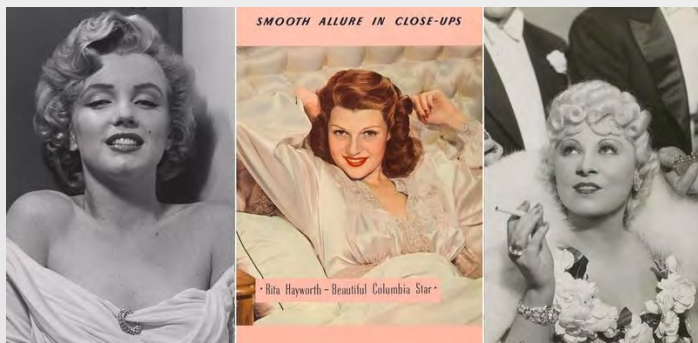
PRIORITY 4: SPARK ENGAGEMENT AND PARTICIPATION



Through the **Smithsonian Transcription Center**, the Institution works hand in hand with digital volunteers to transcribe historic documents and collection records, facilitate research, and excite the learning in everyone. The Center's volunteer corps includes 6,873 active transcribers, who have so far processed more than 200,000 pages of material, including 1,680 projects from 16 different units at the Smithsonian.

NATIONAL
PORTRAIT
GALLERY

RECOGNIZE! AND VOTE FOR YOUR FAVORITE



The Recognize space at the National Portrait Gallery presents an opportunity for people to select what they would like to see on display. Twice a year, the public votes online for one of three portraits to be removed from storage and hung on public view. In December 2015, the public selected **Marilyn Monroe** from a group of famous female actors who were never nominated for an Oscar.

In June, the winning votes were cast for tennis star **Althea Gibson**, from among a group of summer sports heroes. At age 30, Gibson claimed the British and U.S. singles titles. When Gibson posed for this photograph in 1957 back on her home turf in Harlem, tennis was not a great sporting interest in African American communities.

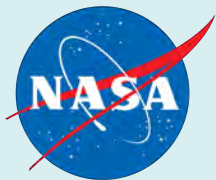
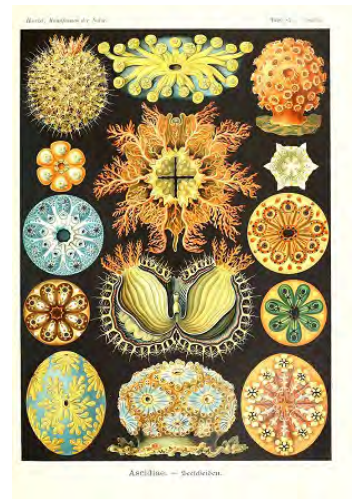


CROSSING BOUNDARIES



In December 2015, the National Zoo renewed its **giant panda breeding agreement** with the China Wildlife and Conservation Association (CWCA). The terms of the agreement stipulate that the two parties will conduct cooperative research projects and support conservation efforts in China. Both parents and any offspring remain under the ownership of China, and any cubs born at the National Zoo may stay until the age of 4.

The **Biodiversity Heritage Library (BHL)**, created by a Smithsonian-led consortium of natural history and botanical libraries, is creating a “biodiversity commons” where scientists can scan millions of pages of taxonomic literature, all online and in one place. Made up of 33 members and affiliates, BHL is now in its tenth year and contains more than 188,000 volumes and 50 million pages. This year, the Digital Library Federation named BHL as a recipient of its Community/Capacity Award. The award honors constructive, community-minded capacity building and collaboration in digital libraries, archives, and museums.



The Smithsonian works with its federal counterparts in many exciting ways. In February, the National Air and Space Museum partnered with **NASA** to present the exhibition on photographs captured from the Lunar Reconnaissance Orbiter Camera. During the summer, the Smithsonian joined the **National Park Service** in celebrating the centennial of America’s national parks with a new photography exhibition at the National Museum of Natural History and a new documentary airing on the Smithsonian Channel. In September, the Smithsonian Associates launched a lecture series in collaboration with the **National Institutes of Health** on the subject of modern medicine. The Institution’s ongoing partnerships include those with the **U.S. Botanic Garden, the National Arboretum, U.S. Agency for International Development, and the U.S. Department of Energy's Oak Ridge National Laboratory.**

REVITALIZING EDUCATION



Using the world's largest aerospace collection, the National Air and Space Museum gives teachers and parents access to tools to engage students in multiple subject areas. **STEM in 30** is a fast-paced, interactive classroom program consisting of live webcasts that engage middle-school students in STEM topics ranging from World War I airplanes to rovers on Mars. Museum curators, astronauts, and experts in the field participate in the shows to connect classrooms with real-world, relevant content.

