



Smithsonian  
Institution

**Annual Performance Plan**  
*Fiscal Year 2019*





## One Smithsonian: Greater Reach, Greater Relevance, Profound Impact

### Our Purpose

*The increase and diffusion of knowledge*

### Our Mission

- The Smithsonian **creates knowledge through high-impact research** in science, art, history, and culture.
- It preserves our national and natural heritage, as well as aspects of other cultures, through art and its curation, by maintaining important historical artifacts, and by **caring for and expanding the National Collection**.
- It **shares knowledge with the public** through compelling exhibitions, education programs, and media products, by telling the American story, and by showcasing American artistic, intellectual, and technological leadership.

### Our Vision

*By 2022, the Smithsonian will build on its unique strengths to **engage** and to **inspire** more people, where they are, with greater **impact**, while catalyzing critical conversation on issues affecting our nation and the world.*

### Introduction

In December 2017, the Smithsonian unveiled a new [Strategic Plan](#). It expands on our five “Grand Challenges” — Unlocking the Mysteries of the Universe, Understanding and Sustaining a Biodiverse Planet, Valuing World Cultures, Understanding the American Experience, and Magnifying the Transformative Power of Arts and Design—by setting goals to help us be more collaborative and efficient in our work, build and deploy digital competency, and engage new and more diverse audiences in meaningful ways. We also continue to improve facilities maintenance and collections care to be even better stewards of America’s treasures and seek out new strategic partnerships to expand our reach.

## **The Smithsonian's Seven Mission goals**

Goal 1: Be One Smithsonian

Goal 2: Catalyze new conversations and address complex challenges

Goal 3: Reach 1 billion people a year with a “digital first” strategy

Goal 4: Understand and impact 21<sup>st</sup> century audiences

Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects

Goal 6: Preserve our natural and cultural heritage while optimizing our assets

Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

## **Annual Performance Plan for Fiscal Year 2019**

To ensure that our ambitious goals will be successfully implemented over the next five years, a dedicated Strategic Plan Implementation performance tracking structure will enable us to focus on accomplishment of a focused set of annual strategic priorities and measures of goal success. As part of this effort we will continue to track core metrics of performance results and organizational accountability across the major programs and functions of the Institution 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. Our Annual Performance Plan and Report align with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system, enabling us to relate 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/>.

## Index to Strategic Goals by Programmatic and Functional Performance areas

PERFORMANCE AREAS	STRATEGIC GOALS
<p><b>Research and Scholarship:</b> We will create knowledge through high-impact research in science, art, history, and culture.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects</p>
<p><b>Public Engagement:</b> We will share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 3: Reach 1 billion people a year with a “digital first” strategy</p> <p>Goal 4: Understand and impact 21<sup>st</sup> century audiences</p>
<p><b>National Collections:</b> We will preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p><b>Smithsonian Facilities:</b> We will maintain our historic and diverse infrastructure that is essential to the care of fragile collections, support for critical scientific research, and hosting millions of visitors.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p><b>People and Operations</b></p> <ul style="list-style-type: none"> <li>• Operational Efficiency and Effectiveness: We will institute nimble and cost-effective pan-Institutional administrative processes.</li> <li>• Diversity and Inclusion: We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution.</li> <li>• Financial Strength</li> </ul>	<p>Goal 1: Be One Smithsonian</p> <p>Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure</p>

## The Smithsonian's overarching goals for scholarship and discovery: Five 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.

- **Magnifying the Transformative Power of Arts and Design**

The Smithsonian recognizes that the visual and performing arts support civic and economic development in an increasingly boundary-less and interconnected society. With its unparalleled reputation, millions of artworks, innovative educational outreach, and dedication to make its resources universally available, the Smithsonian can uniquely magnify the transformative power of the arts and design.

## Research and Scholarship

We create knowledge, and share it with professional communities, through high-impact research in science, art, history, and culture, focusing on Five Grand Challenges

- Links to
  - Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects
  - Goal 2: Catalyze new conversations and address complex challenges
- Ties to Program Category in ERP:
  - RESEARCH (Program Code 4XXX)

### Key Performance Indicators—Research and Scholarship

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2016: 1,948 FY 2017: 2,281 FY 2018: 2,531	2,350	
Number of Fellows in residence	Output	FY 2016: 772 FY 2017: 769 FY 2018: 768	770	
Number of Grant and Contract proposals submitted	Output	FY 2016: 588 FY 2017: 593 FY 2018: 582	590	

\*Note: Metric for quality/high impact Smithsonian publications formerly reported as “peer-reviewed” publications

## Public Engagement

We share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.

