



Smithsonian
Institution

Management's Discussion and Analysis FY 2014



THE SMITHSONIAN INSTITUTION'S IMPACT ON AMERICA

The Smithsonian greatly appreciates the continued support of the Administration, the Congress, and the American people, and takes seriously the crucial role it plays in advancing the civic, educational, scientific, and artistic life of this nation. As a public trust, the Smithsonian addresses some of the world's most complex issues — and uses new technologies to broaden access to information for citizens, students, and policy makers.

Thanks to the generous bequest of English scientist James Smithson, Congress established the Smithsonian Institution in 1846 as an independent federal trust instrumentality, a unique public-private partnership that has achieved outstanding results for 168 years. The federal commitment provides the foundation for all we do, and is especially helpful in attracting private support. We leverage our federal funding to enrich the lives of the American people to advance our mission: “the increase and diffusion of knowledge.”

We continue to implement our 2010 Strategic Plan that focuses on four “Grand Challenges” and is buttressed by four consortia to promote interdisciplinary and Institution-wide collaboration. That plan has been extended to 2017. We are improving facilities maintenance and collections care to be better stewards of America's treasures. We are also working with new federal, state, and local partners to avoid redundancies and expand our reach.

The Smithsonian is large and diverse, encompassing art, history, science, education, and culture. We have 19 museums and galleries, 20 libraries, nine research centers, the National Zoo, and 197 affiliate museums in 44 states, Puerto Rico, and Panama. We are open 364 days a year — and admission is free. We have research and education facilities in eight states and the District of Columbia, and operate in more than 130 countries. Last year, our museums had almost 27 million visits, and another 4.5 million people visited our traveling exhibitions in communities around the nation. In addition, *Smithsonian Magazine* is now read by more than 7 million people.

Our collections total 138 million objects, including 127 million scientific specimens, 340,000 works of art, and nearly two million library volumes. We also care for 164,000 cubic feet of archival material — and more than 2,000 live animals. We have the Star-Spangled Banner; Morse's telegraph; Edison's light bulb; the Hope Diamond; the Wright Flyer; Amelia Earhart's plane; Louis Armstrong's trumpet; labor leader Cesar Chavez's jacket; the Lansdowne portrait of George Washington; the Congressional Gold Medal awarded to Japanese American World War II veterans; the *Spirit of Tuskegee* airplane; the camera John Glenn used on his voyage into space; Asian, African, and American art; the Apollo 11 Command Module, *Columbia*; and the space shuttle *Discovery*. We hold all these objects in trust for the American people.

Our visitors enjoyed nearly 100 new exhibitions, including: *Pacific Exchange: China & U.S. Mail* at the National Postal Museum; *Modern American Realism: The Sara Roby Foundation Collection* at the Smithsonian American Art Museum (SAAM); *Gravity's Edge* at the Hirshhorn Museum and Sculpture Garden; *D-Day 3D: Normandy 1944* at the National Air and Space Museum (NASM); *Visions from the Forests* at the National Museum

of African Art (NMAfA); *An American in London: Whistler and the Thames* at the Sackler Gallery; *Raise it Up! Anthem for America* at the National Museum of American History (NMAH); the unveiling of portraits of Maya Angelou, Renee Fleming, and Robin Williams at the National Portrait Gallery (NPG); *Genome: Unlocking Life's Code* at the National Museum of Natural History (NMNH); *American Cool* at NPG; and *Spirit & Opportunity: 10 Years Roving Across Mars* at NASM.

At the National Zoo, we celebrated the first birthday of our panda cub, Bao Bao; added a new female Asian elephant, Bozie; and welcomed three new Asian elephants from the Calgary Zoo in Alberta, Canada, expanding our herd to seven. In addition, four lion cubs were born at the Zoo, and all are doing well.

The year 2014 marked many anniversaries at the Smithsonian: the bicentennial of the Star-Spangled Banner; the 125th anniversary of the founding of the National Zoo; the 50th anniversary of NMAH; the 50th anniversary of NMAfA; the 10th anniversary of the opening of the National Museum of the American Indian (NMAI) on the National Mall; the 20th anniversary of NMAI's Heye Center in New York City; and the 10th anniversary of the opening of NASM's Steven F. Udvar-Hazy Center in Virginia. The Charles McC. Mathias Lab opened in September at the Smithsonian Environmental Research Center in Edgewater, Maryland, and the Cooper Hewitt, Smithsonian Design Museum will reopen to the public on December 12.

A new report, *Delivering on the Promise of the Digital Smithsonian*, outlines the action agenda we have set for our important work in the digital arena. It highlights the Institution's major priorities: 1) use technology to enhance the in-person visitor experience; 2) digitize the collections; 3) make Smithsonian digital content easy for the public to find and use; and 4) spark engagement and participation among learners everywhere.

Digital technology allows us to reach new, diverse audiences more than ever before. In 2014, our 200+ websites attracted 100 million unique visitors, and, in social media, we had 5.5 million followers on Facebook and Twitter alone, with tens of thousands more engaging with us on other platforms. The Smithsonian Channel, which this year featured exciting content on the Civil War and the Star-Spangled Banner, now has 35 million viewers.

For years, we have been digitizing our objects, specimens, archival materials, and library books. So far, our museums and libraries have created digital images for 2.2 million objects, specimens and books, and electronic records for 25 million objects, specimens, and books. Our archives have created 3.5 million digital images, and have electronic records for close to 100,000 cubic feet of archival material. This track record establishes the Smithsonian as a leader in digitizing our nation's intellectual capital and cultural heritage for future use.

Through our Digitization Program Office, we are now leaders in the field of 3D scanning, allowing our treasures and specimens to be seen in an entirely new light. We unveiled our Smithsonian X 3D collection and website, which features 20 items from the collections, including Lincoln's life mask, the Wright Flyer, fossil whales, and a remnant of the CasA supernova. With the new Explorer tool offered on the website, users can not only

view objects from every angle, they also can print replicas via 3D printer for scientific research or use in the classroom. We recently made history when our digitization team scanned President Barack Obama, creating a life mask and bust. These models will join the Lincoln life mask as a part of the collection of the NPG.

On the education front, our digital badging program (similar to merit badges in Scouting) is called Smithsonian Quests. This exciting new digital tool motivates young learners by helping them build skills, explore their interests, and try out new Smithsonian-inspired roles. The program now has more than 4,000 registered users from all 50 states and more than 50 countries. In addition, this year we piloted a first-of-its-kind collaboration with the National Park Service and the U.S. Department of State's Diplomatic Reception Rooms to create two digital badge opportunities, under the Inter-Agency Collaboration on Education's "Declaration of Learning" initiative.

Our collections are a vital national asset and we have improved their display and storage conditions, balancing the preservation of and access to these collections. As mentioned, we are stepping up efforts to digitize as many of the collections as funds permit. The collections we maintain are an invaluable resource for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey. We work with the White House Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Collections acquired a century or more ago are being used today to address the effects of global change, the spread of invasive species, and the loss of biological diversity and its impact on ecosystems. Federal, state, and local authorities often look to our collections for answers during events such as flu epidemics, oil spills, volcanic eruptions, and when aircraft are downed by bird strikes.

We operate in more than 130 countries, and we do so by coordinating across the federal Government and with the private sector. Through our Office of International Relations and our science, art, history, culture, and education units, we work with virtually every cabinet-level federal agency.

We have signed a new Memorandum of Agreement with the U.S. Patent and Trademark Office (USPTO) for \$6.4 million that will be used to explore American innovation across the Smithsonian. Projects include "Innovation Festivals" at the National Air and Space Museum and the National Museum of American History, family and young professionals' events at the Smithsonian American Art Museum, a joint USPTO–Smithsonian exhibition at the National Museum of American History, and an innovation website to be produced by Smithsonian Enterprises. Strategic planning between the Smithsonian and USPTO will provide even more potential for creative programs and exhibitions in the years ahead.

On June 12th, the Smithsonian signed a Memorandum of Understanding (MOU) with the University of Tennessee-Batelle to formalize collaboration between the Institution and the Oak Ridge National Laboratory in scientific and educational areas. Current shared interests include climate change; human-environmental interactions; genomics; computational sciences; bioinformatics; data analytics; and science, technology,

engineering, and mathematics (STEM) education. Activities will include sharing of data and staff expertise and collaborating to secure financial resources.

In June, the Smithsonian and the Penn Cultural Heritage Center, in cooperation with the Syrian Interim Government's Heritage task force, held a three-day training program on "Emergency Care for Syrian Museum Collections." The purpose of the program was to provide Syrian participants with information on how to secure their museum collections safely during emergencies; they were also given basic supplies for such tasks.

In today's world of long-distance travel and new technologies, deadly viruses can reach around the globe in 24 hours, and nearly 75 percent of emerging pathogens in humans come from animals. Working with the USAID-funded Emerging Pandemic Threats Program, the Smithsonian is helping public health officials avoid the next major pandemic. Veterinary scientists and pathologists from the National Zoo are conducting regional wildlife pathology workshops to train biologists and conservationists to recognize and identify the next global health threat in its initial stages.

The Smithsonian's 500 scientists are tackling vital issues of the day, making important discoveries — and sharing them with the public. With our international partners and worldwide reach, the Institution is particularly well connected to tackle biodiversity issues. The Smithsonian's ForestGEO (Global Earth Observatories) network is a worldwide partnership of more than 80 institutions working to monitor the health of four million trees (8,500 species) on 53 plots in 23 countries. Our new initiative, Tennenbaum Marine Observatories, or MarineGEO, seeks to replicate this success and assess the health of coastal areas and the oceans at large.

At the University of Arizona, Smithsonian scientists continue to help with construction of the large mirrors, 28 feet in diameter, for the Giant Magellan Telescope, which will be built at the Las Campanas Observatory in Chile. This project is the brainchild of an international consortium led by the Carnegie Institute, with the Smithsonian as a member. This powerful new telescope will enable researchers to see distant stars and galaxies 10 times more clearly than with the aging, space-based Hubble Telescope.