Smithsonian Affiliations is a national program that develops long-term, collaborative partnerships with museums and educational and cultural organizations to enrich communities with Smithsonian resources. There are 215 Affiliates in 46 states, Puerto Rico, and Panama. In May, the program presented the **National Youth Summit**, including online and on-site activities focused on Japanese American incarceration in World War II.

**NATIONAL
YOUTH
SUMMIT**
—
**JAPANESE
AMERICAN
INCARCERATION**



CROSSLINES



A CULTURE LAB ON INTERSECTIONALITY

In May, the Asian Pacific American Center celebrated Asian Pacific American Heritage Month. The highlight of its programming was the “pop-up” exhibition **Crosslines**, held in the Arts and Industries Building. The two-day event hosted an array of art installations, live performances, and interactive maker spaces.

In September, the National Postal Museum launched a new virtual (online) exhibition, **America's Mailing Industry**. It tells the story of the how the U.S. Postal Service partnered with private industry to help American citizens and businesses communicate and work together for more than 200 years.



“I have learned so much about my community, my state, and myself on this month-long journey, and I wouldn't change it for the world.”
— Program Graduate

This summer, the Smithsonian Latino Center hosted its 11th annual **Young Ambassadors Program**. This leadership program fosters the next generation of Latino leaders in the arts, sciences, and humanities. Through the program, students participate in learning opportunities such as workshops with Latino scholars, filmmakers, journalists, curators, artists, scientists, musicians, poets, and CEOs.

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

National Museum of African American History and Culture



\$552 Million Total Project Cost.

The new National Museum of African American History and Culture on the National Mall opened to the public on September 24, 2016. The building includes 400,000 gross square feet on 10 floors, five of which are underground, and a voluminous history gallery. Total project costs included \$270 million in federal funds and \$282 million in trust funds.

Smithsonian Tropical Research Institute, Gamboa Laboratory Facilities

\$25 Million Total Project Cost.

The Smithsonian Tropical Research Institute completed construction of a new terrestrial science lab to replace outdated facilities on its recently acquired Gamboa site. Opened in September of 2016, this project was funded with \$21.5 million in federal funds and \$3.5 million in trust funds.



National Museum of Natural History, Fossil Hall



\$89 Million Total Estimated Project Cost.

The Fossil Hall in the National Museum of Natural History will house the dinosaur exhibition *Deep Time*. Total project costs include \$43 million in federal funds and \$46 million in trust funds. The renovation is scheduled for completion in December of 2017 and the gallery is expected to open in 2019.

CONSTRUCTION, RENOVATION AND FACILITIES PROJECTS

National Museum of American History



\$135 Million Total Estimated Project Cost.

This is the third phase of renovations at the National Museum of American History, and it focuses on three West Wing public spaces: *Innovation* on the 1st floor; *American Democracy* on the 2nd floor; and *American Culture* on the 3rd floor. The first floor opened in July of 2015 and the 2nd floor galleries are scheduled to open to the public in July of 2017. Total project costs include \$58 million in federal funds and \$77 million in trust funds.

Renwick Gallery Renovations

\$32.4 Million Total Estimated Project Cost.

The Renwick Gallery reopened to the public in November of 2015. The building was in need of major renewal to address failing utilities infrastructure and life-safety issues; repair the roof; upgrade restrooms; and modernize security. The project was funded with \$17.4 million in federal funds and \$15 million in trust funds.



National Air and Space Museum Major Renovations



\$926 Million Total Estimated Project Cost.

