



Smithsonian
Institution

Annual Performance Report
Fiscal Year 2023

ATTACHMENT B



Smithsonian 2027: Our Shared Future

Our Purpose

The increase and diffusion of knowledge

Our Mission

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

Our Vision

Through our unparalleled collections and research capabilities, and the insight and creativity we foster through art, history, and culture, the Smithsonian strives to provide Americans and the world with the tools and information they need to forge **Our Shared Future**.

Introduction

Our latest strategic plan, "Smithsonian 2027: Our Shared Future," was unveiled in November of last year after almost three years of dedicated efforts. To reflect the recent release of the strategic plan, this year's report will utilize a hybrid approach to present our performance results. It will incorporate the performance metrics of our previous strategic plan while we work to develop performance metrics that best align with our new strategic. The upcoming FY 2024 report will be the first to fully integrate the performance metrics of the new strategic plan.

The Smithsonian's Mission Goals

The Institution's Strategic Plan for 2023-2027 describes five broad focus areas where the Smithsonian will target our efforts to build a shared future among ourselves and the world around us over the next five years:

- Ensure every home and classroom can access the Smithsonian’s digital content.
- Work together to build a nimble and effective Smithsonian so we can better achieve our mission.
- Be a trusted source that explores and grapples with what it means to be American.
- Harness Smithsonian expertise to elevate science in the global discourse.
- Build and enrich a national culture of learning by engaging with educational systems nationwide.

Annual Performance Plan for Fiscal Year 2023

To ensure that our ambitious goals will be successfully implemented over the next five years, a dedicated Strategic Plan Implementation team is working to develop key performance indicators that align with the five focus areas of our new strategic plan. This year, our annual report will take a hybrid approach, highlighting last year’s performance areas as well as acknowledging the latest goals and metrics. As part of this effort, we will continue to track core metrics of performance results and organizational accountability across the major programs and functions of the Institution as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards. Our Annual Performance Plan and Report align with the program structure used in the Smithsonian’s Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system, enabling us to relate dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the Institution to track program results and incorporating linked performance metrics in individual performance plans. The Smithsonian Dashboard shares metrics related to its core activities and performance with the public at <http://dashboard.si.edu/>.

Index to Strategic Goals by Programmatic and Functional Performance areas

PERFORMANCE AREAS
Research and Scholarship: We will create knowledge through high-impact research in science, art, history, and culture.
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.
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.
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.
People and Operations <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

Research and Scholarship

We create knowledge, and share it with professional communities, through high-impact research in science, art, history, and culture.

➤ Ties to Program Category in ERP:

- RESEARCH (Program Code 4XXX)

Key Performance Indicators – Research and Scholarship

Key Performance Indicators	Type	Prior-year data	FY 2023 target	FY 2023 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2020: 2,560 FY 2021: 2,734 FY 2022: 2,730	2,600	2,242
Number of Fellows in residence	Output	FY 2020: 772 FY 2021: 778 FY 2022: 857	775	851
Number of Grant and Contract proposals submitted	Output	FY 2020: 608 FY 2021: 559 FY 2022: 481	550	555

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

Public Engagement

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

➤ 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 2023 target	FY 2023 actual
Participations in Smithsonian education programs	Output. Indicator of level of public use/quality of SI education programs	FY 2020: 9.3 million** FY 2021: 5.9 million** FY 2022: 4.3 million**	4.5 million	7.6 million
Number of visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2020: 178 million FY 2021: 205.6 million FY 2022: 168.1 million	173 million	169 million
Number of Social media followers: <ul style="list-style-type: none"> • Facebook • X (Formerly known as Twitter) 	Output. Indicator of level of public use of SI resources	FY 2020: Facebook 7.2 million; Twitter 6.1 million FY 2021: Facebook 7.5 million; Twitter 6.3 million FY 2022: Facebook 7.7 million; Twitter: 6.6 million	Data unavailable***	Facebook: 7.9 million*** X: 6.5 million***