Scientists at the Harvard-based Smithsonian Center for Astrophysics are using telescopes in outer space to discover new planets. Smithsonian Astrophysical Observatory (SAO) scientists have discovered an exoplanet dubbed a "mega-Earth." In the constellation Draco, Kepler-10c is a rocky world weighing as much as 17 Earths. The star it revolves around is a little smaller and older than our sun. Kepler 10c's surface temperature is around 300 degrees centigrade, but still could possibly host life. Closer to home, a NASM geologist is serving at NASA's Jet Propulsion Laboratory, helping with the *Curiosity* mission on Mars. He analyzes data to understand the geological history of the Gale Crater and discover if there might have been habitable environments there in the ancient past.

The National Museum of Natural History is the leading partner in a global effort called the *Encyclopedia of Life* (EOL), an ambitious, 10-year project that will become a key repository of scientific information about virtually every form of life on Earth. EOL is an online database that has financial, logistical, and research support from numerous partners,

including the MacArthur and Sloan Foundations. It features text, multi-media, and trait data on more than 1.3 million of the world's 1.9 million known species of animals, plants, and other life forms. Today, scientists, students, and teachers worldwide use the EOL as a resource for research, classwork, academic and professional studies, with more than 5.5 million unique visitors to eol.org last year. The Biodiversity Heritage Library (BHL) is the scientific literature cornerstone of the EOL. It is an international consortium of natural history and botanical libraries. Led by the Smithsonian Institution Libraries, biodiversitylibrary.org now has more than 144,000 volumes and 44 million webpages freely available online. It is seen by more than 762,000 unique visitors per year.

NMNH also houses the Consortium for the Barcode of Life (CBOL), an international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. The new technique uses a short DNA sequence from a standardized position in the genome as a molecular diagnostic marker for species identification. As the recognized U.S. leader in DNA barcoding, the Smithsonian seeks to increase its research and training capacity to better work with our partners in expanding the frontiers of knowledge in this exciting new field.

Our cutting-edge work in biogenomics will make the Smithsonian a world leader in searching for answers to genome-scale questions about the animals, plants, and ecosystems of our planet. Our goal, along with our strategic partners, is to solve worldwide problems of biodiversity loss, disease transmission, and environmental degradation as well as train future generations of scientists and citizens to understand our natural world. The Smithsonian's biogenomic initiative is built on a foundation of vast global research expertise, the world's largest natural history collections, the most significant concentration of biodiversity scientists anywhere, and a long and trusted history of studying nature and documenting our discoveries.

As part of our mission, the "diffusion of knowledge," we now deliver educational materials to students and teachers in all 50 states. More than 2,000 learning resources, all tied to state standards, are available online for free. We have seven new education centers in different stages of completion at our museums: the NMAI center in Washington, DC, is now open and its New York center will open in the spring of 2015; the NMAH center opens in the summer of 2015; the NMNH and SAAM centers are now open; the Postal Museum center opened the William H. Gross Stamp Gallery, the world's largest stamp gallery, in September of 2013; and NMNH opened *Q?rius*, our new 10,000-square-foot science education center for teenagers, in December of 2013.

In addition, our continuing partnership with the Cricket Media ePals global online learning network enables us to offer lesson plans and resources to more than one million schools. The Smithsonian Learning Center within ePals has had 4.2 million visitors and 11 million page views, including more than 485,000 downloads of student work based on Smithsonian content. This year, the Center for Folklife and Cultural Heritage partnered with ePals to launch the Junior Folklore Challenge. Held in conjunction with the Smithsonian Folklife Festival, students from seven countries submitted more than 100 entries that illustrated the vibrant diversity of their communities' cultural traditions.

Now in its third year, the *Spark!Lab Invent It Global Challenge* received more than 400 invention submissions from K–12 students from the United States and around the world. Working alone or in small groups, students identified a problem, researched possible solutions, sketched their ideas, and built and tested a prototype. Students' inventions have ranged from an adjustable ice scraper that a driver can use while sitting inside a car, to a vehicle designed for refugees to carry their children and belongings over long distances, to a leash equipped with solar-powered lights for walking a dog at night.

Thanks to the NMAH and our affiliates, the *National Youth Summit: Freedom Summer* took place on February 5th. Eleven affiliates hosted live events, and schools from all 50 states participated, in addition to learners in Canada, the United Kingdom, Tanzania, Pakistan, and Belgium — for a total of more than 8,000 students.

We can do all this thanks to more than 6,500 dedicated employees, including award-winning scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology, and more than 6,300 generous volunteers, 788 Fellows, 1,331 interns, and 980 research associates — brain power that benefits the Smithsonian and the world many times over. They all care deeply about their work and the Smithsonian. That is why the Smithsonian was, for the fourth year in a row, ranked as one of the best places to work in the federal Government.

With the continuing support of the Administration, Congress, our Board of Regents, and the American people, we will open more doors in the future — like the new National Museum of African American History and Culture currently under construction. We have maintained a tradition of serving our nation and the world as a source of inspiration, discovery, and learning. Today, with its free museums, distinguished research and scholars, iconic American treasures, and the vast array of information accessible from its websites, the Smithsonian remains a valuable resource for the American people.

The Institution is full of surprises, big and small. But what we do best is no surprise: inspire the next generation of scholars, scientists, doctors, educators, innovators, entrepreneurs, and just ordinary folks who have questions to ask or simply want to learn more about the world around them. We provide people with a universal lens for learning, no matter where they live — all free of charge.

The Smithsonian is more innovative, disciplined, focused, nimble, and self-reliant than ever before. We are determined to expand access to new and diverse audiences, in keeping with our original mission. As we face both exciting new opportunities and imposing challenges, we will continue to take full advantage of our many strengths.



Wayne Clough
Secretary, Smithsonian Institution
November 2014



Smithsonian Institution

Budget, Performance, and Financial Snapshot Fiscal Year 2014

Mission: For 168 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.

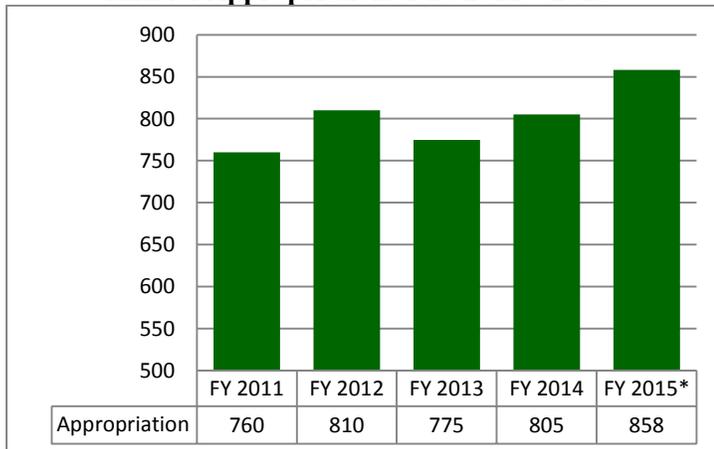
Organization: The Smithsonian is a unique institution — a vast national research and educational center that encompasses the museums for which it is famous as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and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

Personnel: The Institution’s workforce consists of more than 6,500 federal and non-federal employees and about 6,300 volunteers.

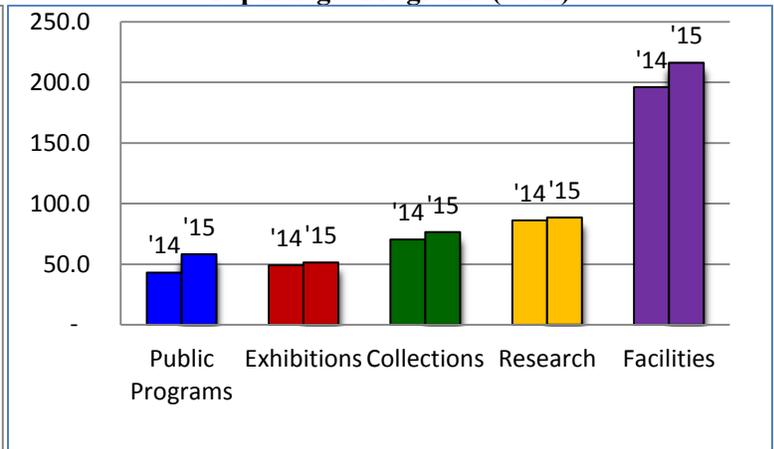
Budgetary Resources: The federal budgetary resources for FY 2014 totaled \$805 million. The Smithsonian’s FY 2015 budget request totals \$858 million (\$701 million for Salaries and Expenses, \$150 million for Facilities Capital, and \$7 million for the Opportunity, Growth, and Security Initiative).

Budget Snapshot (\$s in millions)

Annual Appropriations FYs 2011 – 2015



Top Budget Programs (S&E)



* FY 2015 represents budget request to Congress.

Performance Snapshot

Accomplishments: The Smithsonian had almost 27 million visits in FY 2014. Net income from Smithsonian Enterprises exceeded the Institution’s goal 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, Panama, and Belize.