A multi-year, multi-phase building systems and envelope renovation project will replace the Museum's stone facade, terraces, glazing, roof, and mechanical and electrical systems. In addition, the revitalization will improve energy efficiency, blast and seismic resistance, and the functionality of interior spaces. The exhibits will be renewed and transformed. Total project costs include \$676 million in federal funds and \$250 million in trust funds.

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

National Air and Space Museum (NASM) — Udvar-Hazy Center (UHC) Dulles Collections Storage Module 1 Construction

\$58.4 Million Total Estimated Project Cost.

Storage Module 1 will provide artifact swing space during the NASM Mall Building renovation project. Ultimately, it will become the permanent home for artifacts moving out of deficient collections space at the Garber Facility in Suitland, Maryland. Funded with \$58.4 million in federal funds, the project is currently in the design phase. Construction is expected to last just over one year, with completion planned in June of 2018.



National Zoological Park Bird House Renovation



\$55.1 Million Total Estimated Project Cost.

This LEED-Gold candidate project renews the 46,090 sf Bird House/Great Flight Cage and approximately one acre of the Bird House Plateau to house the “Experience Migration” exhibit. Facility improvements include new site utilities and replacement of HVAC equipment, storm and waste water management systems, and animal/human life-safety, electrical, plumbing, security, and data systems. Funded with \$44.9 million in federal funds and \$10.2 million in trust funds, the project is currently in the design phase. Construction is expected to last two years, with completion planned in December of 2019.

Freer Gallery of Art Humidification System Upgrade

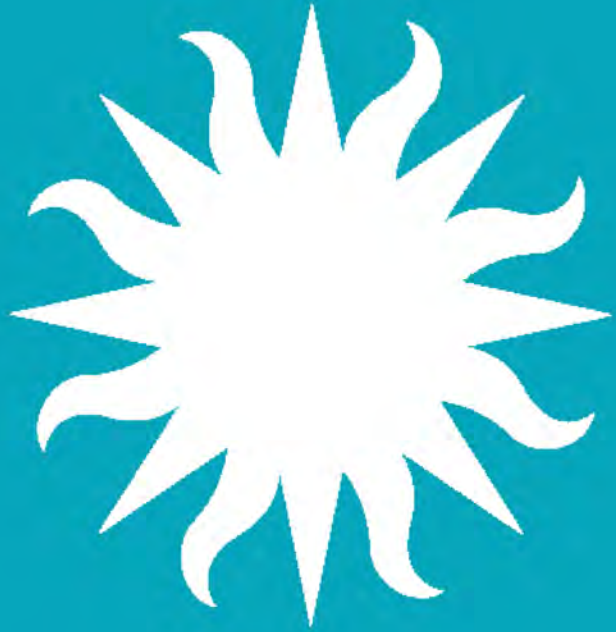
\$9.9 Million Total Estimated Project Cost.

The Freer Gallery of Art closed in January of 2016 for a renovation project to upgrade its heating and humidification systems. Funded with \$9.9 million in federal funds, the construction is expected to last two years, with a reopening scheduled in the spring/summer of 2017.

National Museum of Natural History Southeast Main Building Ground Floor Renovation

\$24.5 Million Total Estimated Project Cost.

Completed in September of 2016 with 24.5 million in federal funds, the renovation, electrical upgrade, and HVAC replacement were essential to the overall Paleo Halls/*Deep Time* exhibit. The renovation of the Southeast Quad provides major upgrades to central utility spaces which are critical to the operation of the Museum and new Paleo Halls.



Smithsonian

SERIOUSLY AMAZING[®]





Smithsonian
Institution

Annual Performance Report
Fiscal Year 2016

MISSION STATEMENT

The increase and diffusion of knowledge

VISION STATEMENT

Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world

INTRODUCTION

The Smithsonian's annual performance plan for fiscal year 2016 is based on the Institution's Strategic Plan, Fiscal Years 2010-2017. The Strategic Plan is built around four grand challenges which provide an overarching strategic framework for Smithsonian programs and operations — Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. Strategic priorities, which will enable the Institution to lead national and global efforts in the four challenges, include conducting world-class research, broadening access, revitalizing education, crossing boundaries, strengthening collections, and achieving organizational excellence. Under each strategic priority are annual organizational goals and key performance indicators which will be used to assess Institutional performance. The organizational goals are aligned with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system. This framework allows the Institution to focus on program results and organizational accountability as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards, which include having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the Institution to track program results, and incorporating linked performance metrics in individual performance plans. The Smithsonian Dashboard shares metrics related to its core activities and performance with the public at <http://dashboard.si.edu/>.