- Links to
  - Goal 2: Catalyze new conversations and address complex challenges
  - Goal 3: Reach 1 billion people a year with a “digital first” strategy

- Goal 4: Understand and impact 21<sup>st</sup> century audiences
- 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*)
  - EDUCATION (*Program Code 11XX*)

**Key Performance Indicators—Public Engagement**

Key Performance Indicators	Type	Prior- year data	FY 2019 target	FY 2019 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2016: 29.3 million FY 2017: 30.1 million FY 2018: 28.8 million	28 million visits	
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2016: 6.1 million (revised) FY 2017: 8.0 million (revised) FY 2018: 11.1 million (revised)		
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2016: 134 million FY 2017: 151 million FY 2018: 160 million	172 million website visitors	
Number of Social media followers <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> </ul>	Output. Indicator of level of public use of SI resources	FY 2016: Facebook 5.4 million; Twitter 4.3 million FY 2017: Facebook 6.3 million; Twitter 5.4 million FY 2018: Facebook 6.6 million; Twitter 5.7 million	7 million FB followers; 6.1 million Twitter followers	



Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Number of Smithsonian traveling exhibition locations	Output. Indicator of outreach success and national access to SI resources	FY 2016: 760 locations in all 50 states and overseas FY 2017: 142 locations in 50 states, DC and Guam + poster exhibits in 5,450 schools, museums and libraries* FY 2018: 129 locations in 34 states, DC and Guam + poster exhibits to 3,811 schools, museums and libraries*	127 locations in 30 states	
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2016: 209 Affiliates in 46 states + PR, Panama (revised) FY 2017: 216 Affiliates in 46 states + PR, Panama FY 2018: 214 Affiliates in 45 states + PR, Panama	218 Affiliates in 456 states	

\*Note: Locations of traveling exhibitions and smaller poster exhibits are reported separately beginning in FY2017; they were combined prior to that.

## National Collections

We preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
  - COLLECTIONS (*Program Code 3XXX*)

### Key Performance Indicators– Preserve Our Natural and Cultural Heritage Collections

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Percentage of museum collections (objects and specimens) that meets/exceeds unit standards for: <ul style="list-style-type: none"> <li>• <b>Physical Condition:</b> Measures the need for intervention to prevent further or future deterioration of the collections.</li> <li>• <b>Housing Materials:</b> Measures the appropriateness and stability of the materials used to house or contain collections.</li> </ul>	Outcome. Indicator of established standards and sound management practices for collections	FY 2016: <ul style="list-style-type: none"> <li>• Physical Condition: 73%</li> <li>• Housing Materials: 68%</li> <li>• Storage Equipment: 70%</li> <li>• Physical Accessibility: 87%</li> </ul> FY 2017: <ul style="list-style-type: none"> <li>• Physical Condition: 74%</li> <li>• Housing Materials: 69%</li> </ul>	Increase over prior year	

<ul style="list-style-type: none"> <li>• <b>Storage Equipment:</b> Measures the appropriateness of equipment intended to provide long-term protection of the collection.</li> <li>• <b>Physical Accessibility:</b> Measures the extent to which the collection is organized, arranged, located, and retrieved for intended use.</li> </ul> <p><i>Collections Totals:</i>  FY 2016: 155 million objects / specimens  FY 2017: 155 million objects / specimens  FY 2018: 155.5 million objects / specimens</p>		<ul style="list-style-type: none"> <li>• Storage Equipment: 71%</li> <li>• Physical Accessibility: 87%</li> </ul> <p>FY 2018:</p> <ul style="list-style-type: none"> <li>• Physical Condition: 75%</li> <li>• Housing Materials: 69%</li> <li>• Storage Equipment: 72%</li> <li>• Physical Accessibility: 87%</li> </ul>		
<p>Percentage of museum collections (objects and specimens) that are digitized:</p> <ul style="list-style-type: none"> <li>• <b>Digital Records:</b> Measures percentage of Collections Total with digital records that meet or exceed unit standards</li> </ul> <p><i>Collection Totals:</i>  FY 2016: 155 million objects / specimens  FY 2017: 155 million objects / specimens  FY 2018: 155.5 million objects / specimens</p> <ul style="list-style-type: none"> <li>• <b>Digital Images:</b> Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards</li> </ul> <p><i>Collections Prioritized for Digitization:</i>  FY 2016: # of prioritized objects: 15 million  FY 2017: # of prioritized objects: 18 million  FY 2018: # of prioritized objects: 18.6 million</p>	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY 2016:</p> <ul style="list-style-type: none"> <li>• Digital Records: # completed: 28M (18%)</li> <li>• Digital Images: # completed: 2.8M (19%)</li> </ul> <p>FY 2017:</p> <ul style="list-style-type: none"> <li>• Digital Records: # completed: 29M (19%)</li> <li>• Digital Images: # completed: 3.8M (21%)</li> </ul> <p>FY 2018:</p> <ul style="list-style-type: none"> <li>• Digital Records: # completed: 32M (21%)</li> <li>• Digital Images: # completed: 4.9M (26%)</li> </ul>	<p>Increase over prior year</p>	

## Smithsonian Facilities

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
  - FACILITIES (Program Code 5XXX)
  - SECURITY & SAFETY (Program Code 6XXX)