*Note: Museums not fully opened during the FY due to COVID-19

** Figures for past fiscal years revised since previous Performance Report to correct for an earlier program misclassification; Figures revised to correct for a program misclassification; FY2022 target was based on non-revised figures

*** Figures for social media metrics are pulled from January 2023 to September 2023. Incomplete dataset is due to a change in social media management platform

Key Performance Indicators	Type	Prior-year data	FY 2023 target	FY 2023 actual
Number of states and territories with Smithsonian Traveling Exhibitions and poster exhibits	Output. Indicator of outreach success and national access to SI resources	FY 2020: SITES exhibitions in 128 venues + poster exhibits in 20,657 locations reaching 50 states, DC, Puerto Rico, and worldwide* FY 2021: SITES exhibitions in 151 venues + poster exhibits in 6,911 locations reaching 50 states, DC, Puerto Rico, and worldwide FY 2022: SITES exhibitions in 156 venues + poster exhibits in 4,136 locations reaching 50 States, DC, Puerto Rico, and worldwide	SITES exhibitions in 120 venues + poster exhibits in 4,400 locations reaching 50 States, DC, Puerto Rico, and worldwide	SITES exhibitions in 146 venues + poster exhibits in 5,614 locations reaching 50 States, DC, Puerto Rico, and worldwide
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2020: 210 Affiliates in 46 states, Panama, and Puerto Rico FY 2021: 213 Affiliates in 46 states, Panama, and Puerto Rico FY 2022: 210 Affiliates in 48 states, Panama, and Puerto Rico	210 Affiliates	209 Affiliates in 48 states, Panama, and Puerto Rico

*Note: Metric changed to combine locations of traveling exhibitions and smaller poster exhibits

National Collections

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

- 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 2023 target	FY 2023 actual
<p>Percentage of museum collections (objects and specimens) that meet/exceed 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 2020: 155.5 million objects/ specimens FY 2021: 157.1 million objects/ specimens FY 2022: 157.2 million objects/ specimens</p>	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY 2020:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% <p>FY 2021:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% <p>FY 2022:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • 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 Totals with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2020: 155.5 million objects/ specimens FY 2021: 157.1 million objects/ specimens FY 2022: 157.2 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 2020: # of prioritized objects: 18.7 million FY 2021: # of prioritized objects: 23.2 million FY 2022: # of prioritized objects: 23.3 million</p>	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY 2020:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 34.2 M (22%) • Digital Images: # completed: 6.5 M (35%) <p>FY 2021:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 35 M (22%) • Digital Images: # completed: 7 M (30%) <p>FY 2022:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 37.1 M (21%) • Digital Images: # completed: 7.6 M (30%) 	<p>Increase over prior year</p>	<p>Data currently not available</p>

Smithsonian Facilities

- 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 2023 target	FY 2023 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 2020: 94% FY 2021: 91% FY 2022: 82%	85%	63%
Number of major capital projects meeting milestones (see below):	Output	FY 2020: Met milestones on 5 of 7 projects FY 2021: Met milestones on all 6 major projects FY 2022: Met Milestones on 3 of 6 major projects	Meet milestones on all 6 major projects	Met Milestones on 5 of 6 major projects
Revitalize Historic Core (SIB)	Output	FY 2020: Design awarded FY 2021: Design 5% complete FY 2022: Design 35% complete	Design 65% complete	Design 65% complete
Renew Bird House and Great Flight Aviary - National Zoological Park	Output	FY 2020: Renovation is 73% complete FY 2021: Renovation 89% complete FY 2022: Renovation 96% complete	Renovation 100% complete	Renovation 99% complete (holding contract open)
Repair Building Envelope, Roof, and Exterior Panels - Hirshhorn Museum Building	Output	FY 2021: Renovation 27% complete FY 2022: Renovation 65% complete	Renovation 90% complete	Renovation 97% complete
Revitalize Building Envelope and Infrastructure - National Air and Space Museum – National Mall Building	Output	FY 2020: Renovation is 40% complete FY 2021: Renovation 55% complete FY 2022: Renovation 68% complete	Renovation 75% complete	Renovation 85% complete

