



Smithsonian
Institution

Management's Discussion and Analysis FY 2020



A MOMENT OF PROMISE AND POSSIBILITY FOR THE SMITHSONIAN

When I began my tenure as Secretary of the Smithsonian, I knew that to best serve the American people, we would have to continue evolving to meet their changing needs and expectations. We would have to be more than our collection of 155 million objects; more than our 19 museums, 21 libraries, nine research centers, and National Zoo; and more than the exhibitions at our physical locations. We have an obligation to help the nation live up to its ideals and to be an institution that transcends location. This unique moment in our history has proven our ability to do both. Faced with the novel coronavirus pandemic, our employees and volunteers have embraced the challenge of largely working from a distance. With creativity and determination, they have made the Smithsonian a more digital institution, to provide teachers, students, and scholars with more educational resources, and to lead important discussions to examine this moment and help Americans everywhere navigate our new normal.

The Smithsonian has faithfully served our nation and our world during this fraught time. It is our solemn responsibility to repay the trust we have been given as keepers of some of the nation's most revered artifacts. We are grateful for the robust support we receive from the American people, Congress, and the Administration; it enables the Institution to fulfill its mission to increase and diffuse knowledge. As medical experts and sound scientific data help guide our gradual and safe reopening, this is an opportunity to prove we are not standing still. Whether or not our physical locations are open, we will use our vast collections, research, data, and scholarship to improve communities locally and globally, embodying the promise of our Strategic Plan's goals of "greater reach, greater relevance, and profound impact."

A key component of having greater reach is the Smithsonian's ongoing transformation into a virtual museum that complements our physical spaces. That need was highlighted — indeed, illuminated — by the advent of COVID-19. Nothing replaces the authentic objects we display, but by using all the digital tools available to us, we ensure that our treasures still reach millions across the country and the globe who cannot visit us in person. In fiscal year (FY) 2020, our websites attracted more than 178 million visitors, a new record for the Institution. To date, we have more than 18 million social media followers, and our Smithsonian podcast *Sidedoor* has been downloaded more than seven million times by people in all 50 states and more than 210 countries.

For years, we have digitized our objects, specimens, archival materials, and library books to make them more accessible to the public. We have created digital images for more than five million objects, specimens and books, and electronic records for more than 33 million artifacts and items in the national collections. Our Digitization Program Office has created 3D digital images for collection objects people can access, explore, and even print, such as the Apollo 11 command module, *Columbia*. And in February 2020, we launched Smithsonian Open Access, an initiative that makes more than three million digital objects in our collections freely available for anyone to download, share, and reuse for any purpose.

To expand on all these efforts, a new Institution-wide Digital Steering Group is working to implement concrete plans to make us a more virtual Smithsonian. By prioritizing innovative

new and ongoing digital initiatives, we can use a more expansive, unified digital portfolio to reach audiences across the nation and around the world. It will allow audiences to experience our world-renowned scholarship, research, and collections in new and exciting ways. This initiative will be organized around themes such as democracy, race, innovation, and identity. By seeking out more innovative partnerships to leverage state-of-the-art resources, we can scale up our use of groundbreaking technology and reach new audiences worldwide.

As the leader of an influential scientific, cultural, and educational institution, I believe it is essential for us to exercise our power to bring people together to share big ideas and conflicting perspectives, especially about important topics that touch all aspects of society like race relations or a deadly virus. One of the Institution's strengths that we want to leverage during this national reckoning on race and identity, and in the years ahead, is our ability to engage people in meaningful dialogue. We have launched several initiatives to help us grapple with the nation's racial divide. "Race, Community, and Our Shared Future" is a Smithsonian-wide initiative that will explore how Americans confront race, its impact on communities, and the way it shapes our nation's future. The Smithsonian, as a gift to the United States, has an obligation to increase the public's ability to understand our universe, our history, and our shared future, and to work for the common good.

One of the primary ways the Smithsonian achieves a profound impact is by reaching students, teachers, and scholars with our educational resources. Today, we have many education, learning, and discovery spaces in our museums and research centers. Smithsonian education providers such as the Smithsonian Science Education Center, Smithsonian Affiliate museums, and the Smithsonian Institution Traveling Exhibition Service are working diligently to virtually bring our educational offerings in art, history, culture, and science, technology, engineering, and mathematics (STEM) to every state nationwide and countries around the world.

The Smithsonian Center for Learning and Digital Access's *Learning Lab* website is an example of the kind of effect we can have despite most of our physical locations being closed. In the first month of school closures this spring, the website saw a 346 percent increase in traffic compared to the same time the previous year, providing even more people with lesson plans, materials, and activities in arts, history, design, and STEM. An example of the vital STEM curricula we create is the Smithsonian Science Education Center's "COVID-19! How Can I Protect Myself and Others?" resource. By partnering with the World Health Organization, the Center developed this downloadable guide in multiple languages to help young people understand the medical and social science of COVID-19 and give them the tools to keep themselves, their families, and their communities safe.

However, we cannot rely on digital learning alone. Many young people, especially those who have been underserved, lack access to a computer or reliable internet service. This summer, the Smithsonian committed to bridging the digital divide, providing no-tech educational resources to young people across the country. Across 24 states, we distributed more than 76,000 "Summer Road Trip" learning packets that offer hands-on activities to help kids explore STEM, the arts, and history. They went to organizations — public libraries and schools, and Boys and Girls Clubs of America — which work directly with children who most acutely need these types of resources. We also sent some to several of our affiliate museums

to extend our outreach even further.


Building on our history and respected reputation, I plan to apply innovative thinking to ensure our position as a national leader, not only in lifelong learning, but also in pre-K–12 education. My goal is for the Smithsonian to reach every classroom in America. As we have proven during this unique time, educational materials based on our science and scholarship can enhance the ways students and teachers engage in 21st-century learning. We are developing a model of the future of education and museums through a collaboration with the Washington, DC, public school system. Sharing that work nationwide and abroad while drawing on best practices and lessons learned will expand our impact and help us make the most effective use of our resources.

This time has been incredibly hard on the American people, as we have all had to deal with the uncertainty, anxiety, and fear of the pandemic. Despite this, these difficult circumstances have reinforced what an amazing group of people we have at the Smithsonian. Looking at the highlights of the past fiscal year, you would never know that our employees had been coping with the events of the past several months.

The Smithsonian Astrophysical Observatory led the Event Horizon Telescope project, producing the first-ever image of a black hole and winning the prestigious 2020 Breakthrough Prize in Fundamental Physics. The National Museum of American History hosted its annual National Youth Summit, the nationwide educational webcast with digital learning content that focused this year on the impact of teen resistance to systemic racism. The *Learning Lab* website won a Webby Award as the best education website. And of course, our dedicated zoo staff ushered in the birth of a brand-new panda at the National Zoo.

Whether in person or online, our creative staff has shown impressive resilience and dedication, building breathtaking online exhibitions, curating new collections that chronicle this moment in time, and preparing our public spaces for the return of our visitors.

As we approach the Smithsonian's 175th anniversary in 2021, I am more convinced than ever that we can be the best version of ourselves, a fully realized version of the Smithsonian that Americans need and deserve. With the continued support of the Administration, Congress, and the American people, I have no doubt we will achieve our goals. The Smithsonian will continue to welcome everyone to learn, marvel, and imagine, using our creativity, imagination, and intellectual capital for the good of society. And we will continue transforming this hallowed Institution into a cauldron of ideas, innovation, and understanding that reaches more people and has greater impact than ever before.



Lonnie G. Bunch III
Secretary
Smithsonian Institution



Smithsonian Institution

Budget, Performance, and Financial Snapshot Fiscal Year (FY) 2020

Mission: For 174 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. FY 2020 performance was greatly impacted by the COVID-19 pandemic.

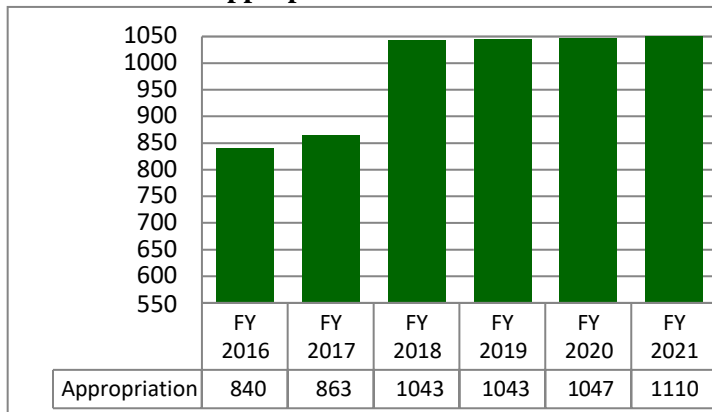
Organization: The Smithsonian is a unique institution — a vast national research and educational center that encompasses the museums for which it is famous as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and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

Personnel: The Institution’s workforce consists of more than 6,700 federal and non-federal employees and more than 6,900 volunteers.

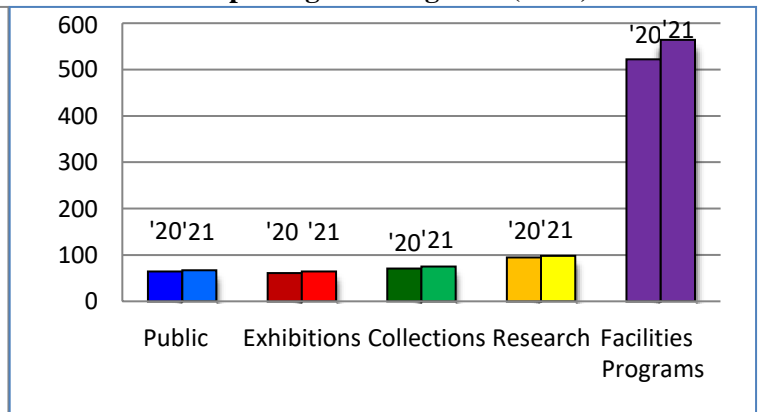
Budgetary Resources: The federal budgetary resources for FY 2020 totaled \$1,047.4 million. The FY 2021 budget request totals \$1,110.3 million (\$820.3 million for Salaries and Expenses, and \$290.0 million for Facilities Capital).

Budget Snapshot (\$s in millions)

Annual Appropriations FYs 2017 – 2021*



Top Budgeted Programs (S&E)



Performance Snapshot

Accomplishments: The Institution’s FY 2020 appropriation exceeded \$1 billion 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, and Panama.

Financial Snapshot

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

FY 2020 (\$s in millions)

Total Assets	\$ 2,583.8
Total Liabilities	\$ 846.1
Total Net Assets	\$ 1,737.7

SMITHSONIAN STRATEGIC PRIORITIES (*Note: Performance impacted by pandemic*)

PERFORMANCE AREA: Research and Scholarship

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

Key Performance Indicator	Type	Prior-year data	FY 2020 target	FY 2020 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2017: 2,281 FY 2018: 2,531 FY 2019: 2,182	2,350	2,560 Book, Book Chapter, and Journal Publications

PERFORMANCE AREA: Public Engagement

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

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2017: 30.1 million FY 2018: 28.8 million FY 2019: 23.3 million	25 Million	7.7 Million
Number of visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2017: 151 million FY 2018: 160 million FY 2019: 154 million	150 Million	178 Million
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2017: 8.0 million FY 2018: 11.8 million FY 2019: 10.2 million	10.5 million	8.6 Million

PERFORMANCE AREA: Smithsonian Facilities

Preserve our natural and cultural heritage while optimizing our assets

Key Performance Indicator	Type	Prior-year data	FY 2020 target	FY 2020 actual
Number of major capital projects meeting milestones	Output	FY 2017: Met 8 of 10 FY 2018: Met all 9 FY 2019: Met 5 of 7	Meet milestones on all 7 major projects	Met 5 milestones

PERFORMANCE AREA: People and Operations

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

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. standard indicator of a healthy organization	FY 2017: 81% FY 2018: 81% FY 2019: 81%	81%	85%
Dollar amount of Private Sources: Gifts	Input	FY 2017: \$233 million FY 2018: \$224 million FY 2019: \$225 million	\$205 million	\$248 Million
Dollar amount of Sponsored Projects Revenue	Input	FY 2017: \$139.3 million FY 2018: \$137 million FY 2019: \$147.4 million	\$167 million	\$135.7 Million

MANAGEMENT’S DISCUSSION AND ANALYSIS

MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For 174 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, 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 155 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, and history, as well as various scientific disciplines. The Institution also preserves and displays many of our nation’s treasures, as well as objects that speak to our country’s defining inquisitiveness, bold vision, creativity, and courage.