THE SMITHSONIAN'S OVERARCHING STRATEGIC FRAMEWORK: FOCUSING ON FOUR GRAND CHALLENGES

- **Unlocking the Mysteries of the Universe**

We will lead in the quest to understand the fundamental nature of the cosmos, using next-generation technologies to explore our own solar system, meteorites, the Earth's geological past and present, and the paleontological record of our planet.

- **Understanding and Sustaining a Biodiverse Planet**

We will use our resources involving scientific museums and research centers to significantly advance our knowledge and understanding of life on Earth, respond to the growing threat of environmental change, and sustain human well-being.

- **Valuing World Cultures**

As a steward and ambassador of cultural connections, with a presence in more than 100 countries and expertise and collections encompassing the globe, we will build bridges of mutual respect, and present the diversity of world cultures and the joy of creativity with accuracy, insight, and reverence.

- **Understanding the American Experience**

America is an increasingly diverse society that shares a history, ideals, and an indomitable, innovative spirit. We will use our resources across disciplines to explore what it means to be an American and how the disparate experiences of individual groups strengthen the whole, and to share the American story with people of all nations.

THE SMITHSONIAN'S STRATEGIC PRIORITIES

Sustaining Excellent Research

Broadening Access

Revitalizing Education

Crossing Boundaries

Strengthening Collections

Enabling Mission through Organizational Excellence

INDEX TO STRATEGIC PRIORITIES AND ORGANIZATIONAL GOALS

Overarching Strategic Framework: Grand Challenges			
Unlocking the Mysteries of the Universe	Understanding and Sustaining a Biodiverse Planet	Valuing World Cultures	Understanding the American Experience
STRATEGIC PRIORITY	ORGANIZATIONAL GOALS		
1. SUSTAINING EXCELLENT RESEARCH	<ul style="list-style-type: none"> Establish the Smithsonian as national leader in each Grand Challenge area by pursuing comprehensive strategies that build upon SI strengths in research, collections, exhibitions, education and outreach, and that emphasize interdisciplinary and collaborative activity 		
2. BROADENING ACCESS	<ul style="list-style-type: none"> Broaden access to and invite collaboration with new and diverse audiences, using a variety of tools of engagement 		
3. REVITALIZING EDUCATION	<ul style="list-style-type: none"> Clarify and expand SI's leadership role in education for learners of all ages 		
4. CROSSING BOUNDARIES	<ul style="list-style-type: none"> Move forward in stimulating interdisciplinary, pan-institutional scholarship and outreach 		
5. STRENGTHENING COLLECTIONS	<ul style="list-style-type: none"> Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian's vast and diverse collections 		
6. ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE	<ul style="list-style-type: none"> Build financial strength and ensure accountability Optimize SI assets by developing and sustaining physical infrastructure, information technology, management capabilities and human capital Cultivate SI as a learning organization committed to openness, inclusion, innovation, continuous improvement and cost efficiency 		




STRATEGIC PRIORITY 1: SUSTAINING EXCELLENT RESEARCH

Focusing on the Four Grand Challenges: advance knowledge at the forefront of understanding the universe and solid Earth; advance and synthesize knowledge that contributes to the survival of at-risk ecosystems and species; contribute insights into the evolution of humanity and the diversity of the world’s cultures, arts, and creativity; and advance and synthesize knowledge that contributes to understanding the American experience, particularly its history, arts and culture, and its connections to other world regions

TIES TO PROGRAM CATEGORIES IN ERP:

- **RESEARCH** (*Program Code 4XXX*)

Key Performance Indicators—Sustaining Excellent Research

Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
Number of peer-reviewed publications	Output	FY 2013: 1,955 FY 2014: 1,945 FY 2015: 2,295	FY 2016: 2,100	1,916 peer-reviewed publications 
Number of Fellows in residence	Output	FY 2013: 799 FY 2014: 720 FY 2015: 761	Maintain current level	772 Fellows 
Number of Grant and Contract proposals submitted	Output	FY 2013: 651 FY 2014: 614 FY 2015: 589	Increase over FY 2015	588 Grant and Contract proposals 






STRATEGIC PRIORITY 2: BROADENING ACCESS

Reach new audiences and ensure that the Smithsonian’s collections, exhibitions, and outreach programs speak to all Americans and are relevant to visitors who come from around the world.