Key Performance Indicators	Type	Prior-year data	FY 2023 target	FY 2023 actual
Restore Exterior Envelope and Replace Roof - National Air and Space Museum - Udvar Hazy Center	Output	FY 2020: Renovation is 24% complete (on completion schedule) FY 2021: Renovation 77% complete FY 2022: Renovation 87% complete	Renovation 95% complete	Renovation 99% complete
Construct Pod 6 - Museum Support Center	Output	FY 2020: 35% design has been submitted FY 2021: Design 75% complete FY 2022: Construction awarded	Construction 15% complete	Construction 19% complete
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 2020: Target not met due to lack of planning funds FY 2021: Target not met due to lack of planning funds FY 2022: 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 2023 capital program	Target not met due to lack of planning funding
Percentage of buildings with Facilities Condition Index (FCI) above 70%	Output. Higher % shows improvement of buildings condition	FY 2020: 61% FY 2021: 61% FY 2022: 57.5%	85%: Switching to Federal Real Property Profile (FRPP) scoring	81%
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2020: 57% (impacted by COVID19: minimum staffing, buildings closed) FY 2021: 49% (impacted by COVID19: minimum staffing, buildings closed) FY 2022: 54.5%	62%	58%
100% of facilities at level 3 “managed 1” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2020: 33% @ Level 3 (impacted by COVID 19: minimum staffing, buildings closed, less cleaning) FY 2021: 33% @ Level 3 (Impacted by COVID 19; minimum staffing, buildings closed) FY 2022: Achieved 85% APPA Level 3	85% APPA Level 3	Achieved 85% APPA Level 3

Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2020: 1.44 FY 2021: 1.16 FY 2022: 3.35 (increase due to return to work/COVID cases)	<3.35	2.70
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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 2023 target	FY 2023 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2020: 132 average days FY 2021: 132 average days FY 2022: 174 average days	5% reduction in the overall average.	98 days
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2020: 93.4% FY 2021: 87% FY 2022: 92%	92%	91.6%
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2020: Quality 97.76%; Timeliness 96.97% FY 2021: Quality 97.73%; Timeliness 97.30% FY 2022: Quality 97%; Timeliness 95%	Quality: 95%; Timeliness: 95%	Quality: 97.12%; Timeliness: 96.74%
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 2020: 85% FY 2021: 82% FY 2022: 78%	80%	79%

Diversity and Inclusion

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

Key Performance Indicators – Diversity and Inclusion

Key Performance Indicators	Type	Prior-year data (%)	FY 2023 target	FY 2023 actual
Percent of workforce diversity by race/ethnicity	Output	FY 2020 2021 2022	<u>Meet or exceed</u>	
		Nat Am 1.4 1.3 1.4	<u>DC Metro CLF</u>	Nat Am 1.4
		Asian 6.1 5.9 6.3	<u>standard</u>	Asian 6.3
		NHPI 0.1 0.2 0.1	Nat Am 0.4	NHPI 0.1
		Black 29.1 28.9 29.7	Asian 9.6	Black 29.7
		Hispanic 10.7 10.6 10.9	NHPI 0.1	Hispanic 10.9
			Black 25.4	
			Hispanic 13.2	

Financial Strength

Key Performance Indicators – Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2023 target	FY 2023 actual
Dollar amount of Private Sources: Gifts	Input	FY 2020: \$248 million FY 2021: \$480 million FY 2022: \$320 million	\$265 million	\$361.9 million
Dollar amount of Sponsored Projects Revenue	Input	FY 2020: \$135.7 million FY 2021: \$146 million FY 2022: \$162 million	\$148 million	\$185 million
Dollar amount of Private Sources: Business Revenue	Input	FY 2020: \$109 million FY 2021: \$89 million FY 2022: \$134	\$162.7 million	\$169.7 million