Because of the global pandemic, the world requires a brave path to meet the complex challenges ahead. During the next decade, the Institution will be called upon to become more deeply and more visibly engaged than ever before with the great issues of our day. In response, the Smithsonian is committed to advancing our strategic plan by increasing 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); continuing both formal and informal education; working across disciplines; and pursuing excellence in public service at every opportunity.

Addressing complicated issues and global problems such as zoonotic diseases, climate change, and the rapid loss of natural resources resulting from human activities and population pressures requires cross-cutting work that spans disciplines and organizational boundaries. The Smithsonian's potential to tackle complex challenges, as well as to innovate in design, technology, and other pursuits, is greatest when our museums, galleries, Zoo, research and education centers, and mission-support offices work together as One Smithsonian.

The Smithsonian Dashboard highlights forward-thinking, interdisciplinary, and integrated Smithsonian activities which tackle pressing issues and chart new paths that the Smithsonian is particularly well suited to address due to its combination of science, history, art, and culture experts and global partnerships: <https://www.si.edu/dashboard>.

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 and to allocate limited resources in a cost-effective manner.

The Smithsonian continues to improve its day-to-day operations by strengthening its financial and human resource management, using e-Government wherever possible, and more closely integrating its budget with long-term performance goals. Specifically, the Smithsonian continues to conduct reviews with the Institution's directors to assess the Smithsonian's accomplishments against Institution-wide performance goals and integrate our budget with our performance objectives. In fiscal year (FY) 2020, the Smithsonian also continued to:

- execute its Strategic Plan;
- implement the Smithsonian Digitization Plan that describes how the Institution

will digitize its resources for the widest possible public use;

- link all funds to performance objectives and monitor progress toward individual goals;
- improve the Institution's performance plan so that it is linked directly to the Institution's financial reporting and budget formulation and execution structures; and
- refine 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 6,700 federal and trust employees and approximately 6,900 volunteers. Together, these individuals support the operations of the largest museum and research complex in the world.

During FY 2020, the Institution implemented a revised organizational structure to fully realize all our goals by building an even more cohesive leadership team, one that will work more collaboratively within the Institution. The revised structure includes a new Deputy Secretary/Chief Operating Officer position to better manage day-to-day operations, and four Under Secretary positions. This new structure will foster more collaboration to focus on our core activities, spur new knowledge, emphasize education and science, and better integrate our work throughout the Institution.

An organizational chart, included as Attachment A to this report, shows the Institution's new operational structure in detail.

Highlights of FY 2020 Accomplishments

Despite the pandemic, the Smithsonian accomplished numerous significant tasks in FY 2020, which continue to generate positive momentum for the future. The Smithsonian will continue to focus on productivity, measure and track progress, and improve efficiency. We continue to integrate budget and performance goals which are 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 be nimble in allocating our funds and personnel more effectively.

Besides the highlights noted below, the Smithsonian was notified in FY 2020 that we once again ranked as one of the best places to work in the federal Government.

Attachment B highlights the Smithsonian's most notable achievements in FY 2020.

1. Enhanced Interdisciplinary Research

Examples of special and significant Smithsonian research/program/exhibit activities across the Institution include:

- continuing to explore the universe's boundless mysteries at the Harvard-based Smithsonian Astrophysical Observatory, which led the Event Horizon Telescope team to capture the first picture of a black hole and win the prestigious 2020 Rossi Prize in recognition of significant contributions, as well as recent and original work in high-energy astrophysics;
- cutting-edge work in biodiversity genomics that will address worldwide problems on disease transmission and environmental degradation, which includes continuing to build public libraries of both short (DNA barcoding) and long (genomes) DNA sequences to support many applications and address such important issues as invasive species detection and management;
- continuing to monitor the Smithsonian's worldwide network of forest plots and their integration into a system of forest Global Earth Observatories (GEOs) which will advance the strategic goal of Enhanced Interdisciplinary Research;
- supporting the National Science Foundation-funded National Ecological Observatory Network (NEON) by hosting two sites and coordinating with ForestGEO;
- continuing work on MarineGEO (including the Tennenbaum Marine Observatories) 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;
- supporting the Smithsonian Environmental Research Center online database, *NEMESIS*, which tracks the movements of hundreds of invasive species along our nation's coastal regions;
- continuing conservation-based training at the Smithsonian-George Mason University Conservation School, a collaboration between the university, the National Zoo, and the Smithsonian Conservation Biology Institute at Front Royal, Virginia;
- continuing animal conservation efforts, including the birth of a new panda cub at the National Zoo; and
- ongoing research and training in One Health/Global Health in collaboration with many organizations in multiple countries, especially Kenya. This work was also represented in the *Outbreak* exhibit and outreach programs at the National Museum of Natural History.

2. Expanding Digital Technologies accomplishments include:

- developing the plan to reach one billion people a year with a “digital first” strategy;
- making more than 3.1 million assets available for the Smithsonian's Open Access Initiative;
- continuing to implement the Smithsonian Digitization Strategic Plan and make significant progress in improving digitization metrics and digitizing objects of the national collections so that more of them are available to the public;
- continuing the Web-accessible digital platform, Smithsonian Learning Lab, that offers thousands of lesson plans for educators and access to millions of digitized resources from our collections. The Learning Lab was named the Best Education Website in the 23rd Annual Webby Awards;
- working with researchers, as well as colleagues across the country, to create

- hands-on, interactive experiences at numerous museums and research centers;
- launching new mobile applications (apps) and mobile websites; and
 - continuing to grow the Smithsonian TV cable channel audience that now includes millions of households. The Smithsonian Channel was recognized with six Emmy nominations — a record for the Channel and a larger number than other leading non-fiction channels.

3. Understanding and Impacting 21st-Century Audiences successes include:

- attracting millions of personal visits to Smithsonian facilities despite being closed for several months because of the pandemic;
- partnering with the *USA Today* Network to distribute “Summer Road Trip,” a free 40-page print activity guide for K–8 learners, to homes around the country dealing with the pandemic;
- presenting a series of digital discussions, workshops, and performances as part of the Smithsonian Folklife Festival held daily from June 24 through July 5, and weekly through August;
- attracting more than 178 million visitors to our Smithsonian websites;
- reaching 128 locations in 32 states through the Smithsonian Institution Traveling Exhibition Service (SITES);
- increasing Smithsonian Affiliate membership to a total of 216 affiliates in 46 states, Puerto Rico, and the Republic of Panama;
- opening numerous new exhibitions, such as the one celebrating the 100th anniversary of the 19th Amendment recognizing women’s right to vote;
- increasing the use of social media platforms, such as YouTube, Facebook, and Twitter, which are specifically directed to reach new audiences;
- collaborating with educators and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages;
- launching a new initiative: “Race, Community, and Our Shared Future,” which will explore how Americans currently understand, experience, and confront race, its impact on communities, and how that impact is shaping the nation’s future;

- focusing on key areas, such as Science, Technology, Engineering, and Mathematics (STEM) education, and civic engagement; and
- continuing to operate education centers, such as:
 - The National Postal Museum, William H. Gross Stamp Gallery;
 - The National Museum of American History's *ObjectProject*;
 - The National Museum of Natural History's Q?rius science education center; and
 - The Hirshhorn Museum and Sculpture Garden's *ARTLAB+* program for teenagers.

4. Preserving Our Natural and Cultural Heritage successes include:

- strengthening relationships with international organizations to assist cultural heritage recovery efforts, especially following devastating events such as civil wars, earthquakes, or hurricanes;
- continuing as a member of the Coordinating Committee on International Cultural Property Protection to train participants to respond quickly to emergency situations;
- implementing unit collections management policies and collections stewardship plans for all collecting units, and incrementally improving the percentage of collections that meet or exceed unit-specific collections care standards;
- implementing the Collections Space Framework Plan to address near-term space requirements and serve as a roadmap to guide near, intermediate, and long-term facilities capital, real-estate, and collections care projects;
- continuing to improve the operations, maintenance, and security of our facilities during the pandemic to provide a safe, healthy, and secure environment for both staff and visitors;
- continuing the major renovation project at the National Air and Space Museum, along with projects at the National Zoological Park, the National

Museum of Natural History, and the National Museum of American History, as well as Revitalizing the Historic Core (consisting of the Castle and the Arts and Industries Building).

5. Enabling Cost-Effective and Responsive Administration is being enhanced by:

- fund raising, private grant awards, business income, and endowment growth that enhances the Institution's financial position;
- providing a nimble, cost-effective, and responsive administrative infrastructure; and,
- improving the Institution's information technology systems, including enhanced teleworking capabilities for staff during the pandemic.

FY 2020 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 2020 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 Smithsonian'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 during this pandemic period as it continues to serve the public with both engaging, modern exhibitions and groundbreaking scientific research and exploration.

In FY 2021, we will continue to safely reopen our museums to the public and to implement our Strategic Plan. It will help us be more responsive to the expectations of our visitors and audiences in numerous ways. The plan sets forth the following goals to: be a more unified Institution: spark new conversations and address complex challenges; reach one billion people a year with a "digital first" strategy; better understand and make an impact on 21st-century audiences; drive large, visionary, interdisciplinary research and scholarly projects; preserve our natural and cultural heritage while optimizing our assets; and provide a nimble, cost-effective, and responsive administrative infrastructure that will allow us to accomplish all of our goals.

In FY 2021, 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 "for the increase and diffusion of knowledge."

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 regularly evaluated against goals and objectives. The five main fiscal year strategic goals of the Smithsonian follow: 1) Enhanced Interdisciplinary Research; 2) Expand Digital Technologies; 3) Understand and Impact 21st-Century Audiences; 4) Preserve Our

Natural and Cultural Heritage; and 5) Enable Cost-Effective and Responsive Administration.

The Institution further delineates and tracks many sub-goals within each of these five main goals. However, because of the COVID-19 pandemic, many of the FY 2020 measures are incomplete and/or significantly impacted by the spread of the virus and the consequent need to restructure Smithsonian operations in the interest of public safety and the need to provide a safe workplace for employees. *The Annual Performance Report, Fiscal Year 2020*, is presented as Attachment C to describe these accomplishments in some detail.

HIGHLIGHTS OF FINANCIAL POSITION

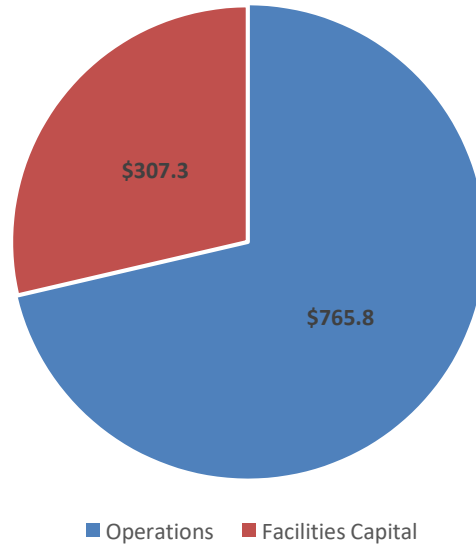
Overview of Financial Data

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.