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

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 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 2016: 93% FY 2017: 88% FY 2018: 87%	85%	
Number of major capital projects meeting milestones (see below):	Output	FY 2016: Met milestones on 6 of 6 projects FY 2017: Met milestones on 8 of 10 projects FY 2018: Met all 9 milestones	Meet milestones on all 7 major projects	
Revitalization of National Museum of Natural History, South Entrance	Output	FY 2017: Design 100% FY 2018: 44%	Renovation 100%	
Revitalization of National Zoological Park Bird House	Output	FY 2017: Design 100%; Contract awarded FY 2018: 100% (swing space)	Renovation 40%	
Revitalization of National Zoological Park Police Station	Output	FY 2017: Renovation 36% FY 2018: 63%	Renovation 100%	
Revitalization of National Air and Space Museum - Mall	Output	FY 2018: Initial Construction work awarded	Renovation 15%	
Revitalization of National Air and Space Museum - Udvar Hazy Center— restore exterior envelope and replace roof	Output	New Project	Renovation 10%	

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Construct National Air and Space Museum – Udvar Hazy Center Dulles Collections Storage Module 1	Output	FY 2017: Construction contract awarded FY 2018: 83%	100%	
Construct Museum Support Center Pod 6	Output	FY 2017: Design 20% FY 2018: 75% of Feasibility Study completed	100% Feasibility Study	
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 2016: Target not met due to lack of planning funds FY 2017: Target not met due to lack of planning funds FY 2018: Target (Complete 35% design prior to Cong. budget submission for 80% of major projects in the FY 2019 capital program) not met due to lack of design funding	Complete 35% design prior to Cong. budget submission for 80% of major projects in the FY 2019 capital program	
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2016: 67% FY 2017: 68.9% FY 2018: 69.8%	70%	
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2016: 50.4% FY 2017: 52% FY 2018: 59.8%	52%	
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2016: Achieved 90% APPA Level 3 FY 2017: Achieved 90% APPA Level 3 FY 2018: 80% APPA Level 3	Maintain 90% APPA Level 3	
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2016: 2.41 FY 2017: 1.95 FY 2018: 1.74	<2.00	

## People and Operations

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

➤ Links to:

- Goal 1: Be One Smithsonian
- Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

➤ Ties to Program Categories in ERP:

- SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES (Program Code 01XX)
- INFORMATION TECHNOLOGY (Program Code 7XXX)
- PERFORMANCE MANAGEMENT (Program Code 81XX )
- HUMAN RESOURCES MANAGEMENT (Program Code 8200)
- DIVERSITY/EEO Program Code 8210)
- FINANCIAL MANAGEMENT (Program Code 8300)
- INVESTMENT MANAGEMENT (Program Code 8310)
- PUBLIC AND GOVERNMENT AFFAIRS (Program Code 8400)
- PROCUREMENT AND CONTRACTING (Program Code 8600)
- DEVELOPMENT (Program Code 9XXX)

## Operational Effectiveness

We will institute nimble and cost-effective pan-Institutional administrative processes.

### Key Performance Indicators—Organizational Efficiency and Effectiveness

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2016: 104.6 average days FY 2017: 94.73 average days FY 2018: 84.65 average days	Goal of 80 days	
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2016: 95.3% FY 2017: 96.08% FY 2018: 97.8%	97%	
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2016: Quality 98.6% Timeliness 97.9% FY 2017: Quality 98.98% Timeliness 98.13% FY 2018: Quality 98.67% Timeliness 97.68%	Quality 99% Timeliness 98%	
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 2016: 80% FY 2017: 81% FY 2018: 81%	81%	

## Diversity and Inclusion

We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution.

### Key Performance Indicators—Diversity and Inclusion

Key Performance Indicators	Type	Prior-year data (%)	FY 2019 target	FY 2019 actual
Percent of workforce diversity by race/ethnicity	Output	FY 2016 2017 2018	Meet or exceed	
		Nat Am 1.3 1.3 1.3	DC Metro CLF	
		Asian 5.8 6.0 5.7	standard	
		NHPI 0.1 0.1 0.1	Nat Am 0.4	
		Black 28.8 28.4 28.8	Asian 9.6	
		Hispanic 10.2 10.2 10.1	NHPI 0.1	
			Black 25.4	
	Hispanic 13.2			

## Financial Strength

### Key Performance Indicators—Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2019 target	FY 2019 actual
Dollar amount of Private Sources: Gifts	Input	FY 2016: \$296.0 million FY 2017: \$233 million FY 2018: \$224 million	\$225 million	
Dollar amount of Sponsored Projects Revenue	Input	FY 2016: \$170 million FY 2017: \$139.3 million FY 2018: \$137 million	\$150 million	
Dollar amount of Private Sources: Business Revenue	Input	FY 2016: \$181 million FY 2017: \$202 million FY 2018: \$183 million	\$169 million	