



Smithsonian
Institution

Annual Performance Report
Fiscal Year 2011

MISSION STATEMENT

The increase and diffusion of knowledge

VISION STATEMENT

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

INTRODUCTION

The Smithsonian's annual performance plan for fiscal year 2011 is based on the Institution's Strategic Plan, Fiscal Years 2010-2015. The Strategic Plan is built around four grand challenges that provide an overarching strategic framework for Smithsonian programs and operations – Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. Strategic priorities that will enable the Institution to make leading contributions to national and global efforts in the four challenges include conducting world-class research, broadening access, revitalizing education, crossing boundaries, strengthening collections, and achieving organizational excellence. Under each strategic priority are annual organizational goals and key performance indicators that will be used to assess Institutional performance. The organizational goals are aligned with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system. This framework allows the Institution to focus on program results and organizational accountability as mandated by the Government Performance and Results Act (GPRA) and related Office of Management and Budget (OMB) performance standards, which include having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the institution to track program results, and incorporating linked performance metrics in individual performance plans.

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

- **Unlocking the Mysteries of the Universe**

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

- **Understanding and Sustaining a Biodiverse Planet**

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

- **Valuing World Cultures**

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

- **Understanding the American Experience**

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

THE SMITHSONIAN'S STRATEGIC PRIORITIES

Sustaining Excellent Research

Broadening Access

Revitalizing Education

Crossing Boundaries

Strengthening Collections

Enabling Mission through Organizational Excellence

INDEX TO STRATEGIC PRIORITIES AND ORGANIZATIONAL GOALS

Overarching Strategic Framework: Grand Challenges			
Unlocking the Mysteries of the Universe	Understanding and Sustaining a Biodiverse Planet	Valuing World Cultures	Understanding the American Experience
STRATEGIC PRIORITY	ORGANIZATIONAL GOALS		
1. SUSTAINING EXCELLENT RESEARCH	1.1 Develop at least 2 high risk proposal for major research problems 1.2 Organize at least 1 international conference on a major research topic 1.3 Initiate planning for a signature NMAAHC scholarly publication 1.4 Refine SI-wide research metrics and implement new baseline		
2. BROADENING ACCESS	2.1 Develop and implement a brand revitalization strategy 2.2 Launch SI-wide Youth Access initiative and challenge grants 2.3 Issue digitization policy and baseline digitization within SD 600 collections 2.4 Facilitate development of data asset management plans for units seeking NSF funding 2.5 Implement SI Rights and Restrictions Metadata in the DAMS 2.6 Implement the DAMS Video Metadata Model		
3. REVITALIZING EDUCATION	3.1 Rebrand SI Education and complete vision statement for SI Education 3.2 Create SI learning community focused on best practices in outcome based evaluation 3.3 Determine viability and pilot SI International museum education program		
4. CROSSING BOUNDARIES	4.1 Launch operation of four Grand Challenge Consortia and two rounds of grant-making 4.2 Complete provisional A&I program plan		
5. STRENGTHENING COLLECTIONS	5.1 Increase from 75% to 100% the units with Phase 1 collections plans from 5.2 Refine Phase 1 collections assessment data and methodology 5.3 Develop 5-year Collections Space Plan		

<p>6. ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE</p>	<ul style="list-style-type: none"> 6.1 Implement strategy for financing the National Campaign 6.2 Complete agreements on National Campaign roles, responsibilities, staffing, budgets, sponsorship, and donor recognition 6.3 Transform valuing of unit/central problem-solving, process efficiency, cost control, transparent decision-making and communication 6.4 Complete funded critical milestones in the internal control work plans for high risk processes 6.5 Create Secretarial initiative on increasing diversity in the professional and scholarly workforce 6.6 Benchmark SLDP and recommend follow-on initiatives to foster professional development 6.7 Meet supplier diversity goals; 80% EEO training compliance; involvement of underrepresented groups on decision-making boards and in senior level positions 6.8 Create SI-wide safety initiative to improve culture of safety 6.9 Complete critical funded milestones to open NMAAHC by 2015 6.10 Complete 25% A&I shell construction 6.11 Develop SI sustainability vision document with research and programmatic links 6.12 Raise \$175M in annual fundraising 6.13 Generate \$28M in SE revenue (total net gain) including \$500K in new initiatives 6.14 Generate non-SE revenue that is \$4M above 2010 base including indirect cost recovery 6.15 Advance research expenditures via government grants and contracts to \$108M 6.16 Achieve Federal appropriation of \$798M
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STRATEGIC PRIORITY 1: SUSTAINING EXCELLENT RESEARCH