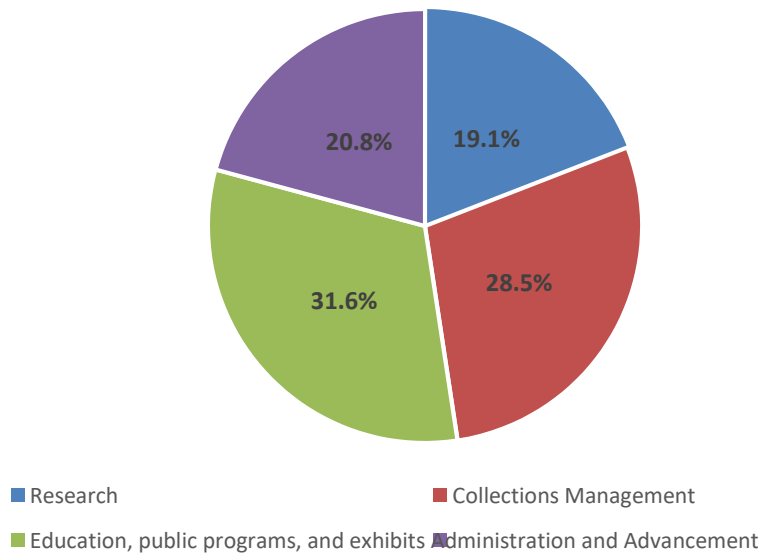
Balance Sheet: The Balance Sheet reflects total assets of \$2,583.8 million, a 9.5 percent increase over the previous year. Approximately 72 percent of these assets are invested in property and equipment, with the balance of assets (approximately 28 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 40 percent of the Smithsonian's liabilities and include \$46.7 million of the unfunded liability for impairment of fixed assets. The remaining liabilities (approximately 60 percent) consist of unexpended federal appropriation balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$185.3 million or 12 percent in FY 2020.

Statement of Operations: Federal appropriations recognized in the current fiscal year are \$1,171.0 million (including reimbursables and other accounts of \$10.7 million) and represent an increase of \$100.8 million over the prior year (\$1,070.2 million). Of the total appropriations recognized in FY 2020, approximately \$765.8 million (71 percent) were operating funds while \$307.3 million (29 percent) were construction funds, as shown in the graphs below. Comparable recognized appropriation amounts from FY 2019 were \$734.2 million for operating costs and \$239.1 million for construction projects. Total expenditures (including \$2.3 million in collections items purchased) increased by \$14.9 million to \$985.7 million (1.5 percent) from FY 2019 total expenditures of \$970.8 million. Total program and support expenses were up by \$16.2 million or 1.7 percent.

Federal Appropriations - FY 2020



Operating Expenses - FY 2020



Federal spending for operations is the largest category of the Institution's budget and provides for pay and benefits for federal employees, utilities, postage, rent, communications, information technology modernization, collections care, scientific instrumentation, security personnel, and facilities operations and maintenance costs.

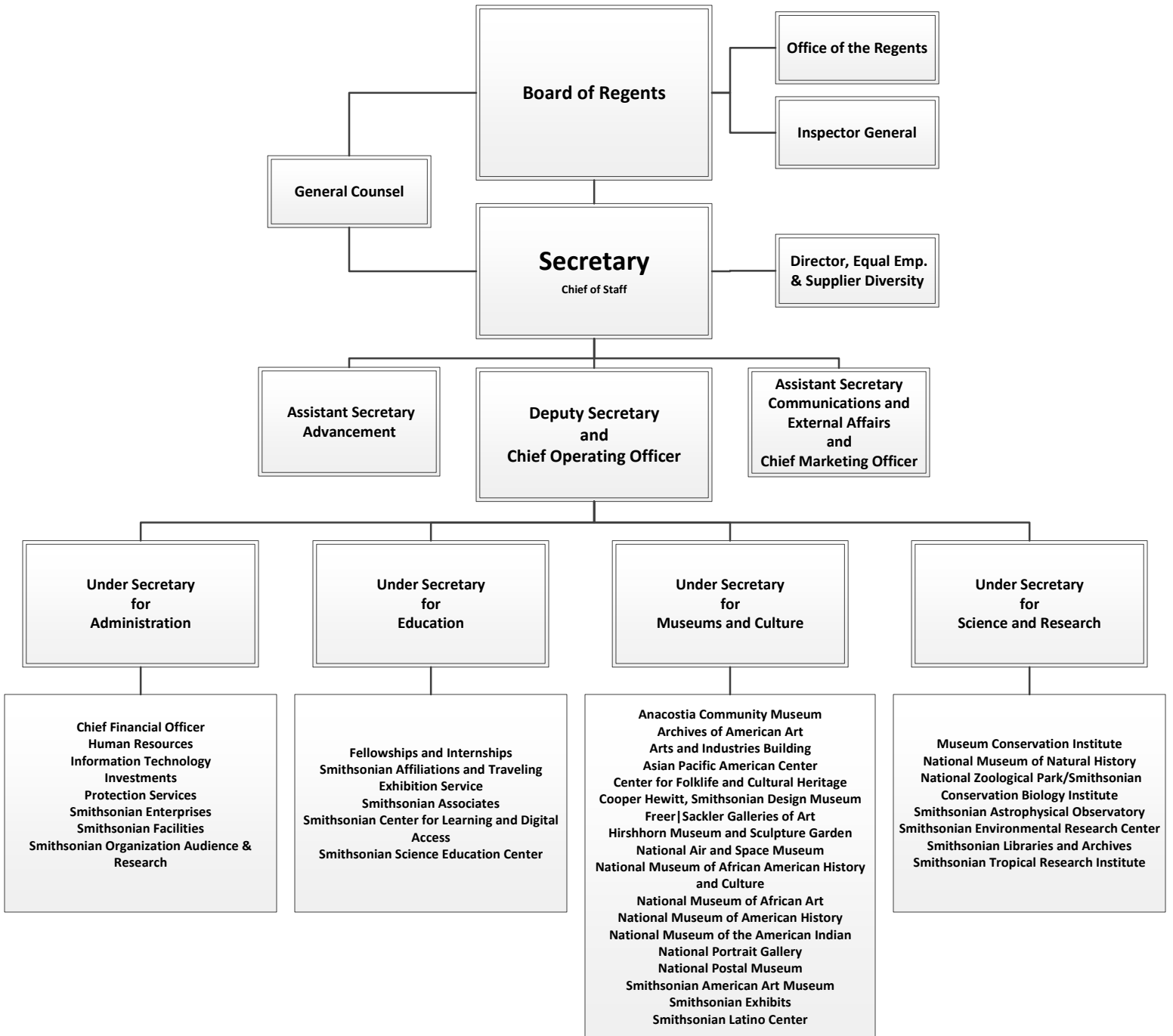
The remainder of the federal component of the Smithsonian's budget is spent to support the Institution's Facilities Capital Program. The Smithsonian depends on federal support for the revitalization and basic maintenance of its physical infrastructure. Facilities revitalization activities correct extensive and serious deficiencies, materially extend the service life of infrastructure systems, and often add capital value to the buildings and systems which form the backbone of the Smithsonian's physical plant. Maintenance, which is funded in the federal Salaries and Expense appropriation, is the more routine repair and maintenance work 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 for use by the public.

Attachments

- Attachment A: Smithsonian Organizational Chart
- Attachment B: *Smithsonian Highlights in Fiscal Year 2020*
- Attachment C: *The Annual Performance Report, Fiscal Year 2020*

SMITHSONIAN INSTITUTION

APRIL 2020





Smithsonian Institution

Fiscal Year 2020 Highlights



SMITHSONIAN Strategic Plan Priorities

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Be One Smithsonian

As a public health precaution due to COVID-19 (coronavirus), Secretary Lonnie Bunch decided the Smithsonian would need to take immediate action to protect the safety and health of its staff, volunteers, and visitors. All Smithsonian museums in the Washington, DC, metropolitan area, and New York City, including the National Zoo, temporarily closed to the public as of Saturday, March 14. Although we closed to the public, Smithsonian management and employees were allowed broadly expanded telework arrangements. Essential (or emergency operations) staff continued to report per their normal duty schedule. Management quickly brought together a **COVID-19 Response Team** and launched an internal website to inform all employees of the rapidly changing situation.



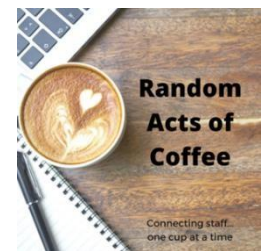
During a year of worldwide pandemic, the importance of being One Smithsonian was critical. Accordingly, Secretary Bunch announced the formation of a **Smithsonian Education Response Team** to support schools facing closure due to the COVID-19 outbreak. Because this is an important time for us to work collaboratively and make our educational tools available to Pre-K–12 students, the Acting Under Secretary for Education has been leading the Institution-wide team to identify Smithsonian resources in support of the contingency plans being developed by schools.

The Smithsonian Office of the Chief Information Officer (OCIO) quickly assisted staff in connecting remotely to telework by providing guidance on which telework solution to use for common daily tasks. OCIO also trained staff on installing and using Microsoft Teams, which provides instant messaging/group chat, audio/video conferencing, and a shared file platform for meetings and collaboration. The Smithsonian also procured licenses to get the Zoom Web Conferencing solution for staff, which offers features to expand our outreach to external participants, such as conducting a webinar or hosting a meeting that will include more than 250 participants.

The Smithsonian Employee Assistance Program (EAP) and Wellness Team provides weekly webinars on Health and Wellness to keep staff feeling safe and connected. Webinars included Work/Life Balance, Stress Management, Healthy Eating, Fitness Tips, Better Sleeping Habits, and Meditation sessions. The EAP also continues to offer short-term counseling by phone. With help from the **Office of Safety, Health, and Environmental Management**, we offered employees ergonomic tips on setting up home offices.



In addition, the One Smithsonian initiative includes establishing new lines of communication across the Institution. In 2020, the Smithsonian Community Committee announced **Random Acts of Coffee**, a new program to help achieve this goal one cup at a time. Participating staff are randomly assigned to groups of four people for a virtual meet-up. Whether it is a one-off meeting or turns into a regular group chat, employees get a chance to meet new colleagues and learn about their journey within and outside the Smithsonian. Other benefits include collaboration, team building, new ideas, and an appreciation of a new experience or activity.



Looking ahead, the Smithsonian created a reopening team that studies COVID-19 statistics and works with local officials and medical partners to determine when and how the museums would open. By the end of September 2020, the following locations had reopened to the public: the National Zoo; the National Air and Space Museum's Steven F. Udvar-Hazy Center; Smithsonian Gardens; the National Museum of African American History and Culture; the National Portrait Gallery; the Smithsonian American Art Museum and its Renwick Gallery; the National Museum of American History; and the National Museum of the American Indian. These locations reopened with new health and safety measures due to the pandemic, such as reduced days and hours of operation, and requirements for visitors to reserve free timed-entry passes, wear masks, and socially distance while on site. The Smithsonian continues a gradual, phased reopening process.

Be One Smithsonian

Smithsonian Institution-wide Programs and Initiatives

To create a more equitable and just American society, the **Smithsonian American Women's History Initiative (AWHI)** will create, disseminate, and amplify the historical record of the accomplishments of American women. In fiscal year (FY) 2020, the AWHI pool awarded funds to 23 Smithsonian units to support programs and education, acquisitions, digitization of collections, and exhibition support to expand the presence of American Women's History throughout the Smithsonian and online. The AWHI also supports four Curators who are focusing on studies of American Women in History, the Arts, and Sciences.

The **National Museum of American History (NMAH)** exhibition, *Creating Icons: How We Remember Women's Suffrage*, runs from March 6, 2020 – May 2, 2021. This exhibition marks the 100th anniversary of the passage of the 19th Amendment that recognized women's right to vote. It commemorates women's achievements in winning suffrage and invites audiences to explore how we celebrate milestones, what we remember, what (and who) has been forgotten or silenced over time, and how those exclusions helped create the cracks and fissures in the movement which continue to affect women's politics and activism. Items from the National American Women Suffrage Association (now the League of Women Voters) collection, donated in 1919 and 1920, are featured along with later donations of materials related to Adelaide Johnson (the sculptor of Portrait Monument in the Capitol), Alice Paul and the National Woman's Party (NWP), and other suffrage and women's activism collections. The exhibition has an online component with an Image Gallery and other features, as well.