Financial Snapshot

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

FY 2014 (\$s in millions)

Total Assets	\$ 1,738.3
Total Liabilities	\$ 395.8
Total Net Assets	\$ 1,342.5

SMITHSONIAN STRATEGIC PRIORITIES

STRATEGIC GOAL: EXCELLENT RESEARCH

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

Key Performance Indicator	Type	Prior-year data	CY 14 target	CY 14 actual
Number of peer-reviewed publications (calendar year).	Output	CY 2011: 1,923 CY 2012: 1,983 CY 2013: 1,990	2,000	1,617 (as of 11/1) 

STRATEGIC GOAL: BROADENING ACCESS

Reach new audiences and ensure that the collections, exhibitions, and outreach programs are relevant to all

Key Performance Indicators	Type	Prior-year data	FY 14 target	FY 14 actual
Number of physical visits to SI museums and the National Zoo.	Output. Indicator of museum/zoo success	FY 2010: 29.9 M FY 2011: 29.2 M FY 2012: 30.3 M FY 2013: 30.6 M	30.7 M	26.8 M 
Number of unique visitors to SI websites.	Output. Indicator of level of public use of SI resources via Web	FY 2011: 88.8 M FY 2012: 102.6 M FY 2013: 140 M	100 M Note: Revised counting method	99.9 M 

STRATEGIC GOAL: REVITALIZING EDUCATION

Inspire all generations of learners and turn knowledge into awareness, action, and results

Key Performance Indicator	Type	Prior-year data	FY 14 target	FY 14 actual
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2010: 4.3 M FY 2011: 4.6 M FY 2012: 4.7 M FY 2013: 5.0 M participants	5.2 M participants	4.5 M 

STRATEGIC GOAL: ORGANIZATIONAL EXCELLENCE

Strengthen organizational services which allow the Smithsonian to deliver on our mission

Key Performance Indicators	Type	Prior-year data	FY14 target	FY14 actual
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% FY 2013: 82%	Maintain 80+% level	81% 
Number of major capital projects meeting milestones.	Output	FY 2010: Met 10 of 11 FY 2011: Met 5 of 7 FY 2012: Met 3 of 5 FY 2013: Met 4 of 6	Meet milestones on all 7 major projects	5 of 7 
Dollar amount of fund raising (1) voluntary support (gifts) and (2) non-Government grants	Input	FY 2010: \$158.4 M FY 2011: \$182.1 M FY 2012: \$223.8 M FY 2013: \$223.3 M	\$180 M	\$222 M 
SI Government grants and contracts and non-government contract awards	Output	FY 2010: \$137.6 M FY 2011: \$150.1 M FY 2012: \$130.0 M FY 2013: \$ 137.4 M	\$150 M	\$149.7 M 

MANAGEMENT'S DISCUSSION AND ANALYSIS

MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For 168 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, including the new National Museum of African American History and Culture (NMAAHC), which is under construction, 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 138 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, history, and the sciences. The Institution preserves and displays many of our nation’s treasures, as well as objects that speak to our country’s unique inquisitiveness, bold vision, creativity, and courage. These treasures include the *Star-Spangled Banner*, the Hope diamond, Edison’s light bulb, the Wright Flyer, Lewis and Clark’s compass, the Apollo 11 Command Module, the *Discovery* space shuttle, the Lansdowne portrait of George Washington, and Mark Twain’s self-portrait.

Today, global forces are causing a massive sea change in our world that demands a bold path to meet the 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. To meet these new demands, the Smithsonian's Strategic Plan identifies four "Grand Challenges" which help focus institutional energies and resources on: 1) Unlocking the Mysteries of the Universe; 2) Understanding and Sustaining a Biodiverse Planet; 3) Valuing World Cultures; and 4) Understanding the American Experience. The Smithsonian is committed to advancing these Grand Challenges by broadening 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); revitalizing education (both formally and informally); working across disciplines; and pursuing excellence in public service at every opportunity.

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 needed to justify their continued support.

The Smithsonian is also working to improve its day-to-day performance and has numerous initiatives under way to advance financial management, use e-Government wherever possible, strengthen human capital planning and management, and more closely integrate budgeting with long-term performance goals. Specifically, the Secretary and his senior staff are conducting extensive reviews with the Institution's directors to assess the Smithsonian's performance against Institution-wide performance goals and integrate our budget with our performance objectives. In fiscal year (FY) 2014, the Smithsonian also:

- continued implementing its Strategic Plan, extending it to 2017;
- continued developing a comprehensive redesign effort to build a more efficient and inclusive Smithsonian in accordance with the Strategic Plan;
- continued implementing the Smithsonian Digitization Plan that describes how the Institution will digitize its resources for the widest possible public use;

- continued linking all funds to performance objectives;
- continued improving the Institution's performance plan so that it is linked directly to the Institution's financial reporting and budget formulation and execution structures; and
- continued refining 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 more than 6,500 combined federal and non-federal employees and more than 6,300 volunteers. Together, these individuals support the operations of the largest museum and research complex in the world. An organizational chart, included as Attachment A to this report, shows the Institution's operational structure in detail.

Highlights of Fiscal Year 2014 Accomplishments

The Smithsonian accomplished an unprecedented number of significant tasks in FY 2014, which continue to generate positive momentum for the future. For example, the Smithsonian Redesign initiative has led to an important re-organization of the Institution's administrative structure that is aligned with the Strategic Plan. It continues in a new form, with a focus on productivity, to help automate processes, measure and track progress, and improve efficiency. We now have a more integrated budget and performance goal processes that are better aligned with each other. In addition, with our new dashboard tool for reporting on key metrics, we can track progress on multiple fronts in real time as events occur. Smithsonian senior leadership continues to use lessons learned from the redesign to shape our efforts and units are using Redesign processes for program implementation.

Besides the highlights noted below, the Smithsonian was notified in FY 2014 that we ranked number two out of 23 mid-sized agencies as the *Best Places to Work in the*

Federal Government. Also, the District of Columbia Rehabilitation Services Administration recently recognized the Smithsonian with the *2014 Outstanding Employer Award* for outstanding service and commitment to providing career development opportunities to people with disabilities.

Attachment B highlights the Smithsonian's achievements in FY 2014, including:

1. Focusing on Grand Challenges

Examples of special and significant Smithsonian research/program/exhibit activities across the four Grand Challenges include:

- cutting-edge work in biogenomics that will address worldwide problems on disease transmission and environmental degradation;
- expansion of the Smithsonian's worldwide network of forest plots and their integration into a system of forest Global Earth Observatories (GEOs) that will advance the strategic goal of Excellent Research;
- expansion of the Tennenbaum Marine Observatories, MarineGEO, that seeks to replicate the forest GEOs' success and assess the health of coastal areas and the oceans at large;
- construct the Giant Magellan Telescope that will enable researchers to see distant stars 10 times more clearly than the Hubble telescope;
- support for the Smithsonian Environmental Research Center online database, *NEMESIS*, which tracks the movements of hundreds of invasive species along our nation's coastal regions;
- work by the National Museum of Natural History on the *Encyclopedia of Life*, which gathers and shares knowledge about all of the Earth's 1.9 million known living species;
- conservation-based training at the National Zoo's Smithsonian-George Mason University Conservation Studies Program at Front Royal, Virginia;
- assisting NASA's Jet Propulsion Laboratory with the *Curiosity's* mission on Mars; and

- a new *Bison Exhibit* and improvements to *Elephant Trails* and *American Trails* at the National Zoo, including the new Elephant Community Center.

2. Broadening Access accomplishments include:

- attracting almost 27 million personal visits to Smithsonian facilities;
- receiving nearly 100 million unique visitors at more than 245 Smithsonian websites (a 47 percent increase from last year);
- reaching all 50 states and 4.5 million visitors through the Smithsonian Institution Traveling Exhibition Service;
- increasing Smithsonian Affiliate membership to a total of 197 affiliates in 44 states, plus the District of Columbia, Puerto Rico, and the Republic of Panama;
- opening almost 100 new exhibitions;
- continuing the successful branding campaign, *Seriously Amazing*, which has attracted millions of online visitors and was previously named best website for Teaching and Learning by the American Association of School Librarians;
- increasing the use of social media technologies, such as YouTube, Facebook, and Twitter, which are specifically directed to reaching new audiences;
- implementing the Smithsonian Digitization Strategic Plan and make significant progress in digitization metrics and digitizing collection objects;
- launching new mobile applications (apps) and mobile websites;
- continuing to grow the Smithsonian TV cable channel audience, reaching millions of households.

3. Revitalizing Education successes include:

- collaborating with educators, and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages (e.g., ePals global partnership includes 800,000 schools);
- using a Department of Education grant to provide professional training to teachers and professional services to educators;

- hosting a series of workshops for teachers and students to establish Smithsonian leadership in the use of mobile technologies for informal learning;
- focusing on key areas, such as Science, Technology, Engineering, and Mathematics (STEM) education, and civic engagement;
- opening new education centers, such as:
 - Postal Museum, William H. Gross Stamp Gallery
 - Natural History Museum's Q?rius science education center;
- hosting the National Youth Summit (through the American History Museum and Smithsonian Affiliates) featuring *Freedom Summer* which included 8,000 students from all 50 states and five countries; and
- working with researchers, as well as colleagues across the country, to create hands-on, interactive experiences at numerous museums and research centers.

4. Crossing Boundaries achievements include:

- continuing a consortium in each Grand Challenge area to coordinate work and optimize efforts with our research partners. Since the Consortia began, 35 Grand Challenge projects, supported with \$3.1 million in seed funding, have produced 87 awards from external sources, totaling \$35.5 million;
- conducting successful idea fairs based on the four Grand Challenges and initiating challenging grants to effectively develop those ideas;
- finalizing a Memorandum of Agreement with the U.S. Patent and Trademark Office to explore American Innovation across the Smithsonian;
- negotiating a Memorandum of Understanding with the University of Tennessee – Batelle to formalize collaboration in the areas of science and education; and
- working with the Syrian Interim Government Heritage task force on developing protocols for securing museum collections during emergencies.

5. Strengthening Collections milestones include:

- exceeding our annual goal for digitizing the national collections and making more of them available to the public;
- implementing collections plans for all collecting units and incrementally improving the percentage of collections that meet or exceed unit-specific collections care standards; and
- finalizing the *Collections Space Framework Report*.

6. Enabling the Mission through Organizational Excellence has been fulfilled by:

- continuing the Smithsonian Redesign program to ensure additional process improvements;
- fund raising, private grants awards, business income, and endowment growth all exceeded Institution goals;
- continuing construction of the new National Museum of African American History and Culture building;
- completed renovating the historic Arts and Industries Building exterior structures, including roof and window replacements;
- renovating of the Carnegie Mansion at the Cooper-Hewitt, Smithsonian Design Museum in New York City, due to reopen in December 2014;
- continuing major renovation projects at the National Zoological Park, the National Museum of Natural History, and the National Museum of American History;
- opening a new, state-of-the-art laboratory at the Smithsonian Environmental Research Center in Edgewater, Maryland.

Fiscal Year 2014 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 non-federal resources. The financial data contained in the FY 2014 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 Institution'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 strength of the Institution, the Smithsonian faces significant challenges as it continues to serve the public with both engaging, modern exhibitions and groundbreaking scientific research and exploration.

In FY 2015, 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.