TIES TO PROGRAM CATEGORIES IN ERP:

- **PUBLIC PROGRAMS** (*Program Code 1XXX*)
 - **WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS**
 - **IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS**
- **EXHIBITIONS** (*Program Code 2XXX*)

Key Performance Indicators—Broadening Access

Key Performance Indicators	Type	Prior- year data	FY 2016 target	FY 2016 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2013: 30.6 M FY 2014: 26.8 M FY 2015: 28.2 M	28.5 million	29.3 million visits 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2013: 140 million FY 2014: 99.9 million (revised counting method) FY 2015: 116.6 million (revised)	107 million	134 million unique visitors 
Number of Social media contacts <ul style="list-style-type: none"> Facebook “likes” Twitter followers 	Output. Indicator of level of public use of SI resources	FY 2013: Facebook 1.5 million; Twitter 2.0 million FY 2014: Facebook 2.9 million; Twitter 2.6 million FY 2015: Facebook 4.0 million; Twitter 3.9 million	Increase over 2015	5.4 M Facebook likes; 4.3 M Twitter followers 
Number of Smithsonian traveling exhibition locations	Output. Indicator of outreach success and national access to SI resources	FY 2013: 445 venues, 50 states and overseas FY 2014: 263 locations in all 50 states and overseas (changed counting from venue events to locations) FY 2015: 386 locations in 49 states and overseas	380 locations in all 50 states and overseas	760 locations in all 50 states and overseas* 
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2013:181 Affiliates in 43 states, DC, PR, Panama FY 2014:197 Affiliates in 44 states, DC, PR, Panama FY 2015:205 Affiliates in 45 states, DC, PR, Panama	210 Affiliates in 45 states	215 Affiliates in 46 states, Panama & PR 

*The higher number of locations in FY 2016 is due to an increase in venues hosting poster exhibitions, in particular *A Place For All People* celebrating the opening of the National Museum of African American History and Culture.


STRATEGIC PRIORITY 3: REVITALIZING EDUCATION

Inspire people to probe the mysteries of the universe and planetary systems; inspire all generations of learners to turn knowledge of life on Earth into awareness and action aimed at improving sustainability; inspire audiences to explore the cultural and artistic heritage of diverse peoples; and turn knowledge into awareness, action, and results that encourage American cultural vitality.

TIES TO PROGRAM CATEGORIES IN ERP:

- **EDUCATION** (*Program Code 11XX*)

Key Performance Indicator—Revitalizing Education

Key Performance Indicator	Type	Prior year data	FY 2016 target	FY 2016 actual
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2013: 5.3 million (revised) FY 2014: 5.3 million (revised) FY 2015: 5.4 million (revised)	5.2 million participants	5.8 million participants 

STRATEGIC PRIORITY 4: CROSSING BOUNDARIES

Maximize the Smithsonian’s impact on complex issues and problems by marshaling resources across disciplines and strengthening external relationships.

TIES TO PROGRAM CATEGORIES IN ERP:

- **PUBLIC AND GOVERNMENT AFFAIRS** (*Program Code 8400*)

STRATEGIC PRIORITY 5: STRENGTHENING COLLECTIONS

Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian’s vast and diverse collections.