The exhibition, *Girlhood: It's Complicated*, is now open at **NMAH** until 2023. *Girlhood: It's Complicated* commemorates the anniversary of women's suffrage by exploring the concept of girlhood in the United States, and how girls changed history in five areas: politics, education, work, health, and fashion. We argue that girlhood has an unexpected and complicated history and that girls, like suffragists, use their voices to make a difference. The exhibition's companion website lets visitors experience many of the objects and stories featured in *Girlhood*, and offers them the special opportunity to explore a selection of historical artifacts as high-resolution, narrated 3D scans. The exhibition will tour the country through the **Smithsonian Institution Traveling Exhibition Service** from 2023 through 2025.



At the **National Portrait Gallery (NPG)**, the exhibition *Her Story: A Century of Women Writers* is on display from September 18, 2020 – January 18, 2021. As the nation commemorates the centennial of the ratification of the 19th Amendment in 1920, *Her Story: A Century of Women Writers* celebrates some of the country's most influential authors. Represented here are 24 women from diverse backgrounds, whose books have become classics and whose words are well known to readers nationwide. Many of us grew up with their stories, poems, and essays, and have since passed them on to friends and family. Whether using their life experiences or powers of imagination, each of these women has contributed to the development of American literature in significant ways. Several of them have won Pulitzer Prizes, Nobel Prizes, or both, and as this exhibition reveals, their personal stories — in addition to those they have written — continue to offer insight and inspiration to diverse audiences today.



Be One Smithsonian

The **Asian Pacific American Initiatives Pool (APAIP)** is expanding the Asian Pacific American presence in the Smithsonian's presentation of and research into the American Experience. In FY 2020, the pool awarded funding to 10 Smithsonian units to support 13 projects in research, collections, and public and educational programs dedicated to telling the stories of Asian Pacific Americans. Project awards in FY 2020 include *Collecting and Documenting Asian Pacific American Foodways in the Greater Washington, DC Area* at the **Anacostia Community Museum (ACM)**; the artist Christine Sun Kim's debut of *Bison Song* at the **Hirshhorn Museum and Sculpture Garden (HMSG)**; and the **National Museum of American History's** *Stage Directions: Performing Asian Pacific America* and the Asian Pacific American Archival Studies Internship.

The **Latino Initiatives Pool (LIP)** continued to grow in FY 2020, awarding funds to 18 Smithsonian units in support of 37 projects to expand research, education, programs, collections, archives, Fellowships, and internships throughout Smithsonian museums and online in U.S Latino Studies. During FY 2020, the pool supported three Curators and eight curatorial assistant contracts in the U.S. Latino Studies' fields of History, the Arts, and Sciences. **The Smithsonian Latino Center** continues the planning, design, and fabrication of the first exhibition and public space in the National Museum of American History to be dedicated to the U.S. Latino Experience. With a major gift from the Molina family and other donors, along with LIP funding, this 4,500-square-foot gallery is scheduled to open in the winter of 2021.

One of the successful programs LIP supports is the University of California, Santa Barbara (UCSB) — **Smithsonian Scholars' Early Research Experience for Students (iERES!)**



program. In 2015, the UCSB, its regional community college partners, and the **Smithsonian Conservation Biology Institute (SCBI)** co-developed an innovative program to engage diverse students in experiential learning, centered on multidisciplinary conservation strategies, biodiversity research, professional development, and careers and education in the fields of science, technology, engineering, and mathematics. With support from LIP in 2019 and 2020, the partnership expanded its programming to include field training workshops, data collection, professional development, and small-group seminars. In addition, the program provided internships and research opportunities for returning

students, whom the program supported by facilitating applications to the **Smithsonian Minority Awards Program** as well as a six-month research opportunity. The *iERES!* program recruited 16 new students in 2019 and 16 more in 2020.

In FY 2020, the LIP also provided units with an opportunity to submit proposals to make funds available for research, collecting, exhibitions, and programming related to the impact of COVID-19 on the U.S. Latino (Latinx) community. In response to this call, the **Archives of American Art's (AAA) Latino Art in a Pandemic Project** resulted in 35 short-form video interviews with a broad cross-section of the Latinx art world representatives in the United States. These funds provided captions, transcripts, and quality control for 13.5 hours of video interviews with artists, curators, teachers, arts administrators, and editors. While each oral history presents a compelling microcosm of the Latinx experience, as a whole these interviews constitute a powerful snapshot of COVID-19's impact on Latinx art. They also capture some of the rich diversity of the Latinx community, including LGBTQ+, Afro-Latino, and indigenous Latino voices, as well as speakers from all corners of the nation, from Miami to Woodstock, and El Paso to Los Angeles. Important primary sources in and of themselves, these interviews plant seeds for more extensive Latinx representation at the Archives in the future.



Catalyze New Conversations and Address Complex Challenges

For nearly 175 years, the Smithsonian has been a place that brings Americans together in times of joy, celebration, sorrow, and sadness — a place where the country reflects on and learns about our nation’s past and present. This is a key moment when all Americans need to see racism as a national issue that transcends specific communities. The Smithsonian’s expertise, scholarship, and collections will help our fellow citizens better understand the challenges that arise from racism, confront our difficult history, and unite to bring healing and hope for our future.

With this in mind, the Smithsonian recently announced a new initiative: **“Race, Community, and Our Shared Future,”** which will explore how Americans currently understand, experience, and confront race, its impact on communities, and how that impact shapes our nation’s future. The launch of this initiative has been made possible through a \$25 million commitment from founding partner, *Bank of America*. The initiative will encompass resources from across the Smithsonian’s museum, education, and research complex to examine the historical context of the challenges facing the nation today and set the stage for fruitful discussions about how to address them. The initiative will frame conversations in communities around the country to seek solutions and build a more inclusive, sustainable future. We will launch “Race, Community, and Our Shared Future” in a series of virtual Town Hall conversations with global and national leaders in civil rights, social justice, and economic mobility to identify ways to create meaningful, peaceful change.



The National Museum of American History hosted the National Youth Summit on Teen Resistance to Systemic Racism. On September 22nd, the Museum hosted a panel discussion connecting stories of teenagers who fought systemic injustice in the past to those doing so in the present. This year’s summit centered on the case study of Claudette Colvin — a 15-year-old Black student in Montgomery, Alabama in 1955. Although not as well-known as Rosa Parks, Colvin refused to give up her seat on a segregated bus and testified in the legal case that brought an end to segregated busing in

Montgomery. The summit set aside time for students to discuss guiding questions through facilitated conversations with their teachers, peers, and families. During this time, they created recommendations for themselves, their peers, communities, and the nation about the power of teenagers to shape our present and future. Registered teachers and facilitators also received all the necessary materials to host similar summits with their own students.

Conversations in Context also advances the national dialogue on race. A five-part interview series between Lonnie G. Bunch III, 14th Secretary of the Smithsonian Institution, and MTV News host Dometi Pongo, the program features 8- to 10-minute episodes which focus on themes set up to explore parallels between historical milestones and today’s events. From movements to marches, these intergenerational discussions cover everything from Lead Belly to Lil’ Baby, and journey from the Selma to Montgomery March to the Brooklyn Liberation parade. Secretary Bunch will provide commentary on significant milestones to help us better understand how knowing our history can help move us forward.

The Smithsonian’s National Museum of African American History and Culture (NMAAHC) also launched an online portal that facilitates dialogue about the role of race in the United States. This platform comes as protests over racial violence and police brutality spread rapidly across the country. The portal, *Talking About Race*, features videos, exercises, scholarly texts, and more than 100 other resources which examine how racism and racial identity form our society. The portal states, “Talking about race, although hard, is necessary. We are here to provide tools and guidance to empower your journey and inspire conversation.” The portal stresses that talking about race matters because everyone has a racialized identity, and racial identity has a major impact in a person’s life since race is a defining social construct in American life.

Reach One Billion People a Year with a “Digital First” Strategy

Systematic Digitization Continues:

The **Digitization Program Office’s** (DPO) Mass Digitization Program continues its programmatic approach to Smithsonian-wide digitization. We continue to base our efforts on the Unit Digitization Plans (UDPs) our DPO sister program, Policy and Analysis (along with the National Collections Program), has turned into an actionable, SI-wide, museum-driven data set. From the priorities the museums have defined in the UDPs, the Mass Digitization Program undertakes a steady stream of programmatically driven mass-digitization projects across the Institution year-round. Due to the COVID pandemic and the restricted access to collections that entails, the program has executed a strategic pivot from object and specimen digitization to collection records digitization. We are applying the same collaborative teams, workflows, and processes developed for object and specimen mass digitization to collection records digitization.

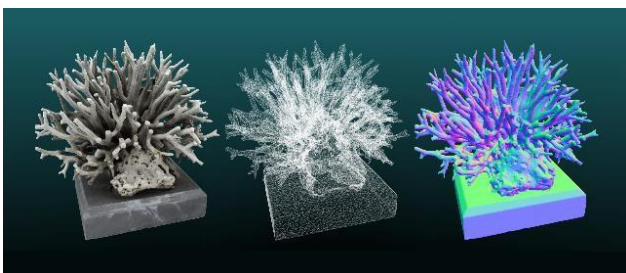
Our highly trained and capable staff of mass-digitization experts and our very mature but continually refined mass-digitization methodologies have enabled us to make the leap to a pan-Smithsonian, systematic approach. In addition, we continue to make huge inroads in digitizing the U.S. National Herbarium, with more than three-quarters (~3 million) of its 4,100,000 botanical herbarium sheets digitized, and we are approaching the three-quarter million mark of paleobiological fossils digitized. In conjunction with our partners at Google Cultural Institute, we have finished digitizing cultural history collections from the National Museum of American History’s Archives, Armed Forces History, and Political History departments, which are currently displayed on Google’s worldwide Arts & Culture platform and the Smithsonian’s public-facing online platforms.



3D Digitization:

The Smithsonian’s 3D digitization program enables students, researchers, and enthusiasts to explore and interact with iconic collection objects, such as “the Nation’s *T. rex*” or the 1903 Wright Flyer aircraft. When an object is 3D scanned, it can be viewed online, downloaded, and 3D printed, or loaded into Virtual Reality or Augmented Reality platforms.

In 2020, the 3D program made more than 2,000 3D models available for the **Smithsonian’s Open Access Initiative**. This



monumental achievement leveraged the 3D program’s efforts, begun in 2019, to develop a robust 3D software pipeline that enables the Smithsonian to preserve, manage, author, and publish 3D content at an enterprise scale. The 3D program also launched an interactive project, in a collaboration with the **National Museum of Natural History** and a nonprofit organization, The Hydrous, that used dozens of 3D models of corals as the basis for understanding ocean ecosystems.

With the goal of increasing public access to the priceless national collections, the DPO continues to scale up 3D scanning and delivery technologies to make more of the vast collections available online. The DPO’s 3D program is realizing its ambitious goals by partnering with leading technology companies such as Bright Machines, Faro Technologies, Google, and Adobe. These partnerships allow us access to technology, talent, funding, and collaborative opportunities that would not otherwise be possible. By leveraging partnerships and building enterprise information technology infrastructure, the DPO aims to significantly increase access to the Smithsonian’s collection for education, research, and other needs of the American public.

