Annual Performance Plan
Fiscal Year 2013

The increase and diffusion of knowledge

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 2013 is based on the Institution's Strategic Plan, Fiscal Years 2010-2015. The Strategic Plan is built around four grand challenges which provide an overarching strategic framework for Smithsonian programs and operations — Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. Strategic priorities which will enable the Institution to 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 which will be used to assess Institutional performance. The organizational goals are aligned with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system. This framework allows the Institution to focus on program results and organizational accountability as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards, which include having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the Institution to track program results, and with 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 involving scientific museums and research centers to significantly advance our knowledge and understanding of life on Earth, respond to the growing threat of environmental change, and sustain human well-being.

- **Valuing World Cultures**

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

- **Understanding the American Experience**

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

THE SMITHSONIAN'S STRATEGIC PRIORITIES

Sustaining Excellent Research

Broadening Access

Revitalizing Education

Crossing Boundaries

Strengthening Collections

Enabling Mission through Organizational Excellence

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	• Establish the Smithsonian as national leader in each Grand Challenge area by pursuing comprehensive strategies that build upon SI strengths in research, collections, exhibitions, education and outreach, and that emphasize interdisciplinary and collaborative activity
2. BROADENING ACCESS	• Broaden access to and invite collaboration with new and diverse audiences, using a variety of tools of engagement
3. REVITALIZING EDUCATION	• Clarify and expand SI's leadership role in education for learners of all ages
4. CROSSING BOUNDARIES	• Grand Challenge Consortia to move forward in stimulating interdisciplinary, pan-institutional scholarship and outreach
5. STRENGTHENING COLLECTIONS	• Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian's vast and diverse collections
6. ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE	• Build financial strength and ensure accountability • Optimize SI assets by developing and sustaining physical infrastructure, information technology, management capabilities and human capital • Cultivate SI as a learning organization committed to openness, inclusion, innovation, continuous improvement and cost efficiency

STRATEGIC PRIORITY 1: SUSTAINING EXCELLENT RESEARCH

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Sustaining Excellent Research

Key Performance Indicators	Type	Prior-year data	FY 2013 target
Number of peer-reviewed publications (calendar year)	Output	CY 2011: 1923 CY 2012: 1,983	2013: 1,950
Number of Fellows in residence	Output	FY 2011: 520 FY 2012: 512	Increase over FY 2012
Number of Grant and Contract proposals submitted	Output	FY 2010: 725 FY 2011: 647 FY 2012: 693	Increase over FY 2012

STRATEGIC PRIORITY 2: BROADENING ACCESS

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Broadening Access

Key Performance Indicators	Type	Prior- year data	FY 2013 target
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2009: 30 M FY 2010: 29.9 M FY 2011: 29.2 M FY 2012: 30.3 M	30.5 million
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	New KPI FY 2011: 88.8 million FY 2012: 102.6 million	103 million
Number of Social media contacts • Facebook "likes" • Twitter followers	Output. Indicator of level of public use of SI resources	FY 2012: Facebook 1 million Twitter 1.4 million	Increase over FY 2012
Number of Smithsonian traveling exhibition venues	Output. Indicator of outreach success and national access to SI resources	FY 2010: 512 venues, 50 states and overseas FY 2011: 492 venues, 50 states and overseas FY 2012: 455 locations in all 50 states and overseas	445 venues in all 50 states and overseas
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2009:165 Affiliates in 41 states, DC, PR, Panama FY 2010:166 Affiliates in 41 states, DC, PR, and Panama FY 2011:170 Affiliates in 41 states, DC, PR, and Panama FY 2012: 176 Affiliates in 41 states, DC, PR, and Panama	179 Affiliates in 42 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 encourage American cultural vitality.

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicator—Revitalizing Education

Key Performance Indicator	Type	Prior year data	FY 2013 target
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2010: 4.3 million participants FY 2011: 4.6 million participants FY 2012: 4.7 million participants	4.7 million participants

STRATEGIC PRIORITY 4: CROSSING BOUNDARIES

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

TIES TO PROGRAM CATEGORIES IN ERP:
- **PUBLIC AND GOVERNMENT AFFAIRS** *(Program Code 8400)*

Key Performance Indicator	Type	Prior year data	FY 2013 target
Internal grants yielding external dollar support	Output. Indicator of Consortia success	CY 2012: internal grants produced $14.0 M in external support	Increase over CY 2012

STRATEGIC PRIORITY 5: STRENGTHENING COLLECTIONS

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

TIES TO PROGRAM CATEGORIES IN ERP:
- **COLLECTIONS** *(Program Code 3XXX)*

- **Key Performance Indicators—Strengthening Collections**

Key Performance Indicators	Type	Prior-year data	FY 2013 target
Percentage of museum collections (objects and specimens) that meets or exceeds unit standards for: • **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 and arranged and can be located and retrieved for any intended use.	Outcome. Indicator of established standards and sound management practices for collections	FY 2012: 137 million objects / specimens • **Physical Condition:** 72% • **Housing Materials:** 66% • **Storage Equipment:** 65% • **Physical Accessibility:** 85%	Increase over calendar year 2012
Percentage of museum collections (objects and specimens) that have been prioritized for digitization: • **Digital Records** Measures percentage of prioritized collections with digital records that meets or exceeds unit standards • **Digital Images** Measures percentage of prioritized collections with digital images that meets or exceeds unit standards	Outcome. Indicator of public access to SI collections	• **Digital Records:** # of prioritized objects and specimens: 137 million Percentage that meet or exceed unit standards: 15% • **Digital Images:** # of prioritized objects and specimens: 12.2 million Percentage that meet or exceed unit standards: 12%	Increase over calendar year 2012