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 evaluated against goals and objectives. The five main fiscal year 2014 strategic goals of the Smithsonian follow: 1) Excellent Research; 2) Broadening Access; 3) Revitalizing Education; 4) Strengthening Collections; and 5) Enabling the Mission through Organizational Excellence.

The Institution further delineates and tracks numerous sub-goals within each of these five main goals. *The Annual Performance Report, Fiscal Year 2014* is located on the Smithsonian's public website at <http://www.si.edu/about/policies>.

HIGHLIGHTS OF FINANCIAL POSITION

Overview of Financial Data

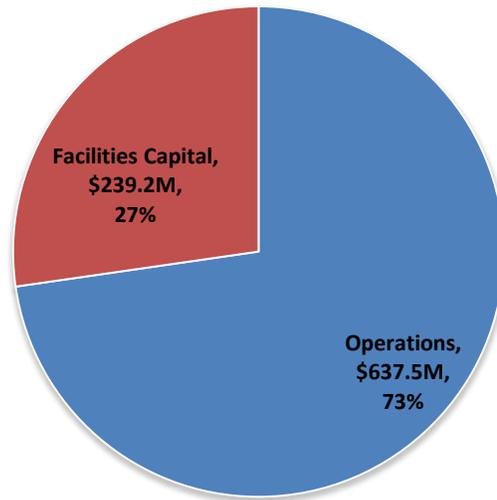
The Smithsonian's financial statements (e.g., balance sheet and statement of operations) and related footnotes, as included in the closing package, were prepared by the Institution. These financial statements can be considered complete and reliable as evidenced by the report provided by the independent 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 \$1,738.3 million, a 5.8 percent increase over the previous year. Approximately 85 percent of these assets are invested in property and equipment, with the balance of assets (approximately 15 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 50.2 percent of the Smithsonian's liabilities and include \$54 million of the unfunded liability for

impairment of fixed assets recorded for the first time in FY 2013. The unfunded liability was reduced from \$70 million as of September 30, 2013, to \$54 million as of September 30, 2014 as the Smithsonian refined its estimates of the underlying costs. The remaining liabilities (approximately 49.8 percent) are comprised of unexpended federal appropriations balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$173.3 million or 12.9 percent in FY 2014.

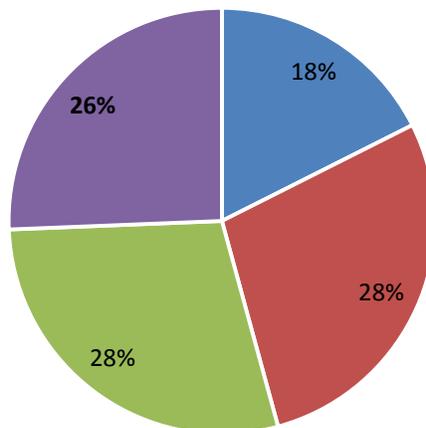
Statement of Operations: Federal appropriations recognized in the current fiscal year are \$876.7 million (including reimbursables and other of \$6.5 million) and represent an increase of \$74.9 million over the prior year (\$801.8 million). Of the total appropriations recognized in fiscal year 2014, approximately \$637.5 million (72.7 percent) were operating funds while \$239.2 million (27.3 percent) were construction funds, as shown in the graphs on the following page. Comparable recognized appropriation amounts from fiscal year 2013 were \$632.5 million for operating costs and \$169.3 million for construction projects. Total expenditures (including \$3.6 million in collections items purchased and estimated cleanup for FIN47) decreased by \$ 77.7 million to \$703.4 million (9.9 percent) from FY 2013 total expenditures of \$781.1 million. Excluding the decrease in non-operating expenses (\$15.6 million for the unfunded clean-up liability), total program and support expenses were up by \$5.8 million or 0.8 percent.

Federal Appropriations - FY 2014



■ Operations ■ Facilities Capital

Operating Expenses - FY 2014



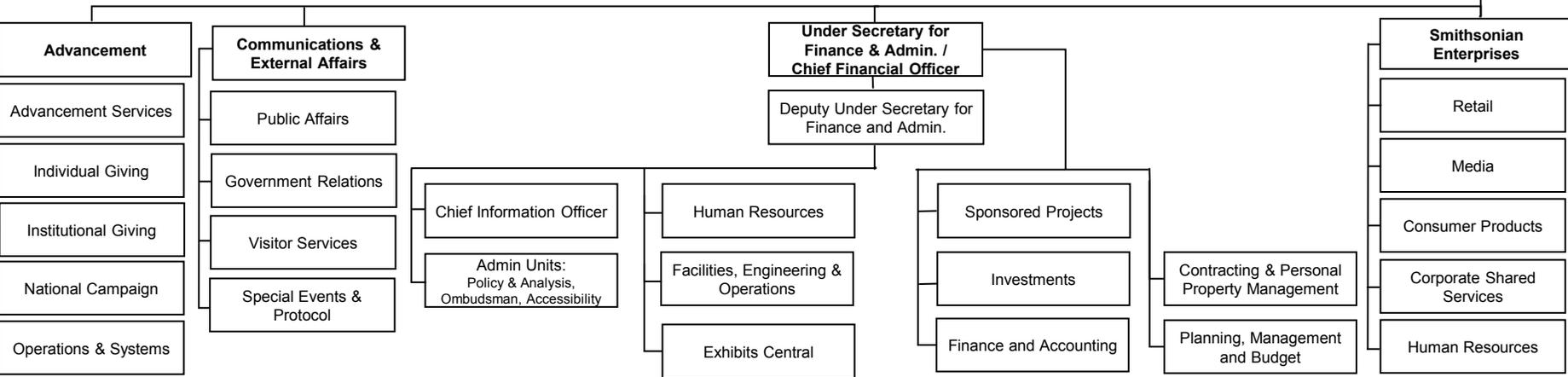
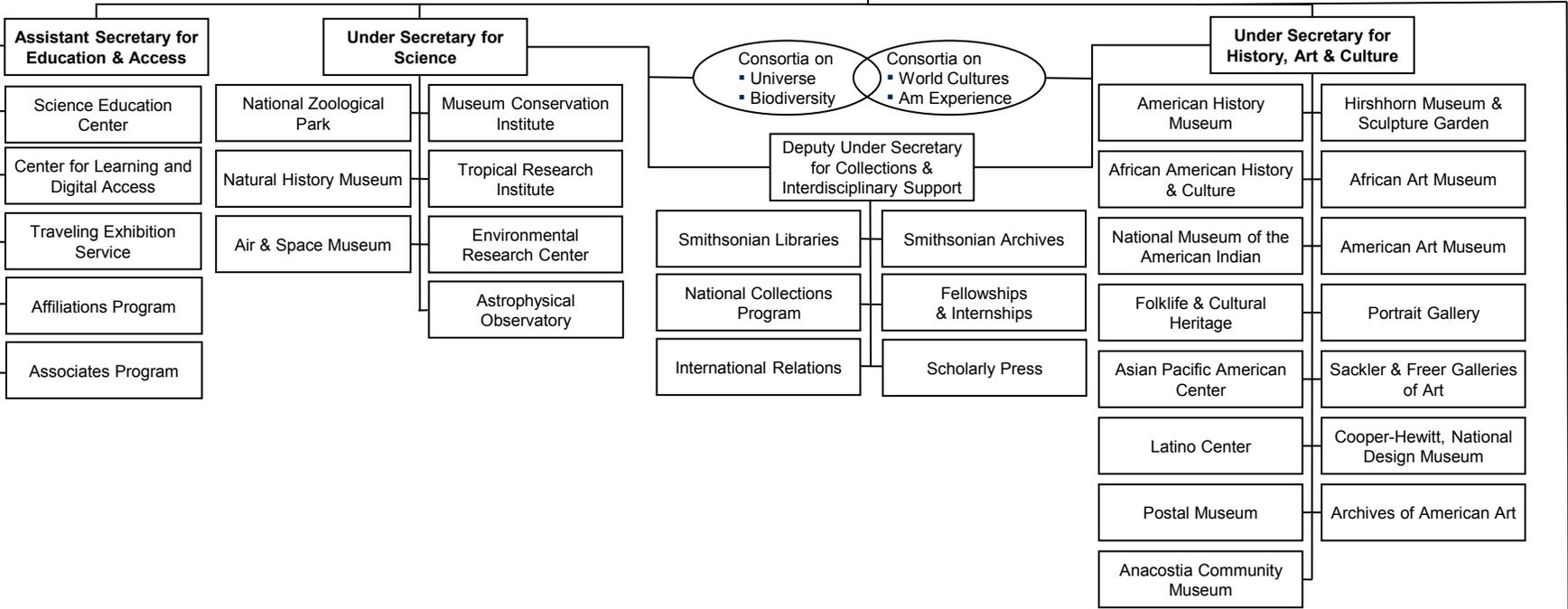
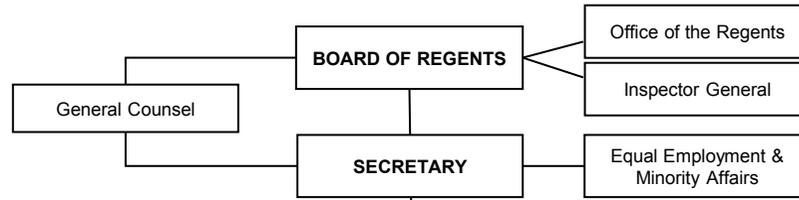
■ Research ■ Collections management
■ Education, public programs, and exhibitions ■ Administration and Advancement

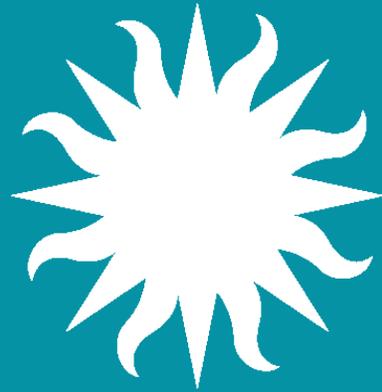
Federal spending for operations is the largest category of the Institution's budget and provides for pay and benefits, utilities, postage, rent, communications, new museum staffing, move-in and start-up expenses, information technology modernization, collections care, scientific instrumentation, security personnel, and facilities maintenance costs.