Reach One Billion People a Year with a “Digital First” Strategy

The Smithsonian is committed to supporting caregivers, teachers, and their students around the globe as we navigate unprecedented new learning challenges in the face of a global pandemic. In recognition of this, the **Smithsonian Center for Learning and Digital Access’ (SCLDA)** Learning Lab was named the Best Education Website in the 23rd Annual Webby Awards. The Learning Lab continues to work with museums and educators to make available to the public more than three million digitized resources from across the Smithsonian’s 19 museums, research centers, libraries, archives, and the National Zoo. For example, **Cooper Hewitt, Smithsonian Design Museum** offers free, dynamic educational programs for K–12 school groups. The immersive learning experience is designed to align with city, state, and national learning standards. Drawing from the Museum’s exhibitions, design educators facilitate thoughtful discussions and activities focused on the process of design thinking. We empower students to view the world optimistically through the lens of design and to improve it by honing their design thinking abilities.



In addition to these resources, thousands of educator-created collections are available to help locate and use our resources in ways that make sense to users. These pre-packaged collections contain lessons, activities, and recommended resources made by Smithsonian museum educators as well as thousands of classroom teachers. In 2020, SCLDA prepared a **Distance Learning Resources Guide** to consolidate resources from across the Smithsonian. The guide included high-tech, low-tech, and technology-free activities.

The Smithsonian Science Education Center (SSEC) is transforming K–12 Education through Science in collaboration with communities across the globe by promoting authentic, inquiry-based K–12 science, technology, engineering, and math (STEM) teaching and learning. During the pandemic, SSEC has expanded STEM resources to support “Distance Learning” needs for students in grades K–8. SSEC designed this site for everyone — students, teachers, and caregivers. It includes standards-aligned educational games, simulations, videos, eBooks, and hands-on lessons which require simple materials found at home. Some resources require technology while others can be printed out and used in low-tech environments. This multi-modal approach is designed to support equity and access learning goals, such as **Habitats Grades 3–5 | Life Science**, which asks the question: Do you know where the red-eyed tree frog calls home? Play this game based on animal habitats to learn. With this tool, young students can explore the desert, coral reef, jungle, and marsh to discover where many animals live by matching each animal to its correct habitat.



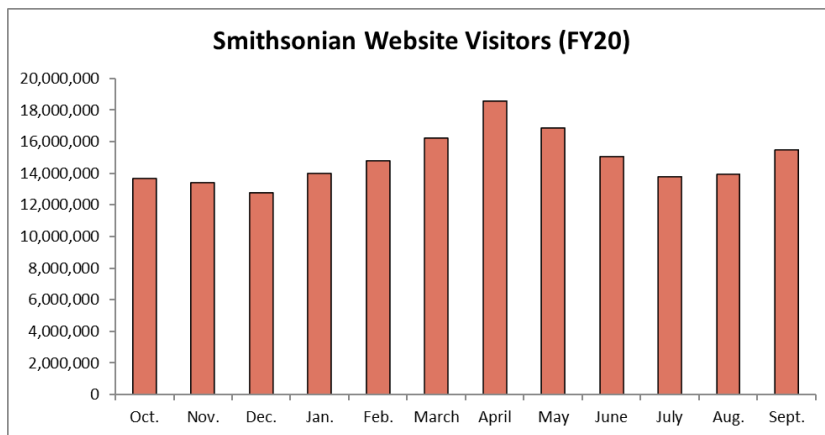
Smithsonian museums are also continuing to offer more online resources. In the summer of 2020, the **National Air and Space Museum (NASM)** announced a new suite of virtual resources available to teachers and parents for the 2020–2021 school year. These new virtual initiatives, including virtual field trips, story times, and learning guides, will increase educators’ access to Museum content, resources, and artifacts. NASM programming at the Museum has also launched monthly themes so that, every month, brand new digital content and educational programming will focus on a specific topic, providing a varied look at the different parts of the story. In September of 2020, NASM used virtual education programming and other digital content to explore World War II aviation and aviators, to commemorate the 75th anniversary of the end of the war.



Understand and Impact 21st Century Audiences

Smithsonian Visits:

In FY 2020, the Smithsonian recorded 7.7 million in-person visits by the public to its museums and exhibition venues in Washington, DC and New York City, including the National Zoo in Washington and the National Air and Space Museum's Steven F. Udvar-Hazy Center in Northern Virginia. This decrease of in-person visitors in 2020 was due to the public closure of all museum as of March 14, 2020 in response to the COVID 19 pandemic. With the slow but safe reopening of the Zoo and select museums in the summer, we received immediate interest from the public to visit in person. Timed passes are required and there is a limited capacity at each museum to ensure proper social distancing can take place. But with the world shutting down, including schools, our online visits and activities have increased.

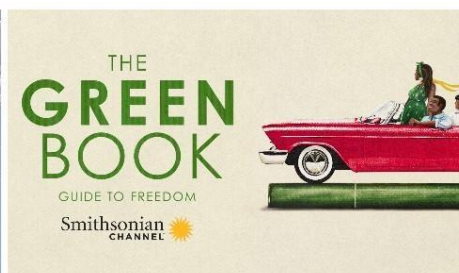


Twitter Followers: 6.1M
FaceBook Likes: 7.2M
Instagram Followers: 4.7M

Through the World Wide Web, Social Media, and Mobile Applications (apps), we reached millions more. In FY 2020, the Smithsonian Office of the Chief Information Officer (OCIO) tracked 178.4 million visitors to Smithsonian websites and another 18 million from Social Media sites such as Twitter and FaceBook. The number of Smithsonian Instagram followers and YouTube views of Smithsonian videos also continued to grow in FY 2020.

Smithsonian Enterprises Audiences: *Air & Space Magazine*, 1.4 Million/Issue, and *Smithsonian Magazine*, 6.8 Million/Issue. **Smithsonian Digital:** 10.9 Million Unique Monthly Visitors out of 106 Million Annually; and **Channel HH:** 39 Million in the United States, and 30.5 Million International.

The **Smithsonian Channel** is happy to announce that it has been recognized with six Emmy nominations — a record for the Channel, and a larger number than other leading non-fiction channels. It is particularly noteworthy that many of the nominations are for Smithsonian Mission Critical programs and cover a wide range of program topics and styles. This is an acknowledgement of the outstanding collaborations between the Smithsonian Institution and Channel programmers.



Understand and Impact 21st Century Audiences

Through Public Programs, Exhibitions, and Education, whether in our hallways or virtually:

This year, the pandemic forced schools to close and the **Smithsonian Environmental Research Center (SERC)** had to cancel all its spring and summer programs. However, thanks to the efforts of the SERC education team, the pandemic hasn't stopped science education, just changed it. SERC's Education staff, interns, and a dedicated volunteer team developed virtual programs that bring SERC science into the homes of eager learners, from elementary students to adults. In the spring of 2020, SERC offered a three-day virtual homeschool course on river otters for 4th through 7th graders. Students attended class through Zoom and sent in their "homework" — on food webs and otter diagrams — using Google Classroom. Encouraged by the success of this short program, the education team developed a four-week course called "The Science of Biodiversity" for middle-school students in June. SERC also created a Summer Science Series for the public and several workshops and certificate programs for teachers looking for professional development during the pandemic.



Since 1967, the **Smithsonian Folklife Festival** has celebrated the power of culture, creativity, and community on the National Mall in Washington, DC. Although this year's plans were upended by the global pandemic, we remain committed to making space for sharing ideas, food, and music. Through the summer and fall of 2020, we will continue with a series of online Story Circle conversations and performances, highlighting artisans and experts from the United Arab Emirates, Northeast Brazil, the Smithsonian Conservation Commons, and more. We will also contribute to the national conversation about racism, intersectional discrimination, and the need to build an equitable, just society.



In their flexible response to the COVID pandemic, the Folklife staff have shifted to the digital space and cited some unexpected benefits; as in the recently launched Spanish-language online programming offered by the Festival, [Encuentro en al Smithsonian](#), which gives audiences the chance to hear from artists in their own languages. Each program is pre-recorded so that English subtitles can be inserted. During the "premiere" of the program, a range of accessibility services, including real-time captioning, is provided.

At the local level, **the Smithsonian's Anacostia Community Museum (ACM)** premiered [Inspiration/Action Tuesdays](#) on July 7, 2020 as a part of the Museum's online initiatives. *Inspiration/Action Tuesdays* is a new weekly series of virtual programs designed to educate and inspire participants to calls of action to become civically engaged. The events are designed to harness the collective power of community and its ability to help people care for and comfort each other in these stressful and uncertain times. Every Tuesday, experts will briefly present four related topics based on one overarching monthly theme — July's theme was "Inequality."



The program is an expansion of *Take Time Thursdays*, an ongoing, online weekly event that gives participants a chance to take time for wellness, health, and creativity with artists, thought leaders, performers, and issues advocates. Persons interested in these weekly 30-minute webinars can register in advance, free of charge. Sign language interpretation or live captioning is available upon request.

Understand and Impact 21st Century Audiences

At the **Renwick Gallery** through June 27, 2021, the exhibit *Forces of Nature: Renwick Invitational 2020* features artists



Lauren Fensterstock, Timothy Horn, Debora Moore, and Rowland Ricketts. Nature provides a way for these invited artists to ask what it means to be human in an increasingly chaotic world that is divorced from our physical landscape. Representing craft media from fiber and mosaics to glass and metals, these artists approach the long history of art's engagement with the natural world through unconventional and highly personal perspectives. The exhibition asks us to slow down, reflect, and observe the natural world through the lens of American contemporary crafts at a time when we crave the special solace of Mother Nature. The Invitational's

message of renewal and resilience is a welcome one for us today as we see our daily lives upended by the ravages of climate change as it appears in our communities and on the news.

If audiences are not ready to visit the Smithsonian art museums in person, they can take a virtual tour of the **Smithsonian American Art Museum (SAAM)** by immersing themselves in Google Street View's 360° museum images. From anywhere, they can explore collections and celebrate the extraordinary creativity of artists whose works reflect the American Experience and global connections. They can even enjoy the latest step-by-step guide to at-home crafting with SAAM's craft master and check out the video library of crafting projects from past *Handi-hour* events.



Audiences can also join the **Hirshhorn Museum and Sculpture Garden (HMSG)** on Instagram, FaceBook, YouTube, or Twitter, where they will be able to connect to Curators who will help them tour the collection by sharing their keen insights and observations. HMSG staff will also issue creative challenges that invite virtual visitors to sketch, mold, look closely, and maybe even discover their own inner artist, or that of their children.

At the **National Museum of the American Indian (NMAI)** in Washington, DC, the exhibition *Patriot Nations: Native*



Americans in Our Nation's Armed Forces is open until October 18, 2021. The exhibition tells the remarkable history of the brave American Indian and Alaska Native men and women who have served in the United States military. Native peoples have participated in every major U.S. military engagement from the Revolutionary War to today's conflicts in the Middle East, serving at a higher rate in proportion to their population than any other ethnic group. This exhibition is also being shown concurrently in venues across the country. The contributions of Native servicemen and women have been largely unrecognized, but this will soon change. The *Patriot Nations* exhibition coincides with the development of the **National Native American Veterans Memorial**, requisitioned by Congress to be placed on the grounds of the Smithsonian's NMAI in Washington, DC.



Understand and Impact 21st Century Audiences

In FY 2020, the **Smithsonian Institution Traveling Exhibition Service (SITES)** traveled large and small exhibitions to museums and provided educational materials to schools and libraries for a total of 34 exhibitions to 128 communities in 32 states. Twelve poster exhibitions were sent in FY 2020 to 20,657 schools, museums, and libraries in all 50 states, the District of Columbia, Puerto Rico, and every continent except Antarctica.

Although delayed for a few months due to the COVID-19 pandemic, the new SITES traveling exhibition *The Negro Motorist Green Book* launched a three-year national tour at the end of September at the National Civil Rights Museum — a Smithsonian Affiliate — in Memphis, Tennessee. The Museum is located at the former Lorraine Motel, which was one of many businesses listed in the publication developed by Victor Green that helped African Americans travel during the era of Jim Crow segregation laws. *The Negro Motorist Green Book* offers an immersive look at the reality of travel for African Americans in mid-century America and how the guide, first published in 1936, served as an indispensable resource for the nation's rising African American middle class. The exhibition tells an American story of entrepreneurship, innovation, and dignity. Developed in collaboration with award-winning author, photographer, and cultural documentarian Candacy Taylor, the exhibition was made possible through the support of Exxon Mobil Corporation, whose network of Esso service stations was crucial in distributing the *Green Book* during the Jim Crow era.