TIES TO PROGRAM CATEGORIES IN ERP:

- **COLLECTIONS** (*Program Code 3XXX*)

Key Performance Indicators—Strengthening Collections

Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
<p>Percentage of museum collections (objects and specimens) that meets/exceeds unit standards for:</p> <ul style="list-style-type: none"> • Physical Condition: Measures the need for intervention to prevent further or future deterioration of the collections. • Housing Materials: Measures the appropriateness and stability of the materials used to house or contain collections. • Storage Equipment: Measures the appropriateness of equipment intended to provide long-term protection of the collection. • Physical Accessibility: Measures the extent to which the collection is organized, arranged, located, and retrieved for intended use. 	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY2013:138M objects/specimens</p> <ul style="list-style-type: none"> • Physical Condition: 72% • Housing Materials: 66% • Storage Equipment: 65% • Physical Accessibility: 85% <p>FY2014:138M objects/specimens</p> <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 68% • Storage Equipment: 66% • Physical Accessibility: 86% <p>FY2015:154M objects/specimens¹</p> <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 69% • Storage Equipment: 69% • Physical Accessibility: 87% 	<p>Increase over prior year</p>	<p>Data not available until February 2017</p>
<p>Percentage of museum collections (objects and specimens) that are digitized:</p> <ul style="list-style-type: none"> • Digital Records: Measures percentage of collections with digital records that meets or exceeds unit standards. Number of objects and specimens: 2013: 138 million; 2014: 138 million; 2015: 154 million. • Digital Images: Measures percentage of collections prioritized to have digital images that meets or exceeds unit standards. Number of prioritized objects and specimens: 2013: 13 million; 2014: 13 million; 2015: 13 million. 	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY2013:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 23 M (17%) • Digital Images: # Completed: 1.7 M (13%) <p>FY2014:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 25 M (18%) • Digital Images: # Completed: 2.0 M (15%) <p>FY2015:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 26 M (17%) • Digital Images: # Completed: 2.5 M (19%) 	<p>Increase over prior year</p>	<p>Data not available until February 2017</p>

¹ FY 2015 change in the collections total is due to the National Parasite Collection accession (19.9 million items) and the deaccession of 4.1 million plankton specimens in the Department of Invertebrate Zoology at the National Museum of Natural History.





STRATEGIC PRIORITY 6: ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE

Strengthen those organizational services that allow us to deliver on our mission.

TIES TO PROGRAM CATEGORIES IN ERP:

- **FACILITIES** (Program Code 5XXX)
- **PERFORMANCE MANAGEMENT** (Program Code 81XX)
- **HUMAN RESOURCES MANAGEMENT** (Program Code 8200)
- **DIVERSITY/EEO** (Program Code 8210)
- **PROCUREMENT AND CONTRACTING** (Program Code 8600)
- **INFORMATION TECHNOLOGY** (Program Code 7XXX)
- **FINANCIAL MANAGEMENT** (Program Code 8300)

Key Performance Indicators—Organizational Excellence






Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual																								
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2013: 117.7 days FY 2014: 143.6 days FY 2015: 95.3 days	Goal of 80 days	104.6 days 																								
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2013: 96.5% FY 2014: 97.0% FY 2015: 96%	95%	95.3% 																								
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. Employee satisfaction is a standard indicator of a healthy organization	FY 2013: 82% FY 2014: 81% FY 2015: 79%	Maintain 80%	80% 																								
Percent of workforce diversity by race/ethnicity	Output	<table border="1"> <thead> <tr> <th></th> <th>FY 2013</th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.7</td> <td>1.5</td> <td>1.5</td> </tr> <tr> <td>Asian</td> <td>5.5</td> <td>5.4</td> <td>5.8</td> </tr> <tr> <td>NHPI</td> <td>0.2</td> <td>0.1</td> <td>0.14</td> </tr> <tr> <td>Black</td> <td>28.1</td> <td>28.0</td> <td>28.3</td> </tr> <tr> <td>Hispanic</td> <td>9.7</td> <td>9.8</td> <td>10.1</td> </tr> </tbody> </table>		FY 2013	2014	2015	Nat Am	1.7	1.5	1.5	Asian	5.5	5.4	5.8	NHPI	0.2	0.1	0.14	Black	28.1	28.0	28.3	Hispanic	9.7	9.8	10.1	<u>Meet or exceed</u> <u>DC Metro CLF</u> <u>standard</u> Nat Am 0.4 Asian 9.6 NHPI 0.1 Black 25.4 Hispanic 13.2	Nat Am 1.3 Asian 5.8 NHPI 0.1 Black 28.8 Hispanic 10.2 
	FY 2013	2014	2015																									
Nat Am	1.7	1.5	1.5																									
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Black	28.1	28.0	28.3																									
Hispanic	9.7	9.8	10.1																									







Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2013: Quality 98.0% Timeliness 97.0% FY 2014: Quality 99.4% Timeliness 98.4% FY 2015: Quality 97.5% Timeliness 97.7%	Quality 98% Timeliness 98%	Quality 98.6% Timeliness 97.9% 
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TIES TO PROGRAM CATEGORIES IN ERP:

- **SECURITY & SAFETY** (Program Code 6XXX)
- **FACILITIES** (Program Code 5XXX)

Key Performance Indicators — Facilities Capital/Maintenance and Safety/Security

Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
Percent of available capital funds obligated compared to funds available	Efficiency (obligation rate is indicator in initiating capital work in a timely manner)	FY 2013: 91% FY 2014: 91.6% FY 2015: 91.1%	85%	93% 
Number of major capital projects meeting milestones (see below):	Output	FY 2013: Met milestones on 4 of 6 projects FY 2014: Met milestones on 5 of 7 projects FY 2015: Met milestones on 4 of 6 projects	Meet milestones on all 6 major projects	Met milestones on 6 of 6 major projects 
Revitalization of National Museum of American History, Public Space III	Output	FY 2013: awarded Full Scope FY 2014: 84% complete FY 2015: 99% complete	Renovation: 100%	100% 
Revitalization of National Museum of Natural History, Paleo Halls	Output	FY 2013: Awarded Design Contract FY 2014: 65% design complete FY 2015: Award complete	Renovation: 35%	45% 
Revitalization of Renwick Gallery	Output	New project (FY 2014-2017) FY 2014: Contract awarded FY 2015: 99% complete	Renovation: 100%	100% 

Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
Revitalization of Freer Gallery Humidification System	Output	New project (FY 2014-2017) FY 2015: Contract awarded	Renovation: 40%	71% 
Design and construct National Museum of African American History & Culture	Output	FY 2013: Design: 65%; Excavation: 50% Construction:10% FY 2014: Design: 100%; Excavation: 100%; Construction: 52% FY 2015: 87% complete	Construction: 100%	100% 
Construction of Gamboa Lab (replace Santa Cruz School)	Output	FY 2013: Construction 60% FY 2014: Construction 72% FY 2015: 88% complete	Construction: 100%	100% 
Percent of revitalization projects designed to 35% prior to request for construction funding	Efficiency (35% design prior to funding improves cost estimates; early award avoids cost escalation and project delays)	FY 2013: Target not met due to lack of planning funds FY 2014: Target not met due to lack of planning funds FY 2015: Target not met due to lack of planning funds	Complete 35% design prior to Congressional budget submission for 80% of major projects in the FY 2017 capital program	Target not met due to lack of planning funds 
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2013: 72.8% FY 2014: 69.4% FY 2015: 69%	70%	67% 
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2013: 52% FY 2014: 53% FY 2015: 54.4%	55%	50.4% 



Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2013: Achieved 89% Level 3 FY 2014: Achieved 89% Level 3 FY 2015: Achieved 75% Level 3	Achieve 90% APPA Level 3	90% 
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	2013: 2.13 2014: 2.36 2015: 2.07	<2.47	2.41 

Financial Strength

TIES TO PROGRAM CATEGORIES IN ERP:

- **DEVELOPMENT** (*Program Code 9XXX*)
- **SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES** (*Program Code 01XX*)
- **INVESTMENT MANAGEMENT** (*Program Code 8310*)

Key Performance Indicators—Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2016 target	FY 2016 actual
Dollar amount of fundraising (1) voluntary support (gifts) and (2) non-government grants	Input	FY 2013: \$223.3 million FY 2014: \$222.4 million FY 2015: \$230.0 million	\$250 million	\$296.0 million 
Dollar amount of SI Government grants & contracts and non-government contract awards	Input	FY 2013: \$149.0 million FY 2014: \$149.7 million FY 2015: \$162.0 million	\$150 million	\$171.6 million 
Dollar amount of Smithsonian Enterprises net gain	Input	FY 2013: \$32.6 million FY 2014: \$35.7 million FY 2015: \$40.7 million	\$41 million	\$41.7 million 