The remainder of the federal component of the Institution'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 service life, and often add capital value to the buildings and systems that form the Smithsonian's physical plant. Maintenance, which is funded in the federal Salaries and Expense appropriation, is the more routine repair and maintenance work that is 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.

Attachments

- Attachment A: Smithsonian Organizational Chart
- Attachment B: Smithsonian Highlights in Fiscal Year 2014





Smithsonian Institution

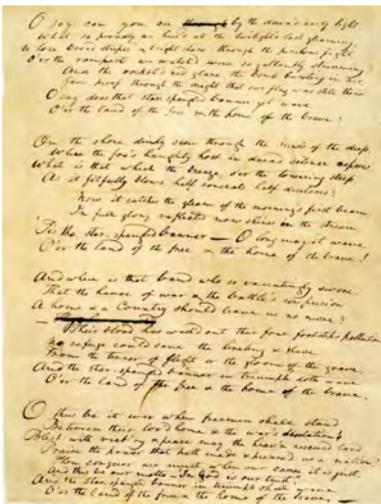
Fiscal Year 2014 Highlights

Attachment B

SERIOUSLY AMAZING®

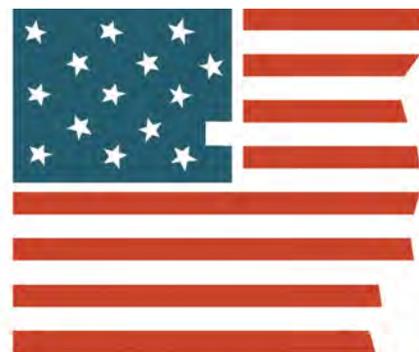


On September 14, 1814, U.S. soldiers at Baltimore's Fort McHenry raised a huge American flag to celebrate a crucial victory over British forces during the War of 1812. Two hundred years later, in 2014, the Smithsonian launched a year-long bicentennial celebration of the Star-Spangled Banner.



The keystone event was the *Raise it Up!* celebration on Flag Day, featuring the Anthem for America concert on the National Mall. In addition, the Maryland Historical Society lent the Smithsonian Francis Scott Key's original manuscript of the "Star-Spangled Banner" lyrics, thus uniting it with the flag Key saw at "dawn's early light."

For the first time, visitors were able to see the 30-by-34-foot flag and the manuscript side by side in the banner's permanent home in the National Museum of American History.



ANTHEM *for* AMERICA

STAR-SPANGLED BANNER ☆ 1814-2014

SMITHSONIAN STRATEGIC PLAN PRIORITIES

FOCUSING ON GRAND CHALLENGES

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

3

UNDERSTANDING THE AMERICAN EXPERIENCE

4

UNLOCKING THE MYSTERIES OF THE UNIVERSE

5

VALUING WORLD CULTURES

6

STRENGTHENING COLLECTIONS

7

BROADENING ACCESS

9

CROSSING BOUNDARIES

16

REVITALIZING EDUCATION AND EXPANDING OUTREACH

17

ORGANIZATIONAL EXCELLENCE

18

CONSTRUCTION AND RENOVATION PROJECTS

19

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

Scientists from the National Museum of Natural History played a significant role in discovering the fossils of **Anzu wyliei**, a bird-like dinosaur previously unknown to science. The species lived more than 66 million years ago and belongs to the Oviraptorosauria group of dinosaurs. The fossils provide, for the first time, a detailed picture of the anatomy, biology, and evolutionary relationships of North American oviraptorosaurs.



The Smithsonian's **Tennenbaum Marine Observatories Network** is a global marine biodiversity project to monitor the ocean's coastal ecosystems over a long period of time. In FY 2014, Dr. Emmett Duffy, a renowned marine biologist, led the first worldwide network of coastal ecological field sites, standardizing measurements of biological change.

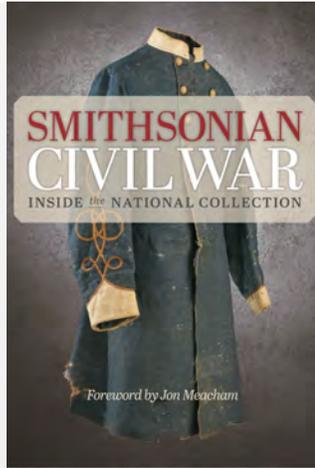
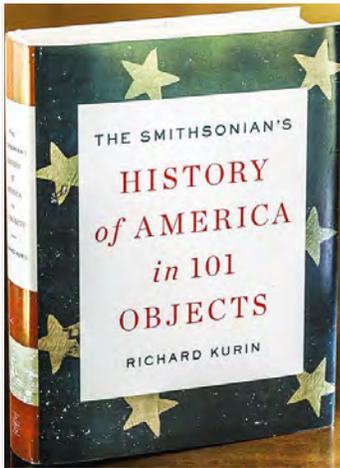
Through September, the National Museum of Natural History displayed the exhibition **Genome: Unlocking Life's Code**. NMNH staff organized the exhibition and related programs in collaboration with colleagues at the National Institutes of Health. The exhibition is now on a four-year North American tour. Our cutting-edge work in biogenomics will make the Smithsonian a world leader in researching genome-scale questions about animals, plants, and ecosystems.



The Smithsonian Libraries' exhibition **Once There Were Billions: Vanished Birds of North America** explores the fragile connections between species and their environment. The exhibition features extinct specimens from the National Museum of Natural History's Division of Birds, including Martha, the last passenger pigeon. Books in the exhibition come from the Smithsonian Libraries and illustrations come from the Biodiversity Heritage Library, a global project that is digitizing and freely sharing biodiversity publications with users around the world.

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING THE AMERICAN EXPERIENCE



This year, the Smithsonian published two books that showcased its American collections. Written by Richard Kurin, Under Secretary for History, Art, and Culture, the *History of America in 101 Objects* chronicles America through national treasures found in the Smithsonian's vast collections. The *Smithsonian Civil War* book focuses on the Institution's Civil War collections. Each of the 150 entries in the book tells a Civil War story illustrated by objects handpicked by Smithsonian curators and historians.

The National Museum of African American History and Culture is scheduled to open in 2016. Marked by a developing superstructure and numerous giant cranes hovering over the National Mall, construction is proceeding at a rapid pace. The project is funded with both federal appropriations and private donations.



In February, the Asian Pacific American Center opened *Beyond Bollywood: Indian Americans Shape the Nation*. The exhibition details the history of Indian Americans and their contributions to the United States. Another exhibition that celebrated a vibrant American community was the American Art Museum's *Our America: The Latino Presence in American Art*. The show presents the contributions of Latino artists in the United States since the mid-20th century.

Also in February, the National Portrait Gallery opened *American Cool*, an exhibition that featured 100 photographs of the men and women who contributed an original artistic vision to American culture and are symbolic figures of their time. Subjects emerged from a variety of fields: art, music, film, sports, comedy, literature, and political activism. The show also featured music created by 10 of its jazz, blues, and rock-and-roll artists.



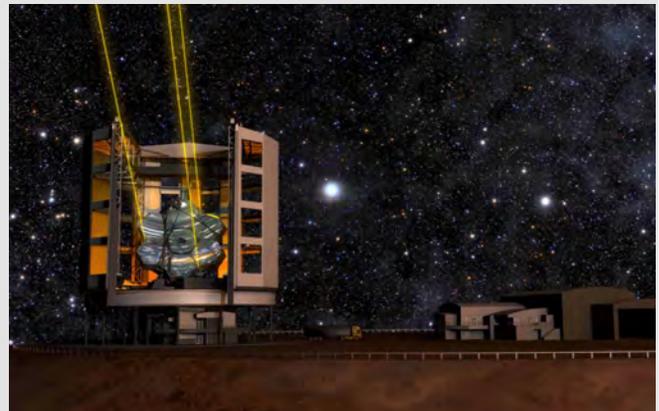
GRAND CHALLENGES HIGHLIGHTS

UNLOCKING THE MYSTERIES OF THE UNIVERSE



July marked the 15th anniversary of the **Chandra x-ray Observatory's** launch. Chandra's precise x-ray images of cosmic phenomena make it one of the world's most powerful tools for astrophysical research. Smithsonian Astrophysical Observatory (SAO) scientists and engineers played a vital role in the design, development, and building of Chandra. Today, SAO hosts the Chandra X-ray Center for NASA. The Center manages the satellite, processes the data, and distributes it to scientists worldwide.

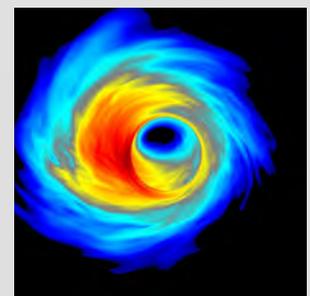
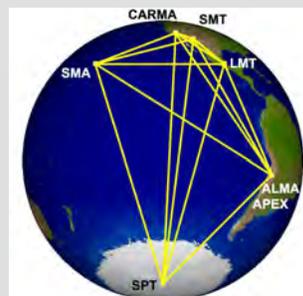
The next-generation, ground-based **Giant Magellan Telescope (GMT)** is being developed collaboratively by SAO and nine other research institutions. The GMT will use seven of the largest precision mirrors ever made to form a telescope 25.4 meters in diameter. The GMT will produce images 10 times sharper than the Hubble Space Telescope. In 2014, the GMT project successfully passed a series of rigorous design reviews, and is now poised to enter the construction phase.



The Smithsonian is a leader in the study of the planet Mars. In January, the National Air and Space Museum opened the exhibition ***Spirit and Opportunity: 10 Years Roving Across Mars***. The show chronicled NASA's Mars Exploration Rover mission, which has helped shape a new view of the planet's evolution. In July, NASM geologist Rossman P. Irwin III won a **2013 Presidential Early Career Award** for scientists and engineers. Dr. Irwin was recognized for his research in exploring how water has helped shape the Martian landscape.



Funded by a grant from the National Science Foundation, the **Event Horizon Telescope (EHT)** is an SAO-led project that links radio dishes around the world to form an Earth-sized telescope. Once complete, the EHT will be able to resolve and image the supermassive black hole at the center of the Milky Way, giving astronomers their first look at an event horizon — the point where gravity is so strong that even light cannot escape.