One of the Smithsonian's newest podcasts was designed by SITES' Museums on Main Street (MoMS), titled *Smithsonian's Stories from Main Street*. Inspired by all the amazing stories that rural Americans across the country have shared with the Stories from Main Street program since its start in 2011, MoMS is delighted to present this podcast that shines a light on the culture of rural communities. This podcast is all about rural Americans and their amazing towns, and their connections to the content of Museum on Main Street exhibitions. The *Smithsonian's Stories from Main Street* podcast shares the authentic voices and stories of people from small towns and rural communities across the United States. The stories featured in these curated episodes are raw, and real, and provide a unique window into the ever-changing, multi-faceted and diverse nature of America. Listen in and hear the patterns and connections in the stories — there may be differences between the miles, but there are plenty of similarities, too.

In honor of SITES' traveling exhibitions, *American Democracy: A Great Leap of Faith* and *Voices and Votes: Democracy in America*, **SITES and Smithsonian Affiliations** are highlighting a diverse array of the Smithsonian's digital resources that engage audiences around voting, elections, civic engagement, and citizenship. Online visitors can revisit any of the posts, which are archived on our community portal. Topics include *How voting rights have changed over time: Voting Rights in American History*. Throughout American history, voting rights have expanded, contracted, and expanded again as Americans dealt with shifting issues of politics, race, class, and wealth. This collection on the **Smithsonian's Learning Lab** includes objects and resources from the **National Museum of American History** related to the founding of the American system of representative democracy and who has and has not been eligible to vote at various points in our nation's history.



The Smithsonian Institution's *Sidedoor* podcast remains a popular attraction, with 25 new episodes in 2020. More than 155 million treasures fill the Smithsonian's vaults, but where the public's view ends, *Sidedoor* begins. With help from artists, archaeologists, astrophysicists, biologists, historians, and zookeepers, host Lizzie Peabody lets listeners through the Smithsonian's side door to hear stories that can't be found anywhere else. In 2020, listeners heard stories such as *Votes for Hawaiians*, as well as other stories from the **Asian Pacific American Center**. In the podcast, Curators discuss how the 19th Amendment of the U.S. Constitution is best known as the moment American women gained the right to vote, but the real history is more complex. For millions of Indigenous Americans in far-flung territories, the 19th Amendment afforded some rights but fell well short of the nation's promise.

Understand and Impact 21st Century Audiences

By Improving Awareness and Access for People with Disabilities

Access Smithsonian programs continue to grow and thrive in FY 2020 in buildings and online. The Smithsonian started the year with ambitious goals to grow accessibility throughout the museums. During the COVID-19 shutdown, the Access Smithsonian office moved some programs to virtual platforms or sent weekly emails to inform the public about Smithsonian virtual and digital resources, activities, and programs.

Project SEARCH Smithsonian Institution (PSSI) is an internship program for young adults with intellectual and developmental disabilities. During a 10-month program, eight to 10 interns participate in up to three different internships at the Smithsonian. Internships take place throughout the Smithsonian museums, research centers, and administrative offices. Beginning on March 16th, all Project SEARCH instruction shifted to virtual learning. Unfortunately, COVID-19 prevented their internships from continuing. However, all eight interns graduated from the program in June of 2020 and they continued to increase their employability and job readiness skills through virtual learning.

See Me is an in-gallery program for adults with dementia and their care partners. Educators and docents facilitate a dialogue with participants in which they explore some of the Smithsonian's most treasured objects. See Me provides intellectual engagement, socialization opportunities, and stress reduction for all participants. In FY 2020, there were 18 programs on site (with 161 participants) and 11 virtual programs (with 124 participants). The National Portrait Gallery, Smithsonian American Art Museum, Freer Gallery of Art, and National Museum of American History co-facilitate virtual programs with Access Smithsonian.



At the **National Portrait Gallery**, visitors could experience collections through vivid verbal descriptions and tactile objects. These 60-minute gallery talks were geared toward visitors who are blind or partially sighted but are open to all.



Visitors could also explore the National Portrait Gallery's collection with a deaf gallery educator. These 60-minute, walk-in gallery talks in American Sign Language are offered one Thursday and one Saturday a month. Topics change monthly. Saturday talks are voice-interpreted into English so that more people may attend.



Morning at the Museum is a free, sensory-friendly program for families of children, teenagers, and young adults with disabilities. On scheduled dates, families visit a specific Smithsonian museum one hour before it opens to the public. Families participate in thematic activities or explore the museum in a self-guided way at their own pace. In FY 2020, there were six programs (with 500 participants). To remain engaged with our participants and their families during the COVID-19 shutdown, the team sent weekly emails with information about virtual and digital activities and programs.

The **Access User Expert Group** is made up of more than 30 individuals with a variety of disabilities. User Experts provide guidance to Smithsonian units on creating accessible exhibits, facilities, and programs. User Experts participate in focus groups and design charrettes (collaborative planning activities), test prototypes, and provide feedback on existing exhibitions and programs. In FY 2020, there were four sessions on site (with 28 participants) and two virtual sessions (with 15 participants). In July of 2020, the Access Smithsonian office began hosting virtual User Expert testing sessions. Our User Experts continue to provide valuable feedback to Smithsonian staff on how to create inclusive and accessible exhibition designs.

Drive Large, Visionary, Interdisciplinary Research and Scholarly Projects

As the COVID-19 pandemic continues to endanger human health, Smithsonian experts are exploring key questions related to the disease's origins and transmission routes. And by taking a multifaceted approach through research, exhibitions, and education, we are working to increase our resilience to the virus and ensure the world is better prepared for when the next pandemic strikes. Nearly 75 percent of all emerging infectious diseases identified in humans are caused by zoonotic pathogens. **The Smithsonian Conservation Biology Institute's Global Health Program** studies health and disease at the human-animal interface. Our scientists work to identify viruses which can cause pandemics before they spill over into the human population, build laboratory capacity for viral identification, and deploy rapid response teams to address spillovers when they do occur. As part of a larger U.S. Agency for International Development-funded consortium, the Smithsonian's Global Health Program team has helped discover more than 1,000 new mammalian viruses in more than 30 countries in Southeast Asia and East Africa. More than 150 of these viruses are coronaviruses, which can cause respiratory tract infections in humans. With information gained from field and laboratory studies, we have helped create viral libraries now being used to better understand and characterize the COVID-19 virus.



In addition, by partnering with the **National Museum of Natural History (NMNH)**, the Global Health Program is beginning to use archived specimens to investigate the evolutionary biology of coronaviruses, which will inform our understanding of how these viruses are likely to act and mutate in the future.



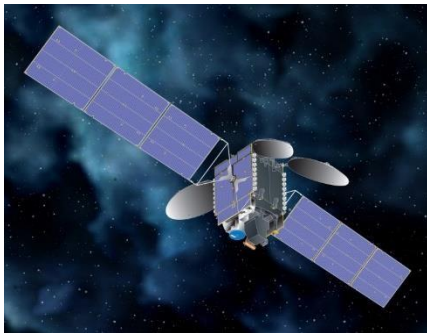
First discovered and named in 1986, specimens of *Godzillius robustus* (*G. robustus*) were collected again last year by Smithsonian invertebrate zoologist Brett Gonzalez and colleagues during an expedition sponsored by the **Smithsonian's Global Genome Initiative**. *G. robustus* is one of a diverse community of crustaceans, annelids and other invertebrates specially adapted to caves on the Turks and Caicos Islands. The true diversity of invertebrates in these caves was discovered only recently, in the 1980s, when scientific divers began to fully explore these flooded underwater worlds. One of the primary purposes of Gonzalez's trip was to collect a rare cave scale worm, *Pelagomacellicephala iliffei*, for transcriptome sequencing and high-speed videography. Simultaneously, they were also collecting all other cave specimens so their DNA barcodes could be added to the Global Genome Initiative's database. Important and rare invertebrates live in the caves on these islands — so having their DNA can help answer scientific questions about the origins of certain invertebrate groups. In addition to finding several previously described species, Gonzalez and his team brought back three species — two annelids and one remipede — which were new to science.

Across the Institution, the **Pan-Smithsonian Cryo-Initiative (PSCI)** supports projects to develop guidelines and workflows for preserving biorepository and research samples, improving legacy collection management, and enhancing data management. Frozen biological collections are invaluable for supporting the Smithsonian's goal to understand and sustain a biodiverse planet. They have grown over recent decades, especially at the National Zoological Park, National Museum of Natural History, Smithsonian Tropical Research Institute, and Smithsonian Environmental Research Center. Biospecimen types include rare and endangered species. Smithsonian researchers collect, store, and use frozen biomaterials to create new scholarly knowledge in life sciences and endangered species management and propagation. There are now 1,350,000 frozen collections objects, with 13,900 species catalogued.

Drive Large, Visionary, Interdisciplinary Research and Scholarly Projects

The **Center for Astrophysics | Harvard & Smithsonian (CfA)** led the way in capturing the first picture of a black hole. The picture was captured by the Event Horizon Telescope (EHT), a global array of radio telescopes involving dozens of institutions and hundreds of scientists. The image reveals the supermassive black hole at the center of Messier 87, a massive galaxy 55 million light years away.

The Smithsonian Astrophysical Observatory (SAO) leads the EHT project, linking radio dishes around the world to form an Earth-sized telescope. The High-Energy Astrophysics Division (HEAD) of the American Astronomical Society awards the Rossi Prize in recognition of significant contributions as well as recent and original work in high-energy astrophysics. The 2020 Rossi Prize recognizes this historic scientific achievement. The top prize in high-energy astrophysics has been awarded to Dr. Sheperd Doeleman of the Center for Astrophysics | Harvard & Smithsonian and the Event Horizon Telescope team for the landmark image and analysis of the first shadow of a black hole.



More pioneering research is being done by Tropospheric Emissions Monitoring of Pollution (TEMPO) principal investigator Kelly Chance, Associate Director for Atomic and Molecular Physics and Senior Physicist at the **Center for Astrophysics | Harvard and Smithsonian**. Scientists there have been shepherding this project to fruition for more than a decade. Looking down from an orbit some 22,000 miles above the Earth, TEMPO will monitor key pollutants in the air above North America, such as nitrogen dioxide (NO₂), ozone (O₃), formaldehyde (HCHO), sulfur dioxide (SO₂), halogen oxides (BrO, OClO), wood smoke, microparticles, and other aerosols known to have a negative impact on human health. TEMPO will provide up-to-date details of greater North America's air quality during daylight hours,

scanning the region hourly from east to west. TEMPO will create a constantly changing map of the chemicals in the air that will be overlaid onto geographic maps of the continental United States. In doing this, TEMPO will revolutionize air-quality forecasts and emission control strategies and enable scientists to warn the public of pollution events before or as they happen. It is currently scheduled to be launched in late July or early August of 2022.

When the COVID-19 pandemic hit, many scientists' field sites had to close, bringing countless research projects to a halt. Marc Rosenfield, a graduate student at George Washington University, switched gears and transformed his research into a citizen-science project. He soon reached out to colleagues in Washington, DC to see if anyone would allow the set-up of carbon sensors in their backyards. This carbon sensor, designed by **Smithsonian Environmental Research Center (SERC)** researcher Roy Rich, is one among many across Washington, DC, taking continuous measurements of carbon dioxide and other key climate variables during the pandemic. The carbon sensors measure CO₂, temperature, pressure, humidity, and other carbon-based compounds. Today, there are 30 sensors in locations across Washington, DC, from private backyards to the U.S. Botanic Garden. Rosenfield hopes the data will reveal how plants, buildings, and cars affect carbon cycling in and out of the atmosphere. The pandemic also offers a rare opportunity for Rosenfield to observe how the environment reacts to a general decrease in human activity.