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Sustaining Excellent Research

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Number of awards for Smithsonian fellowships	Output	FY 2008: 415 FY 2009: 380 FY 2010: 423	Increase number of awards for SI Fellows over FY 2010 level.	520 
Number of research and scholarly publications produced	Output	FY2009: 1,725 FY2010: 1,771	Increase number of research and scholarly publications over FY 2010 level.	1,952 







STRATEGIC PRIORITY 2: BROADENING ACCESS

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Broadening Access

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Average percent of surveyed audiences rating their experience in SI exhibitions as “superior” or “excellent” on a five-point scale	Outcome. Visitor satisfaction is a standard indicator of museum/zoo success	FY 2008: 71% excellent + superior FY 2009: 69% excellent + superior FY 2010: 67% excellent + superior	68% excellent + superior	67.7% excellent + superior 
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2008: 24M FY 2009: 30 M FY 2010: 29.9 M	30 million	29.2 million 
Number of SI website visitor sessions	Output. Indicator of level public use of SI resources via Web	FY 2008: 172.7 M FY 2009: 188.4 M FY 2010: 182 M	183 million	183.5 million 
Number of visitors to Smithsonian (SITES) traveling exhibitions	Output. Indicator of extent/success of outreach and national access to SI resources	FY 2008: 5.15 M FY 2009: 4.75 million FY 2010: ~5.0 M visitors	5.0 million	5.0 million 
Number of Smithsonian (SITES) traveling exhibitions and geographic distribution	Output. Indicator of extent/success of outreach and national access to SI resources	FY 2008: 58 exhibits, 510 venues, 50 states + DC, Guam, American Samoa FY 2009: 52 exhibits, 697 venues, 50 states + DC, Guam, American Samoa FY 2010: 54 exhibits, 512 venues, 50 states + DC, Guam and U.S. military bases in 10 countries	54 exhibits to 500 venues in all 50 states	54 exhibits to 600 venues in all 50 states 
Number of Smithsonian Affiliates and geographic distribution	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2008: 162 Affiliates in 40 states, DC, PR, Panama FY 2009: 165 Affiliates in 41 states, DC, PR, Panama FY 2010: 166 Affiliates in 41 states, DC, PR and Panama	168 Affiliates in 41 states	169 Affiliates in 41 states 


STRATEGIC PRIORITY 3: REVITALIZING EDUCATION

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicator—Revitalizing Education

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Number of people participating in Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2008: 5.3 million participants/users in 9 program types FY 2009: 5.8 million participants; FY 2010: 5.6 million participants	5.8 million participants	6.1 million participants 

STRATEGIC PRIORITY 4: CROSSING BOUNDARIES

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

TIES TO PROGRAM CATEGORIES IN ERP:

- **FACILITIES** (*Program Code 5XXX*)
- **PUBLIC AND GOVERNMENT AFFAIRS** (*Program Code 8400*)

STRATEGIC PRIORITY 5: STRENGTHENING COLLECTIONS

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Strengthening Collections

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Number of collecting units meeting goals for current policies/plans of four types: collections management policy; collections plan; cyclical inventory plan; and digitization plan	Output. Indicator of established standards and sound management practices for collections development, refinement, control, and access.	FY 2008: Individual performance targets met FY 2009: 50% of SI collecting units have Collections Management Plans FY 2010: 100% of units have collections policies; 76% of units have Phase 1 collections plans	100% of units have Phase 1 collections plans	100% have Phase 1 plans
Percent of SD 600 collections digitized	Output. Indicator of public access to SI collections	New KPI	FY 2011 baseline: 13% of collection items/lots	13.12%











STRATEGIC PRIORITY 6: ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE



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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators – Organizational Excellence



Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual																								
Completion rate for senior-level (SL) and non-senior level performance appraisals	Output	FY 2008: 100% SL and 99.6% non-SL FY 2009: 100% SL and 98.4% non-SL FY 2010: 100% SL and 99.8% non-SL	100% SL and 99.8% non-SL	100% SL and 99.8% non-SL 																								
Workdays to complete recruitment action against OPM End to End Hiring Model	Efficiency	FY 2010: 160.88 days	Goal of 80 days (new measure)	136.07 days 																								
Percent of processed job requisitions meeting the OPM 80 day standard	Efficiency	FY 2009: 20% FY 2010: 24%	25%	32% 																								
Percent of SI contract actions completed within Federal Standards Time Frames	Efficiency	FY 2008: 90% FY 2009: 89.6% FY 2010: 90%	90%	91% 																								
Business days to process unit service requests	Efficiency	FY 2008: 2 days FY 2009: 2 days FY 2010: 1.25 days	Goal of 5 days	3 days 																								
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. Employee satisfaction standard indicator of a healthy organization	FY 2008: 78% FY 2009: 80% FY 2010: 84%	85%	82% 																								
Percent of minorities in the Smithsonian workforce	Output	<table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.9</td> <td>1.9</td> <td>1.8</td> </tr> <tr> <td>Asian</td> <td>5.1</td> <td>5.2</td> <td>5.4</td> </tr> <tr> <td>NHPI</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td>Black</td> <td>30.9</td> <td>30.9</td> <td>30.8</td> </tr> <tr> <td>Hispanic</td> <td>4.7</td> <td>4.6</td> <td>4.6</td> </tr> </tbody> </table>		2008	2009	2010	Nat Am	1.9	1.9	1.8	Asian	5.1	5.2	5.4	NHPI	0.2	0.2	0.2	Black	30.9	30.9	30.8	Hispanic	4.7	4.6	4.6	Meet or exceed DC Metro Civilian Labor Force (CLF) statistics	Nat Am.... 1.8 Asian.....5.4 NHPI.....0.2 Black.....30.6 Hispanic... 4.5 
	2008	2009	2010																									
Nat Am	1.9	1.9	1.8																									
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NHPI	0.2	0.2	0.2																									
Black	30.9	30.9	30.8																									
Hispanic	4.7	4.6	4.6																									
Percentage of EEO training compliance EEO Supervisor Course Prevention of Workplace Harassment	Process	New KPI	80%	EEO-Supv = 93.5 POWH= 90.3 																								



Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Network Availability (email, file & print, directory, network servers and network switches and routers during normal business hours)	Output	FY 2008: 99.99% FY 2009: 99.99% FY 2010: 99.99%	99.99%	Email – 100% File & Print, Directory Servers, Switches, & Router s – 99.99% 
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2008: Quality 99.13%; Timeliness 98% FY 2009: Quality 98.2% Timeliness 97.5% FY 2010: Quality 99.17% Timeliness 98.74%	Quality 98% Timeliness 97%	Quality – 98.6% Timeliness – 98.2% 






TIES TO PROGRAM CATEGORIES IN ERP:






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



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

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 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 2008: 87% FY 2009: 86.5% FY 2010: 87.5%	85%	91% 
Number of major capital projects meeting milestones	Output	FY 2008: Met milestones on 6 of 9 major projects FY 2009: Met milestones on 9 of 11 major projects FY 2010: Met milestones on 10 of 11 major projects	Meet milestones on all 7 major projects	Met milestones on 5 of 7 major projects 

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Revitalization of public space, National Museum of American History (NMAH)	Output	<p>FY 2008: Not met due to project delay (asbestos; contractor scheduling)</p> <p>FY 2009: NMAH reopened to the public 11/21/08; design of garage infill was completed and design for West Wing revitalization underway</p> <p>FY 2010: Awarded contract for garage infill. Completed 35% design for West Wing revitalization</p>	<p>Convert garage into swing space to 70% completed.</p> <p>Complete 95% design for West Wing revitalization.</p>	<p>Convert garage into swing space 70% completed.</p> <p>Completed 95% design for West Wing revitalization (100% completed in October).</p> 
National Zoological Park ongoing revitalization	Output	<p>FY 2008: Not met due to project delay (longer design period to resolve budget and scope issues)</p> <p>FY 2009: Extensive punch list delayed completion of barn and habitat 2 & 3. Work has begun on the Community Center and habitat 1. The most urgent structural repairs for GSB were completed. Seal/Sea Lion contract was awarded. Met target for fire protection projects.</p> <p>FY 2010: AT is behind schedule, but other NZP targets were met. Contractor issues delayed Phase I completion, Phase II is under way with a new contractor.</p> <p>Construction is 20% complete on Seal/Sea Lion project. 35% design complete on education facility.</p>	<p>Complete Construction to 80% on Seal/Sea Lion project.</p>	<p>Construction is 80% completed on Seal/Sea Lion project.</p> 