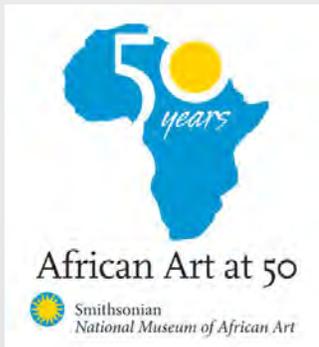
GRAND CHALLENGES HIGHLIGHTS

VALUING WORLD CULTURES



Since 1967, the **Smithsonian Folklife Festival** has celebrated communities and cultures from around the globe. This year's Festival offered approximately one million visitors dynamic programming focused on the diverse and rich cultures of China and Kenya as well as a concert to celebrate the legacy of American folk singer Pete Seeger.

The Smithsonian is a leader in cultural heritage preservation. Highlights of FY 2014 include signing a memorandum of understanding with the U.S. Committee of the Blue Shield to provide damage-prevention training for U.S. military and U.S. Customs Enforcement personnel. In June, the Smithsonian and its partners held a training program on emergency care for Syrian museum collections. The exhibition ***Monuments Men: On the Frontline to Save Europe's Art, 1942-1946*** at the Archives of American Art highlighted heritage preservation efforts during World War II.



The Smithsonian's **National Museum of African Art** celebrated its **50th anniversary** in 2014, presenting a series of public programs and exhibits to commemorate the opening of the Museum founded by Warren Robbins. The anniversary year will honor Robbins' vision of "cross-cultural communication through education in the arts of Africa."

Last fall, the Arthur M. Sackler gallery opened ***Yoga: The Art of Transformation***, the first ever exhibition about the visual history of yoga. The show explored yoga's rich diversity and historical transformations, and featured more than 130 objects from around the world. Highlights included 10th century stone yogini goddesses, striking folios and artwork, and a Thomas Edison film about India. Public programming included a festival, workshops, symposia, and yoga classes.

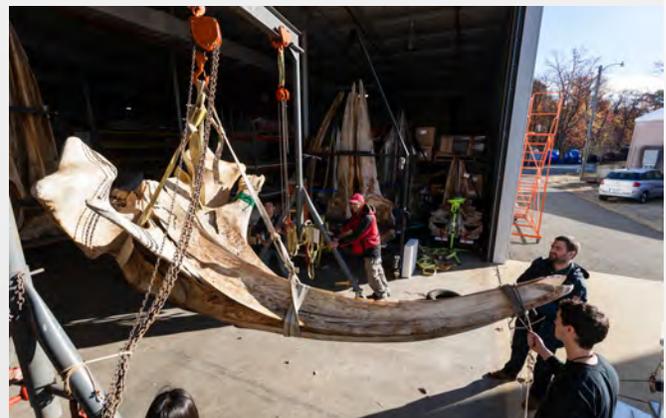


STRENGTHENING COLLECTIONS



On April 15th, the National Museum of Natural History accepted delivery of a nearly complete **Tyrannosaurus rex skeleton**. The skeleton, on loan for 50 years from the U.S. Army Corps of Engineers, was discovered on federal land in 1988 by Montana rancher Kathy Wankel. Called the Nation's T. rex, it will be the centerpiece of the Museum's new 31,000-square-foot dinosaur and fossil hall, which is slated to open in 2019. The hall is currently undergoing the most extensive exhibition renovation in the Museum's history.

In December, the National Museum of Natural History acquired its first complete skeleton of a **North Atlantic right whale**. Genetic testing of the whale's tissues revealed that the specimen is a male named Tips, whose life in the open ocean was tracked by researchers. Scientists plan to study Tips' skeleton in the context of his documented life history, and they hope to improve their understanding of right whale populations and ocean wildlife sustainability.



Construction on the National Museum of African American History and Culture reached a significant milestone in November 2013 with the arrival and installation of two of the largest signature artifacts acquired by the Museum: a restored segregation-era **railway car** and an early 20th-century **guard tower** from the Angola prison in Louisiana. The items will be on display in the Segregation Gallery as part of the inaugural exhibition *Defending Freedom, Defining Freedom: Era of Segregation 1876–1968*.



STRENGTHENING COLLECTIONS



The Smithsonian's National Zoo and Conservation Biology Institute are leaders in science, conservation, and sharing knowledge to save wildlife and habitats. Many of this year's animal births were to **vulnerable and endangered species**. Highlights include the Micronesian kingfisher, short-eared elephant shrew, fishing cat, scimitar-horned oryx, black-footed ferret, and red panda.

In honor of its 125th anniversary, the National Zoo is once again home to American bison, the animal that began the Zoo's living collection in 1889 and sparked the conservation movement. The **American Bison exhibit** opened to the public in August and features two bison, Zora and Wilma, who both weigh more than 500 pounds. The exhibit serves as a reminder that we can save wildlife and their habitats.



Zora

Wilma



The Zoo's **three new female Asian elephants**—Kamala, Swarna, and Maharani—made their public debut at the Elephant Trails exhibit on June 23. After arriving at the Zoo, the elephants spent 30 days in quarantine, per standard procedure. On loan from the Calgary Zoo in Canada, they join the Zoo's herd of four Asian elephants.

March came in like a lion—**four lions**, to be exact—when 9-year-old African lioness Shera gave birth to a litter at the Great Cats exhibit. Their delivery on March 2 spanned a seven-hour period. These cubs are the second litter for Shera and the fifth for 8-year-old father, Luke. Luke also sired 10-year-old Nababiep's two female cubs born in January.

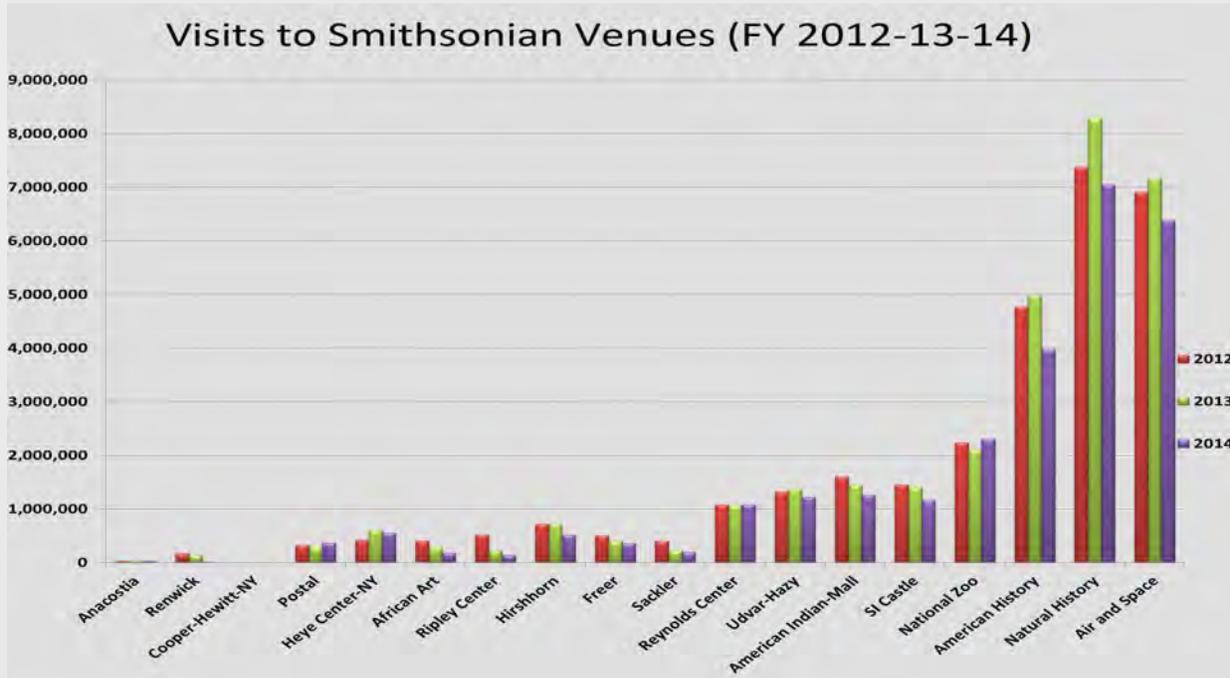


BROADENING ACCESS

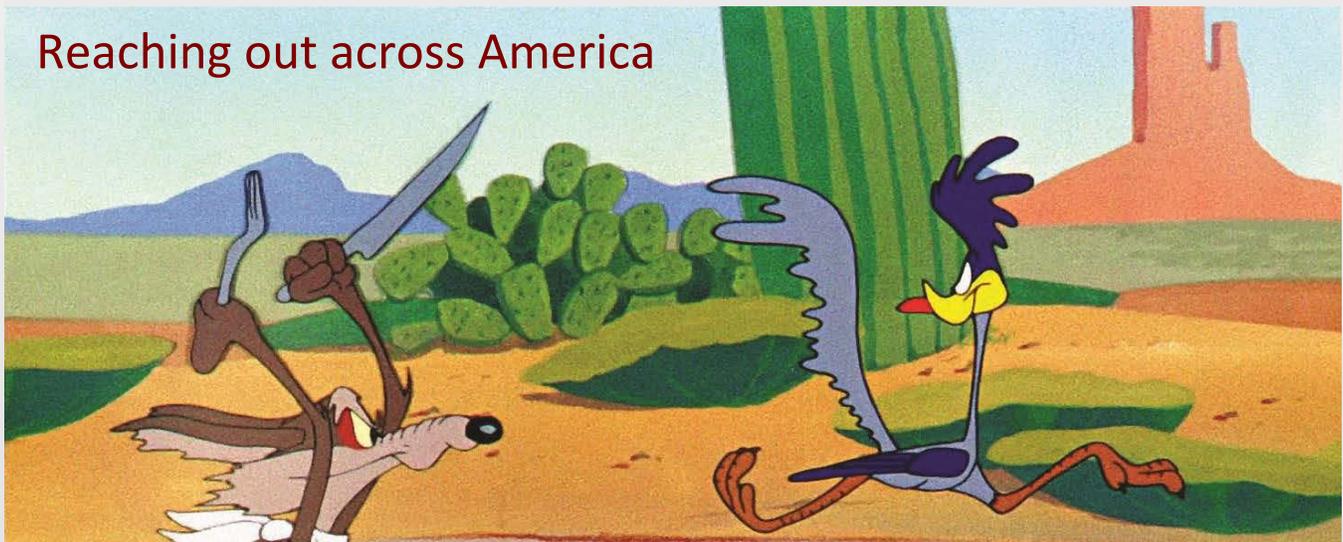
IN PERSON VISITS

At Smithsonian Venues

In fiscal year 2014, the Smithsonian recorded 26.8 million visits by the public to its museums and exhibition venues in Washington DC and New York City, plus the National Zoo in Washington and the National Air and Space Museum's Steven F. Udvar-Hazy Center in Northern Virginia.