Preserve Our Cultural Heritage While Optimizing Our Assets

The National Collections are central to the Smithsonian's core activities of scholarship, discovery, exhibition, and education. They are a vital resource, accessed by millions of visitors and researchers exploring subjects from aeronautics to zoology. The National Collections also have a significant role in addressing scientific and societal issues in the 21st century. Collections acquired a century or more ago are used today to address issues such as climate change, the spread of invasive species, and the loss of biological and cultural diversity and their impact on global ecosystems and cultures. Smithsonian collections also define our national identity by documenting our history, diversity, and values. Digitizing the collections makes public access to them possible anywhere, anytime, for research, education, creativity, and enjoyment. Collections staff at the Smithsonian's 19 museums and galleries, the National Zoo, archives, and libraries are responsible for more than 155.4 million items, 163,400 cubic feet of archival material, and 2.2 million library volumes.

The **National Collections Program (NCP)** is dedicated to improving the overall stewardship and management of Smithsonian collections by providing central leadership and policy oversight of Institution-wide collections initiatives. By working with senior management, the NCP develops long-term strategies, priorities, policies, and plans to address Institution-wide collections needs. NCP also administers the Collections Care Preservation Fund and the Collections Care Initiative, which together have provided more than \$69 million in support of collections care projects at 24 authorized Smithsonian collecting units since the pan-Institutional funding program was established in 2006.



The **NCP and Smithsonian Collections Advisory Committee** hosted virtual Q&A sessions May 13–29, 2020 during its annual Collections Share Fair on several collections care topics. The Share Fair provides a venue for collections stewards from across disciplines and specialties to showcase innovative and interdisciplinary collections care projects, discuss and raise awareness of particular topics, and foster collaboration and communication. Virtual topics this year included: Collections stewardship workshops with the **National Museum of the American Indian** Community Loans Program; legal and ethical issues related to collections; the **National Museum of Natural History's** Fishes in Fluid Storage collection; the National Numismatics Collection at the **National Museum of American History**; Exhibit Security Standards; and many others.



As the country deals with the effects of a national pandemic, it is a time that demands to be documented. In recognition of the sociocultural impact of the current situation, the curatorial team at the **National Museum of American History (NMAH)** has assembled a dedicated COVID-19 collection task force even as it has tabled all other collection efforts. NMAH staff have been working with their partners since before the crisis and considered which objects would reflect practitioners as well as patients. These objects range from personal protection equipment like N95 respirators to empty boxes emblematic of scarcity, from homemade cloth masks to patients' hand-drawn illustrations. Of course, physically collecting these sorts of items poses both logistical and health concerns, so they have asked groups to put these objects aside until they can be properly accessioned. The artifacts collected in this push will feed into the upcoming ***In Sickness and In Health*** exhibition, a scholarly look at infectious disease in America across hundreds of years of history. Already deep in development before the COVID crisis emerged, the exhibition — which will include studies of two antebellum epidemics and one pandemic, followed by a survey of the refinement of germ theory in the 20th century — will now need a thoughtful COVID chapter to tell a complete story in its new challenges section.

Preserve Our Cultural Heritage While Optimizing Our Assets

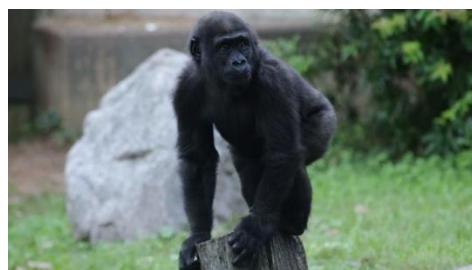
Some of our most precious collections are our animals at the **National Zoological Park (NZN)** and the **Smithsonian Conservation Biology Institution (SCBI)**. As the need to protect and preserve wildlife and vanishing habitats has increased, zookeepers' roles as educators and wildlife ambassadors have become essential. The National Zoo has a dedicated staff of animal keepers who provide outstanding care for the Zoo's large and diverse animal collection — 2,000 animals representing 400 different species. The Zoo's keepers have a wide range of responsibilities and are devoted to the care and conservation of animals and their habitats. Many vulnerable and endangered species were born this year, including 60 black-footed ferret kits, four Guam kingfisher chicks, a Kudu calf, a Spider Tortoise, a Hartmann mountain zebra colt, four cheetah cubs and of course our newest panda cub. A bird baby boom also occurred at the Zoo this year, with 34 chicks among 11 species.



At 22 years old, Mei Xiang is the oldest giant panda in the United States (and the second oldest documented in the world) to give birth. Reproductive scientists from the SCBI and NZN veterinarians performed an artificial insemination on Mei Xiang on March 22 with frozen semen collected from Tian Tian. This is the first time a zoo in the United States has produced a successful pregnancy and birth via artificial insemination, using only frozen semen stored in the **Front Royal Biorepository**. Zoo veterinarians confirmed evidence of a fetus with ultrasound examinations on August 14 and August 17, and just a few weeks later, on August 21, Mei Xiang gave birth to a healthy cub.

Throughout the spring and summer, SCBI carnivore keepers celebrated the arrival of 60 black-footed ferret kits. Every birth is important to their conservation, as the International Union for Conservation of Nature considers the species to be endangered. Of the 53 kits that survived at SCBI, 10 remained in Front Royal, Virginia, 10 were sent to other breeding facilities, and 33 were slated for release into the wild.

One of the newest animals at SCBI is a 3-month-old Hartmann's mountain zebra colt, who was born this summer. Since he is very wary of new things, positive reinforcement training is one way that staff help the colt acclimate to his surroundings. Eventually, he will learn behaviors that enable him to voluntarily participate in his own health care. Keepers reinforce these behaviors by rewarding him with a treat to earn his trust.



On September 24th, the Zoo celebrated World Gorilla Day with an update on our 2-year-old, Moke, and his troop! Our growing gorilla infant is packing on the pounds — nearly 50 and counting. He is coming into his own as an independent, curious gorilla. The Zoo also uses this opportunity to show us how Moke and all our gorillas are wonderful ambassadors for their counterparts in the wild. Raising awareness about this species is more important than ever, given that the International Union for Conservation of Nature considers them to be critically endangered. In their native countries, their survival is threatened by disease (the Ebola virus), hunting (for commercial bushmeat) and deforestation (for logging and mining). In the past 25 years alone, the gorilla population has declined by more than 60 percent.

Provide a Nimble, Cost-Effective, and Responsive Administration

Lonnie G. Bunch III, founding director of the Smithsonian’s National Museum of African American History and Culture, was installed as the 14th Secretary of the Smithsonian Institution during a ceremony held November 1, 2019 at the Arts and Industries Building on the National Mall. The Honorable John G. Roberts, Jr., Chief Justice of the United States Supreme Court and Chancellor of the Smithsonian, presided over the ceremony and presented Bunch with a ceremonial brass key that once opened a massive oak door of the Smithsonian Castle. In his remarks, Bunch outlined his vision of a forward-looking institution with “the courage to make lasting change for the benefit of humanity.”



The procession for the ceremony was a representative version of the centuries-old tradition at universities, featuring scholars wearing robes and hoods symbolizing their fields of study and level of academic achievement. It included 54 Smithsonian scholars, curators, and experts who represented their colleagues and showed the Institution’s breadth of expertise across dozens of disciplines as well as our commitment to James Smithson’s mandate “for the increase and diffusion of knowledge.”



The Smithsonian also implemented a new reorganization structure in FY 2020. The new structure will build an even more cohesive leadership team, one capable of focusing on our core activities, emphasizing education and science, and better integrating our work across the entire Institution. The new structure includes a Deputy Secretary position to focus on improving the Smithsonian’s operations and functions.

Meroë Park became the Deputy Secretary/Chief Operating Officer on January 27, 2020. Ms. Park was the executive vice president of the Partnership for Public Service and former executive director of the Central Intelligence Agency. “In her role as Deputy Secretary and COO, Ms. Park will oversee most of the Smithsonian’s day-to-day activities across its museums, research centers, and education organizations, as well as many administrative and support functions,” Bunch said. “She will be an integrator and problem-solver, allowing me to work more closely with our senior leadership and stakeholders to implement my vision for the Smithsonian’s future, focusing on major strategic initiatives and programs.”



The new structure also includes four Under Secretary positions that will report to the Deputy Secretary:

- The Under Secretary for Administration responsible for human resources, financial activities, business enterprises, facilities, and security;
- The Under Secretary for Education responsible for central offices for education and outreach activities;
- The Under Secretary for Museums and Culture responsible for Smithsonian museums and cultural centers; and
- The Under Secretary for Science responsible for the Smithsonian’s science centers, the National Museum of Natural History, and the National Zoological Park.

Construction, Renovation, and Facilities Projects

National Air and Space Museum (NASM) Revitalize Building Envelope and Infrastructure \$983 Million Total Estimated Project Cost.

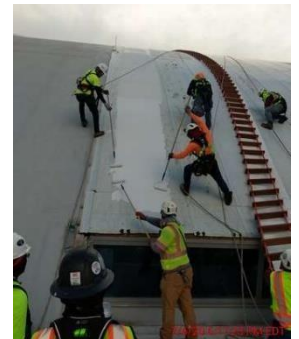
This Leadership in Energy and Environmental Design (LEED)-Gold candidate project will replace the building's marble façade, improve blast and earthquake resistance, upgrade the energy efficiency of the exterior envelope, replace the mechanical and plumbing systems, provide more secure access and egress, and transform the exhibition spaces. It is funded with \$714 million in federal funds and \$269 million in trust funds. Construction of the project began in September of 2018, and is approximately 40 percent complete, with much of the stone façade replaced. Project completion is planned in 2025.



National Air and Space Museum (NASM) Udvar-Hazy Center (UHC) Restore Exterior Envelope and Replace Roof \$30.9 Million Total Estimated Project Cost.



This project will repair and replace the leaking sections of the exterior envelope as well as apply a poly-methyl methacrylate (PPMA) overlay on the entire Aviation Hanger roof. The construction contract was awarded in September of 2019 with the notice-to-proceed issued in December of 2019. The project is funded with \$30.9 million in federal funds. The target date for completion is May of 2022.



National Zoological Park (NZIP) Bird House Renovation \$68.4 Million Total Estimated Project Cost.



This LEED-Gold candidate project renews the 46,090-square-foot Bird House/Great Flight Cage and approximately one acre of the Bird House Plateau for the *Experience Migration* exhibit. Facility improvements include new site utilities and replacement of heating, ventilating, and air-conditioning (HVAC) equipment, storm and wastewater management systems, and animal/human life-safety, electrical, plumbing, security, and data systems. It is funded with \$58.8 million in federal funds and \$9.6 million in trust funds. The site work and demolition have begun, with project completion planned in 2021.

Construction, Renovation, and Facilities Projects

Hirshhorn Museum and Sculpture Garden Restore Exterior Envelope and Roof \$29.3 Million Total Estimated Project Cost.



This project will replace the roof and balcony storefront system as well as the precast concrete exterior panels and their attachment system, adding insulation and a vapor barrier to the exterior wall. These efforts will fix the water intrusion and poor thermal performance of the building. Design was completed in FY 2020 and the construction contract was awarded in September of 2020. The project is funded with \$29.3 million in federal appropriations.

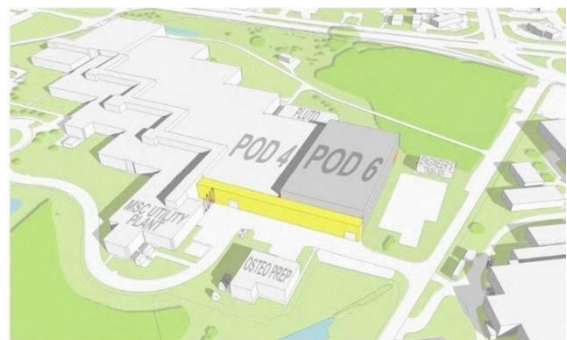
The Castle and the Arts and Industries Buildings Restore Historic Core \$900 Million Total Estimated Project Cost.