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Revitalization of National Museum of Natural History space ongoing building renovation	Output	FY 2008: Milestones met. FY 2009: Base construction work in west wing basement completed, work on subsequent modifications to be completed in mid-2010. Completed SW 3 rd Floor revitalization. Work on NE ground floor and LAB are underway. FY 2010: Targets met, West Wing first and ground floor construction at 30%.	Complete 75% of West Wing construction.	West Wing; first and ground floor construction at 76%. 
Revitalization of the Arts and Industries Building	Output	FY 2008: Milestones met. Concluded RFQ process; began "possibility study" of restoration and revitalization FY 2009: Completed historic structure report and structural survey. Masonry repairs underway. FY 2010: Targets met, critical masonry repairs completed and shell construction contract awarded	Complete 25% of A&I shell construction	Shell construction is 25% completed 
Design and construct National Museum of African American History & Culture	Output	FY 2008: Milestones met. FY 2009: Architectural program was completed and design firm was selected. FY 2010: Awarded design contract; began schematic designs	Award Construction Management at Risk Contract	Awarded Construction Management at Risk Contract in July 
Construction of Mathias Laboratory at SERC	Output	FY 2009: Design contract awarded FY 2010: Target met, design completed.	Complete 10% construction	Completed 4% construction (hurricane/storms delayed construction) 
Construction of Gamboa Lab (replace Santa Cruz School)	Output	FY 2009: Design was delayed. A pre-design contract awarded in September FY 2010: Targets met, contract awarded in September	Start construction	Permit issues have pushed start of construction to FY12 

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
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 2008: 50% Not met due to changes in priorities and lack of funding in Facilities Planning & Design FY 2009: 80% target not met due to lack of planning funds, a minor delay on design of the Mathias Lab, and a major design delay on the Gamboa project. FY 2010: 80% target not met due to lack of planning funds.	Complete 35% design prior to Congressional budget submission for 80% of major projects in the FY 2012 capital program	Target not met due to lack of planning funds. 
Percent of major projects completed within budget compared to initial government estimate at construction start	Output/ Efficiency (control of change orders and scope avoids costs/delays)	FY 2008: 100% FY 2009: 100% FY 2010: 100%	100%	100% 
Progress in improving average Facility Condition Index (FCI) of SI facilities	Output. Long range target is 96% (Good) by 2017. Higher % shows improvement in condition.	FY 2008: FCI = 86.1% FY 2009: FCI = 86% FY 2010: FCI = 86.9%	86.5%	88.7% 
Number of major projects in which the change from the 35% design cost estimate to final project completion cost is within ±15% per industry standards	Efficiency (indicates cost, scope & schedule control during project development and construction-results in cost avoidance)	FY 2009: Target met. The NMNH Third Floor project incurred additional costs due to lead contamination — an unknown condition. The base construction work met the target. FY 2010: Target (2 of 2 major projects) met, MSC Greenhouses and NASM electrical system	1 of 1 major projects	Target (1 of 1 major projects) met, CHNDM Fox/Miller House 
Planned maintenance cost as percent of total annual maintenance costs	Efficiency (a higher proportion planned vs. unplanned is indicator of more efficient use of available resources)	FY 2008: 53% FY 2009: 55% FY 2010: 50%	55%	55% 





Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Systems meet reliability targets	Output	FY 2008: Targets met for 5 of 5 systems FY 2009: Targets met for 5 of 5 systems FY 2010: Targets met for 5 of 5 systems	Meet targets for 5 of 5 systems	Targets met for 5 of 5 systems 
Improve level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale	Output	FY 2008: Maintained APPA Appearance level 3 (Casual Inattention) FY 2009: Maintain APPA level 3 FY 2010: Maintain APPA level 3	Maintain APPA level 3	APPA level 3 