Reaching out across America



The Smithsonian Traveling Exhibition Service sent 41 exhibitions to 263 cities in all 50 states, Washington, DC, Australia, Canada, Guam, and Puerto Rico, where they were seen by 4.5 million people. A highlight was the opening of *What's Up, Doc? The Animation Art of Chuck Jones*, in partnership with The Academy of Motion Picture Arts and Sciences, the Chuck Jones Center for Creativity, and the Museum of the Moving Image.

Film still courtesy Warner Bros. Looney Tunes Characters © & TM Warner Bros.

BROADENING ACCESS

ENGAGING MILLIONS MORE

Through Web, Social Media and Mobile Apps

The Smithsonian counted **99.9 million** unique visitors to its websites. Social media activity via Facebook, Twitter, Pinterest, Tumblr, and other platforms grew as well. The Smithsonian now has more than **2.9 million** Facebook user “likes” and **2.6 million** Twitter followers.



138 Facebook pages
2,917,418 likes



97 Twitter feeds
2,554,549 followers

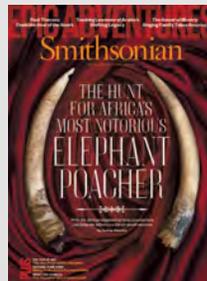
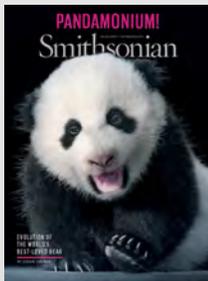


54 YouTube channels
90,029,461 views



1M+ people reached through mobile websites and apps

Through Magazines and Cable



Audience: Smithsonian Magazine 7.2M
Air & Space Magazine 1M

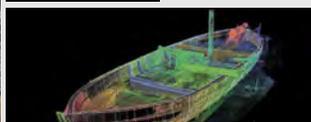
Smithsonian Channel Audience:
35M homes

BROADENING ACCESS

BUILDING THE DIGITAL SMITHSONIAN

Throughout his tenure at the Institution, Secretary Wayne Clough has studied the myriad of digital initiatives staff have undertaken to broaden access to the Smithsonian's vast treasures. He has also reached out to leaders of peer institutions to learn how they are managing the "digital revolution." In FY 2013, he compiled the information he'd gathered in an e-book titled ***Best of Both Worlds: Museums, Libraries, and Archives in a Digital Age***. To date, the book has been downloaded nearly 25,000 times, and response from readers around the world has been enthusiastic.

**"For years, the vast resources of the Smithsonian were powered by the pen. They can now be powered by the pixel."
– Smithsonian Secretary Wayne Clough**



DELIVERING ON THE PROMISE OF THE DIGITAL SMITHSONIAN



By digitizing its collections and adopting new interactive tools, the Smithsonian can engage billions of people worldwide and power collaboration across nations and disciplines. At the same time, the Institution is cognizant of the challenges involved. New technologies emerge daily, and the 138 million objects in our collections range in composition and complexity. To gain Institution-wide synergy and focus, the Smithsonian released a digital action agenda, entitled ***Delivering on the Promise of the Digital Smithsonian***. The document outlines a strategy for achieving the following priorities:

1. Use technology to enhance the visitor experience.
2. Digitize the collections.
3. Make digital content easy for the public to find and use.
4. Spark engagement and participation among learners everywhere.

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 1: ENHANCE THE VISITOR EXPERIENCE

Building in Digital from the Ground Up



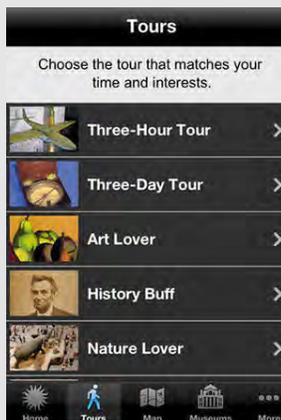
The promise of digital technology is at the heart of the Cooper Hewitt, Smithsonian Design Museum’s renovation of its historic facilities in New York City. Leading-edge technology will enable every visitor to the Museum to become active in the design process through a series of **integrated, interactive experiences** across all floors. Cooper Hewitt is set to reopen in December 2014.

In May, the **Augmented Reality Dinosaurs** exhibition opened in the National Museum of Natural History. The digital company Appshaker created a project that allows Museum visitors to interact “virtually” with dinosaurs such as T. rex, Triceratops, and Troodon in a setting that represents their ancient natural habitat.



Giving Visitors Mobile Tools

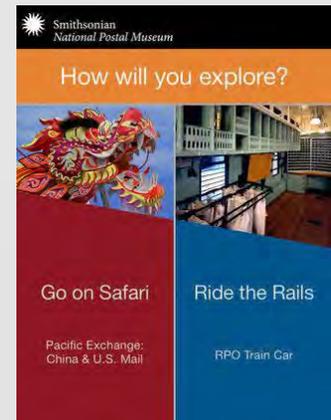
Smithsonian Tour App



Pilot Pals App Air and Space Museum



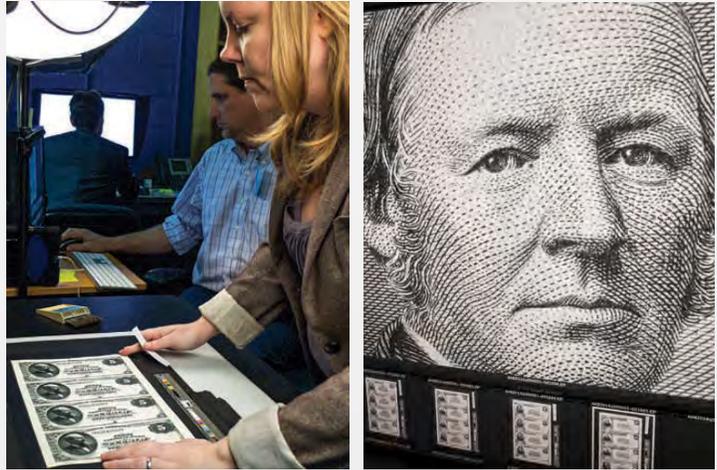
MagnifiAR App Postal Museum



PRIORITY 2: DIGITIZE THE COLLECTIONS

Moving Forward on a Monumental Task

In FY 2014, staff across the Institution made strong progress in their efforts to create electronic records for 138 million objects and specimens in the collections and digital surrogates (images, audio and video). In August, the Smithsonian launched its **Transcription Center** website to the public. The website is designed to leverage the power of crowds to help unlock the content inside thousands of digitized images such as handwritten Civil War journals, personal letters from famous artists, 100-year-old botany specimen labels, and examples of early American currency. Increasing the rate of digitization, while maintaining the highest quality standard, is a focus of digitization activities. At the National Museum of Natural History, 45,000 bumble bees were digitized in eight weeks! Many of the Institution's workflows now integrate the Transcription Center into the digitization process, where volunteers transcribe data from the digital images to make the collections searchable.



Showing leadership in 3D



The Smithsonian established global leadership in 3D digitization with the launch of Smithsonian X 3D in the fall of 2013. The initiative brings museum treasures to every American home and classroom by applying cutting-edge 3D technology to one-of-a-kind objects such as the 1903 Wright Flyer, Lincoln's life masks, a 1500-year-old Buddha sculpture, a prehistoric fossilized whale, and a super nova. President Barack Obama became the first sitting American president to have his portrait created through 3D imaging and printing technologies. In addition, approximately 200 bones of the Nation's T. rex were digitized in 3D. Scientists will use this to design a pose for the dinosaur, while the public will be able to access the data for 3D printing.

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 3: MAKE CONTENT EASY TO FIND AND USE

Providing Innovative Tools for Search and Discovery



The Cooper Hewitt, Smithsonian Design Museum's website features online exhibitions showcasing the Museum's objects, from jewelry to textiles to furniture. One of the most popular features lets users search the entire collection by color, offering a palette of 118 hues from which to choose.

The National Museum of the American Indian's **Infinity of Nations** app, available in English and Spanish, turns users' mobile phones into an electronic tour guide. Users experience the tremendous scope of the Museum's collections, and can explore objects specially selected for their aesthetic, cultural, and historic significance.



Improving Access for Visitors with Disabilities



The **Access American Stories** app is a bilingual (Spanish/English) crowdsourced audio experience and companion to the *American Stories* exhibition at the National Museum of American History. Designed to increase accessibility for the visually impaired, the app offers new ways of seeing 100 of America's historical objects through the eyes of both visitors and Museum staff.