STRATEGIC PRIORITY 6: ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE

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

TIES TO PROGRAM CATEGORIES IN ERP:

- **FACILITIES** *(Program Code 5XXX)*

- **PERFORMANCE MANAGEMENT** *(Program Code 81XX)*

- **HUMAN RESOURCES MANAGEMENT** *(Program Code 8200)*

- **DIVERSITY/EEO** *Program Code 8210)*
- **PROCUREMENT AND CONTRACTING** *(Program Code 8600)*
- **INFORMATION TECHNOLOGY** *(Program Code 7XXX)*

- **FINANCIAL MANAGEMENT** *(Program Code 8300)*

Key Performance Indicators–Organizational Excellence

Key Performance Indicators	Type	Prior-year data	FY 2013 target
Workdays to complete recruitment action against OPM End-to-End Hiring Model	Efficiency	FY 2010: 160.9 days FY 2011: 136.1 days FY 2012: 125 days	Goal of 80 days
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2010: 90% FY 2011: 91% FY 2012: 93%	90%
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 2010: 84% FY 2011: 82% FY 2012: 81%	Increase over FY 2012%
Percent of workforce diversity by race/ethnicity	Output	2010 2011 2012 Nat Am 1.8 1.8 1.7 Asian 5.4 5.4 5.6 NHPI 0.2 0.2 0.2 Black 30.8 30.6 30.7 Hispanic 4.6 4.5 4.4	Meet CLF std Nat Am 0.5 Asian 7.0 NHPI 0.1 Black 24.1 Hispanic 8.1
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2010: Quality 99.17% Timeliness 98.74% FY 2011: Quality 98.6% Timeliness 98.2% FY 2012: Quality 98% Timeliness 97%	Quality 98% Timeliness 97%

TIES TO PROGRAM CATEGORIES IN ERP:

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

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

Key Performance Indicators	Type	Prior-year data	FY 2013target
Percent of available capital funds obligated compared to funds available	Efficiency (obligation rate is indicator in initiating capital work in a timely manner)	FY 2010: 87.5% FY 2011: 91% FY 2012: 93%	85%
Number of major capital projects meeting milestones (see below):	Output	FY 2010: Met milestones on 10 of 11 projects FY 2011: Met milestones on 5 of 7 projects FY 2012: Met milestones on 3 of 5 projects	Meet milestones on all 6 major projects
Revitalization of National Museum of American History, Public Space III	Output	New project (FY 2012–2014) FY 2012: Full-scope project contract awarded	Award construction contract
Revitalization of National Museum of Natural History, Paleo Halls	Output	New project (FY 2013-2017)	Award design project
Revitalization of the Arts and Industries Building	Output	FY 2010: Targets met, critical masonry repairs were completed and shell contract awarded FY 2011: Shell construction is 25% completed FY 2012: Completed 67%	Complete A&I shell construction

Key Performance Indicators	Type	Prior-year data	FY 2013 target
Design and construct National Museum of African American History & Culture	Output	FY 2010: Awarded design contract; began schematic designs FY 2011: Awarded Construction Management at Risk Contract in July FY 2012: Design: 65%; Excavation: 50% Construction:10%	Design: 100% Excavation: 100% Construction: 35%
Construction of Mathias Laboratory at SERC	Output	FY 2010: Target met, design completed. FY 2011: Completed 4% construction (hurricane/storms delayed construction) FY 2012: Completed 42% construction	Complete 100% construction on new building
Construction of Gamboa Lab (replace Santa Cruz School)	Output	FY 2010: Targets met, contract awarded in September FY 2011: Permit issues have pushed start of construction to FY12 FY 2012: Permit issues delayed construction	Construction: 50%
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 2010: 80% target not met due to lack of planning funds FY 2011: 80% target not met due to lack of planning funds FY 2012: 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 2013 capital program
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2010: 65.8% FY 2011: 66.7% FY 2012: 72.6%	70%
Key Performance Indicators	Type	Prior-year data	FY 2013 target

Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2010: 50% FY 2011: 55% FY 2012: 55%	55%
100% of facilities at level 3 "managed care" for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2010: Maintained Level 3 FY 2011: Maintained Level 3 FY 2012: Achieved 85% of Level 3	Maintain APPA Level 3
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	2010: 3.43 2011: 3.33 2012: 2.78	3.00

Financial Strength

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2013 target
Dollar amount of fundraising (1) voluntary support (gifts) and (2) non-government grants	Input	FY 2010: $158.4 million FY 2011: $182.1 million FY 2012: $223.8 million	$220 million
SI Government grants & contracts and non-government contract awards	Output	FY 2010: $137.6 million FY 2011: $150.1 million FY 2012: $130 million	$150 million
Smithsonian Enterprises net gain	Input	FY 2010: $27.8 million FY 2011: $29.1 million FY 2012: $29.5 million	$29.8 million