Financial Strength

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Financial Strength

Key Performance Indicator	Type	Prior year data	FY 2011 target	FY 2011 Actual
Dollar amount of (1) voluntary support (gifts) and (2) non-government grants and contracts	Input	FY 2008: \$135.6 M FY 2009: \$126.6 million FY 2010: \$158.4 million	\$175 million	\$182.08 million 
Research Expenditures for SI grants & contracts awarded	Output	New KPI FY 2010: \$104.8M	\$108M (3% increase over FY2010 level)	\$138.68 million 
Dollar amount of SE net gain	Input	FY 2008: \$26.7 M FY 2009: \$26 million FY 2010: \$27.8 million	\$28 million (to include \$500 K in new initiatives)	\$29.1 million 
Dollar amount of non-SE new revenue generation (indirect cost recovery and other unit activities)	Input	New KPI	\$24.7 million (\$4 million above 2010 base)	\$27.65 million 

Acronym or Abbreviation	Full Text
A&I/ AIB	Arts and Industries Building
AAA	Archives of American Art
ACM	Anacostia Community Museum
AMSG	Arthur M. Sackler Gallery
CFCH	Center for Folklife and Cultural Heritage
CHNDM	Cooper-Hewitt National Design Museum
CIS	Collections Information System
CRC	Cultural Resources Center (NMAI facility in Suitland, MD)
CRC	Conservation and Research Center (NZP facility in Front Royal, VA)
DWRC	Donald W. Reynolds Center for American Art and Portraiture
ERP	Enterprise Resource Planning
FGA	Freer Gallery of Art
FSG	Freer & Sackler Galleries
GGHC	George Gustav Heye Center
HMSG	Hirshhorn Museum and Sculpture Garden
MCI	Museum Conservation Institute
MSC	Museum Support Center
NASM	National Air and Space Museum
NCP	National Collections Program
NMAAHC	National Museum of African American History and Culture
NMAfA	National Museum of African Art
NMAH	National Museum of American History
NMAI	National Museum of the American Indian
NMNH	National Museum of Natural History
NPG	National Portrait Gallery
NPM	National Postal Museum
NSRC	National Science Resources Center
NZP	National Zoological Park
OCFO	Office of the Chief Financial Officer

Acronym or Abbreviation	Full Text
OCIO	Office of the Chief Information Officer
OCon&PPM	Office of Contracting & Personal Property Management
OD	Office of Development
OEC	Office of Exhibits Central
OEEMA	Office of Equal Employment and Minority Affairs
OF	Office of Fellowships
OFEO	Office of Facilities, Engineering and Operations
OGC	Office of the General Counsel
OGR	Office of Government Relations
OHR	Office of Human Resources
OP&A	Office of Policy and Analysis
OPA	Office of Public Affairs
OPMB	Office of Planning, Management and Budget
OPS	Office of Protection Services
OSP	Office of Sponsored Projects
OUSFA	Office of the Under Secretary for Finance and Administration
OUSHAC	Office of the Under Secretary for History, Art, and Culture
OUSS	Office of the Under Secretary for Science
POB	Patent Office Building
Quad	Quadrangle Building
RG	Renwick Gallery
SAAM	Smithsonian American Art Museum
SAO	Smithsonian Astrophysical Observatory
SE	Smithsonian Enterprises
SCED	Smithsonian Council of Education Directors
SCEMS	Smithsonian Center for Education and Museum Studies
SERC	Smithsonian Environmental Research Center
SI	Smithsonian Institution
SIA	Smithsonian Institution Archives

Acronym or Abbreviation	Full Text
SIB	Smithsonian Institution Building (Castle)
SIL	Smithsonian Institution Libraries
SISC	Smithsonian Institution Service Center
SITES	Smithsonian Institution Traveling Exhibition Service
STRI	Smithsonian Tropical Research Institute
TSA	The Smithsonian Associates
UHC	National Air and Space Museum: Steven F. Udvar-Hazy Center
VERITAS	Very Energetic Radiation Imaging Telescope Array System
VoIP	Voice over Internet Protocol