This project will refurbish both the historic Smithsonian Institution Building (the “Castle”) and the Arts and Industries Building. It will replace all building elements and systems, including mechanical, electrical, plumbing, life-safety, security, telephone, and data systems. The Castle’s windows, roof, and exterior stonework will also be refurbished, and the building strengthened against blast and seismic vulnerabilities. A new, underground Central Utility Plant will provide mechanical and electrical infrastructure to both buildings, and a newly expanded loading facility will improve the efficiency and safety of materials handling. This project is funded with \$650 million in federal appropriations and \$250 million in trust funds. The design work was initiated in FY 2020.



Museum Support Center Construct Pod 6 Storage Module \$133.1 Million Total Estimated Project Cost.

This future LEED project will create approximately 183,000 square feet of storage space, which will be split between the National Gallery of Art (NGA) and the Smithsonian Institution. The project is funded with \$133.1 million in federal appropriations, which is split between the Smithsonian (\$91.7 million) and the NGA (\$41.4 million). Construction is scheduled to begin in October of 2022 with completion expected at the end of FY 2024.



Footnote: For more information on the *2020 Highlights* stories, please refer to the Smithsonian websites at: <https://www.si.edu/> under the Newsdesk at: <https://www.si.edu/newsdesk>, or the *Torch* at: <https://torch.si.edu/> or by searching the name of the museum highlighted in the story.



Smithsonian
Institution

**Annual Performance
Report**
Fiscal Year 2020

ATTACHMENT C



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 Collections**.
- 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 conversations on issues affecting our nation and the world.*

Introduction

In December of 2017, the Smithsonian unveiled a new **Strategic Plan**. The plan sets 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.

However, because of COVID-19, many of the FY 2020 measures are incomplete and/or were significantly impacted by the pandemic.

Therefore, the Institution did not assign a color-coded grade (green, yellow, or red) to the performance indicators for this rating period.

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 21st 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 2020

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 accomplishing 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 correlate dollars budgeted to 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 by posting them for the public at <http://dashboard.si.edu/>.

Index to Strategic Goals by Programmatic and Functional Performance Areas

PERFORMANCE AREAS	STRATEGIC GOALS
<p>Research and Scholarship: 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>Public Engagement: 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 21st century audiences</p>
<p>National Collections: 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>Smithsonian Facilities: 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>People and Operations</p> <ul style="list-style-type: none"> • Operational Efficiency and Effectiveness: We will institute nimble and cost-effective pan-Institutional administrative processes. • Diversity and Inclusion: We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution. • Financial Strength 	<p>Goal 1: Be One Smithsonian</p> <p>Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure</p>

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 Enterprise Resource Planning (ERP):
 - RESEARCH (Program Code 4XXX)

Key Performance Indicators — Research and Scholarship

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2017: 2,281 FY 2018: 2,531 FY 2019: 2,182	2,350	2,560
Number of Fellows in residence	Output	FY 2017: 783 (revised) FY 2018: 765 (revised) FY 2019: 845	770	772
Number of Grant and Contract proposals submitted	Output	FY 2017: 593 FY 2018: 582 FY 2019: 584	590	608

*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 the 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 21st 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 2020 target	FY 2020 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/Zoo success	FY 2017: 30.1 million FY 2018: 28.8 million FY 2019: 23.3 million	25 million visits	7.7 million visits
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2017: 8.0 million (revised) FY 2018: 11.8 million (revised) FY 2019: 10.2 million	10.5 million	8.6 million
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2017: 151 million FY 2018: 160 million FY 2019: 154 million	150 million website visitors	178 million website visitors
Number of social media followers <ul style="list-style-type: none"> • Facebook • Twitter 	Output. Indicator of level of public use of SI resources	FY 2017: Facebook 6.3 million; Twitter 5.4 million FY 2018: Facebook 6.6 million; Twitter 5.7 million FY 2019: Facebook 7 million; Twitter 5.9 million	7.5 million FB followers; 6.2 million Twitter followers	7.2 million FB followers; 6.1 million Twitter followers

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Number of Smithsonian traveling exhibition locations	Output. Indicator of outreach success and national access to SI resources	FY 2017: 142 locations in 50 states, Washington, DC and Guam + poster exhibits in 5,450 schools, museums and libraries* FY 2018: 129 locations in 34 states, Washington, DC and Guam + poster exhibits to 3,811 schools, museums and libraries FY 2019: 130 locations in 38 states, Washington, DC and Guam + poster exhibits to 6,314 schools, museums and libraries	157 locations in	128 locations in 32 states + poster exhibits to 20,657 schools, museums and libraries in 50 states, Washington, DC, Puerto Rico, and worldwide
Number of Smithsonian Affiliates	Output. Indicator of outreach and national access to SI collections	FY 2017: 216 Affiliates in 46 states + PR, Panama FY 2018: 214 Affiliates in 45 states + PR, Panama FY 2019: 214 Affiliates in 46 states + PR, Panama	217 Affiliates in 46 states, Puerto Rico, and Panama	210 Affiliates in 46 states, Puerto Rico, and Panama

*Note: Locations of traveling exhibitions and smaller poster exhibits are reported separately, beginning in FY 2017; 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 2020 target	FY 2020 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><i>Collections Totals:</i> FY 2017: 155 million objects / specimens FY 2018: 155.5 million objects / specimens FY 2019: 155.4 million objects / specimens</p>	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY 2017:</p> <ul style="list-style-type: none"> Physical Condition: 74% Housing Materials: 69% Storage Equipment: 71% Physical Accessibility: 87% <p>FY 2018:</p> <ul style="list-style-type: none"> Physical Condition: 75% Housing Materials: 69% Storage Equipment: 72% Physical Accessibility: 87% <p>FY 2019:</p> <ul style="list-style-type: none"> Physical Condition: 75% Housing Materials: 69% Storage Equipment: 72% Physical Accessibility: 87% 	<p>Increase over prior year</p>	<p>Data currently not available</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 Total with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2017: 155 million objects / specimens FY 2018: 155.5 million objects / specimens FY 2019: 155.4 million objects / specimens</p> <ul style="list-style-type: none"> Digital Images: Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards <p><i>Collections Prioritized for Digitization:</i> FY 2017: # of prioritized objects: 18 million FY 2018: # of prioritized objects: 18.6 million FY 2019: # of prioritized objects: 18.5 million</p>	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY 2017:</p> <ul style="list-style-type: none"> Digital Records: # completed: 29M (19%) Digital Images: # completed: 3.8M (21%) <p>FY 2018:</p> <ul style="list-style-type: none"> Digital Records: # completed: 32M (21%) Digital Images: # completed: 4.9M (26%) <p>FY 2019:</p> <ul style="list-style-type: none"> Digital Records: # completed: 33M (21%) Digital Images: # completed: 5.6M (30%) 	<p>Increase over prior year</p>	<p>Data currently not available</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 2020 target	FY 2020 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 2017: 88% FY 2018: 87% FY 2019: 92%	85%	94%
Number of major capital projects meeting milestones (see below):	Output	FY 2017: Met milestones on 8 of 10 projects FY 2018: Met all 9 milestones FY 2019: Met milestones on 5 of 7 projects	Meet milestones on all 7 major projects	Milestones met for 5 of 7 projects
Revitalization of Historic Core (SIB/AIB)	Output	FY 2019: Pre-Design 100%	Design Award 100%	Design awarded in FY 2020
Revitalization of National Zoological Park Bird House	Output	FY 2017: Design 100%; Construction awarded FY 2018: 100% (swing space) FY 2019: 43%	Renovation 70%	Renovation is 73% complete
Replace Mansion Cooling Plant, Cooper Hewitt, Smithsonian Design Museum (CHSDM)	Output	FY 2018: Design 100%; Construction awarded FY 2019: 50%	Renovation 90%	Project 100% complete
Revitalization of National Air and Space Museum — Mall	Output	FY 2018: Initial Construction awarded FY 2019: 12%	Renovation 25%	Renovation is 40% complete
Revitalization of National Air and Space Museum — Udvar Hazy Center – restore exterior envelope and replace roof	Output	FY 2019 Construction awarded	Renovation 25%	Renovation is 24% complete (on completion schedule)

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Construct NMAI National Native American Veterans Memorial	Output	FY 2019: Schematic design 100%	Construct 75%	Construction is 65% complete
Construct Museum Support Center Pod 6	Output	FY 2017: Design 20% FY 2018: 75% of Feasibility Study completed FY 2019: 100% Feasibility Study completed	Schematic Design 100% Complete	35% design has been submitted
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 2017: Target not met due to lack of planning funds FY 2018: Target not met due to lack of design funds FY 2019: Target not met due to lack of planning funds	Complete 35% design prior to Cong. budget submission for 80% of major projects in the FY 2020 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 2017: 68.9% FY 2018: 69.8% FY 2019: 66.5%	68%	61%
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2017: 52% FY 2018: 59.8% FY 2019: 60.4%	62%	57% (impacted by COVID-19: minimum staffing, buildings were closed)
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2017: Achieved 90% APPA Level 3 FY 2018: Achieved 80% APPA Level 3 FY 2019: Achieved 80% APPA Level 3	85% APPA Level 3	33% @ Level 3 (impacted by COVID-19: minimum staffing, buildings were closed, less cleaning)
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2017: 1.95 FY 2018: 1.74 FY 2019: 1.76	<2.00	1.44

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 2020 target	FY 2020 actual
Workdays to complete recruitment action against Office of Personnel Management (OPM) End-to-End Hiring Model of 80 days	Efficiency	FY 2017: 94.73 average days FY 2018: 84.65 average days FY 2019: 98.5 average days	Goal of 80 days	132 days
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2017: 96.08% FY 2018: 97.8% FY 2019: 94.6%*	97%	93.4%*
Customer satisfaction with quality and timeliness of information technology (IT) services	Outcome	FY 2017: Quality 98.98% Timeliness 98.13% FY 2018: Quality 98.67% Timeliness 97.68% FY 2019: Quality 97.75% Timeliness 97.33%	Quality 99% Timeliness 98%	Quality 97.76% Timeliness 96.97%
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 2017: 81% FY 2018: 81% FY 2019: 81%	81%	85%

*Percentage reflects an average of 94.7% efficiency rate for purchase orders and 92% rate for our Architect/Engineering (A/E) Construction Contracts

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 2020 target	FY 2020 actual
Percent of workforce diversity by race/ethnicity	Output	FY 2017 2018 2019	<u>Meet or exceed</u>	<u>Meet or exceed</u>
		Nat Am 1.3 1.3 1.4	<u>DC Metro CLF</u>	<u>DC Metro CLF</u>
		Asian 6.0 5.7 5.7	<u>standard</u>	<u>Standard</u>
		NHPI 0.1 0.1 0.1	Nat Am 0.4	Nat Am 1.4
		Black 28.4 28.8 29.2	Asian 9.6	Asian 6.1
		Hispanic 10.2 10.1 10.5	NHPI 0.1	NHPI 0.1
		Black 25.4	Black 29.1	
		Hispanic 13.2	Hispanic 10.7	

Financial Strength

Key Performance Indicators — Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2020 target	FY 2020 actual
Dollar amount of Private Sources: Gifts	Input	FY 2017: \$233 million FY 2018: \$224 million FY 2019: \$225 million	\$205 million	\$248 million
Dollar amount of Sponsored Projects Revenue	Input	FY 2017: \$139.3 million FY 2018: \$137 million FY 2019: \$147.4 million	\$150 million	\$135.7 million
Dollar amount of Private Sources: Business Revenue	Input	FY 2017: \$202 million FY 2018: \$183 million FY 2019: \$167 million	\$167 million	\$109 million