Creating Linkages

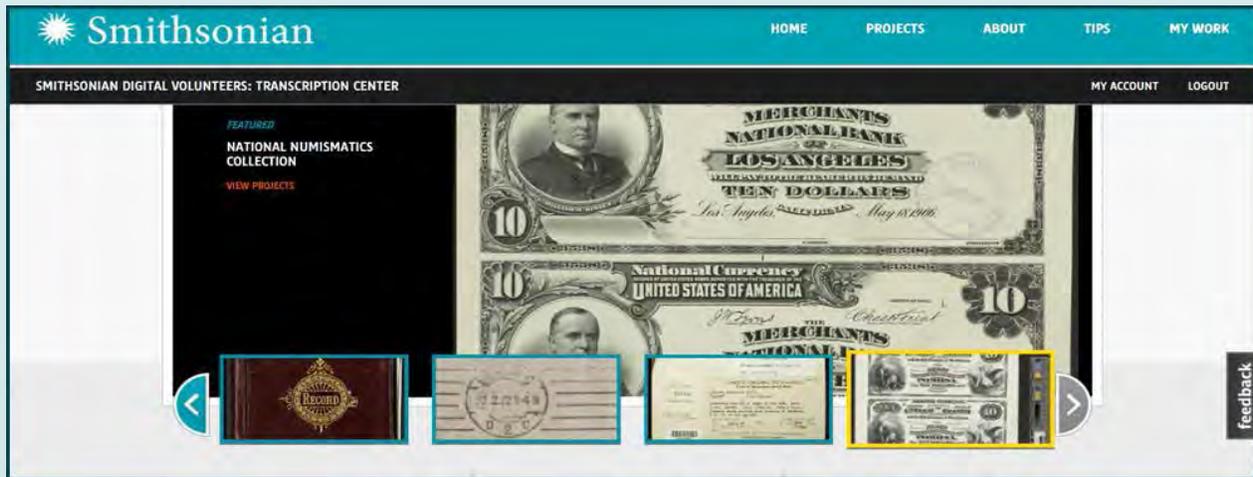
The Smithsonian is an important contributor and content provider to the **Digital Public Library of America** (DPLA), now in its second year of public launch. Smithsonian contributions stand at nearly 900,000 collection item metadata records, with content representing 10.5 percent of DPLA traffic in FY 2014. The DPLA is an important entry point for citizens and scholars to the Smithsonian's cultural, artistic, and scientific resources.



DIGITAL PUBLIC LIBRARY
OF AMERICA

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 4: SPARK ENGAGEMENT AND PARTICIPATION



Through the **Smithsonian Transcription Center**, the Institution works hand in hand with digital volunteers to transcribe historic documents and collection records to facilitate research and excite the learning in everyone. The Center's volunteer corps includes almost 4,000 active transcribers, who have so far processed more than 37,000 pages of material.

Last November, the National Zoo launched an **online voting contest** to help name its new giant panda cub. With an impressive 127,000 votes cast, the winning name was Bao Bao, meaning “treasure” or “precious.” Bao Bao remained a fan favorite in the **Smithsonian Summer Showdown**, an online contest to select the one thing that says “Smithsonian” more than anything else. The public selected Bao Bao as the winner, with more than 90,000 votes cast!



CROSSING BOUNDARIES



On April 15, 2014, the National Museum of Natural History welcomed the **Nation's T. rex** to the Smithsonian Institution. The Tyrannosaurus rex specimen, on long-term loan from the U.S. Army Corps of Engineers, is the Museum's first nearly complete T. rex skeleton. In a special ceremony, the specimen was presented to NMNH director Kirk Johnson by its discoverers Kathy and Tom Wankel, along with Corps of Engineers Commanding General, Lieutenant General Thomas P. Bostick. The dinosaur will be the centerpiece of the Museum's renovated fossil hall, slated to open in 2019.

The Biodiversity Heritage Library (BHL), created by a Smithsonian-led consortium of natural history and botanical libraries, is creating a “biodiversity commons” where scientists can scan the millions of pages entered to date and find the taxonomic literature that resides in individual journals and museum collections. BHL puts everything in one place, saving precious time and facilitating discovery. BHL is made up of 21 members and affiliates, and now contains over 144,000 volumes and 44 million pages.



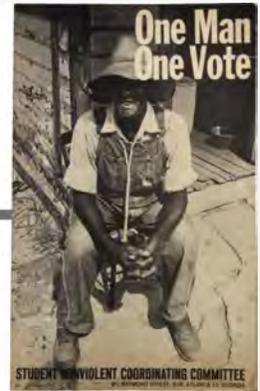
The Smithsonian works with its Federal counterparts in many ways. In June, the Institution and the Department of Energy's **Oak Ridge National Laboratory** announced a new partnership to support collaborative research programs and education efforts in the areas of climate change, human-environment interactions, genomics, computational sciences, bioinformatics, data analytics, and STEM education. In February, the Smithsonian partnered with the **U.S. Department of State** and the **National Park Service** to deliver an online conference series entitled **Diplomacy in Action**. The Institution's ongoing partnerships include those with the **U.S. Patent and Trademark Office** and the **Agency for International Development**.

REVITALIZING EDUCATION



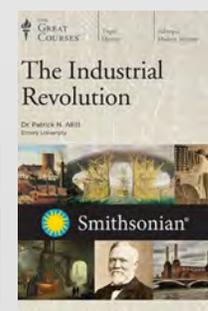
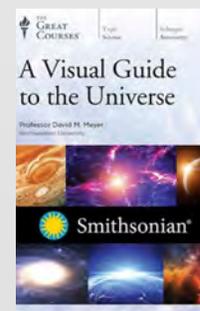
In December 2013, the **Q?rius** space opened in the National Museum of Natural History. The space is a first-of-its-kind interactive and experimental environment — part lab, part collections vault, part DIY garage, part hangout, and all fun. Q?rius offers visitors the opportunity to discuss real-world questions with scientists and interact with thousands of authentic objects.

The Smithsonian Affiliates program includes 197 organizations in 44 states, Puerto Rico, and Panama. In FY 2014, the program sponsored exciting educational collaborations engaging thousands of participants. Opportunities included the **National Youth Summit** webcasts with on-site activities focused on the 50th anniversary of Freedom Summer; workshops on Asian Pacific American history and community storytelling; and a series of webcasts connecting youth around the country with Q?rius.



The Smithsonian Associates hosted an eight-week **summer camp program**, consisting of 86 camps and serving 1,398 campers. The camp series included titles such as “Soldiers and Dioramas,” “Pinhole Photography,” “Invention Convention,” and “Sound and Sculpture Jam.” New this summer was the addition of full-day kindergarten camps in collaboration with the Smithsonian Early Enrichment Center. Campers visited all the Mall museums as well as the National Zoo, Udvar-Hazy Center, and SERC.

In May, the Smithsonian and The Great Courses announced a 10-year licensing agreement to produce **new courses** devoted to history, science, culture, travel, music, and the arts. Also in FY 2014, the Smithsonian entered into an agreement to produce educational content with edX, the Harvard-MIT Massive Open Online Course (MOOC) platform.



ORGANIZATIONAL EXCELLENCE

LEADERSHIP



Wayne Clough

Secretary Wayne Clough has announced that he will retire from his position at the Smithsonian on December 31, 2014, after serving more than six years as head of the Institution. Under Secretary Clough, the Smithsonian launched its first comprehensive, collaborative strategic plan, which laid the foundation for the goals he wanted to achieve. Focused on four Grand Challenges—biodiversity, world cultures, the universe, and the American experience—the plan encompasses numerous projects and encourages entrepreneurship. The Secretary continues to deliver on the promise he made upon announcing his retirement last fall: “Advancing the Smithsonian’s mission remains my priority. We’ve made a lot of progress, but there is always more work to do. I will continue working with our dedicated staff in the coming year to keep moving the Smithsonian forward to be a self-reliant, vibrant, relevant organization.”

Dr. David J. Skorton was elected the 13th Secretary of the Smithsonian by the Institution’s Board of Regents in March 2014; he will officially assume his position in July 2015. Dr. Skorton, a board-certified cardiologist, is currently the president of Cornell University. He is also a professor in the Departments of Medicine and Pediatrics at Weill Cornell Medical College, and in the Department of Biomedical Engineering at the College of Engineering. As an ardent and nationally recognized supporter of the arts and humanities, Dr. Skorton has called for a national dialogue to emphasize the importance of funding for these disciplines. He asserts that supporting the arts and humanities is a wise investment in the future of the country. Dr. Skorton will be the first physician to lead the Smithsonian.



David Skorton

New Appointees to the Smithsonian Board of Regents



John Fahey



Risa Lavizzo-Mourey



Michael Lynton

New Directors



Melissa Chiu
Hirshhorn Museum
and Sculpture Garden



Matthew Larsen
Smithsonian Tropical
Research Institute

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

Smithsonian Environmental Research Center, Mathias Laboratory



\$55.2 million total project cost. SERC opened the new Lab in September 2014. The project eliminated trailers that housed lab space and offices; renovated and reconfigured the Mathias Lab; and created replacement labs that meet national standards. The 95,000-square-foot project uses sustainable technologies and building materials that will yield substantial reductions in energy and maintenance costs.

Cooper Hewitt, Smithsonian Design Museum

\$73.7 million total project cost.

The New York City Museum is based in the Andrew Carnegie Mansion and has undergone extensive renovations. The project increased exhibit space in the mansion by 70 percent. The Museum will reopen to the public in December 2014. Total project costs include \$28.3 million in federal funds and \$45.4 million in private funds.



National Museum of Natural History, Paleo Hall



\$93.0 million total estimated project cost.

The Paleo Hall in Natural History will house the dinosaur exhibition *Deep Time*. Total project costs include \$45 million in federal funds and \$48 million in private funds. The renovation is scheduled for completion in December 2017 and the gallery is expected to open in 2019.

CONSTRUCTION, RENOVATION AND FACILITIES PROJECTS

Smithsonian Tropical Research Institute, Gamboa Laboratory Facilities



\$23.8 million total estimated project cost.

The Smithsonian Tropical Research Institute is building a new terrestrial science lab to replace outdated facilities on its recently acquired Gamboa site. This project is funded with \$20.3 million in federal funds and \$3.5 million in trust funds. Members of the Smithsonian National Board attended the ground breaking in 2012, with completion expected in 2015.

\$540 million total estimated project cost.

With 53 percent of construction complete, the new African American Museum on the National Mall is scheduled to open to the public in 2016. The steel superstructure has reached roof level and work has started on the exterior glass enclosure. Total project costs include \$270 million in federal funds and \$270 million in private funds.

National Museum of African American History and Culture



National Museum of American History



\$135 million total estimated project cost.

This is the third phase of renovations at American History, and focuses on three West Wing public spaces and the relocation of the Alexander Calder sculpture. The project will redefine the visitors' experience, clarify circulation, and upgrade systems and windows. Total project costs include \$58 million in federal funds and \$77 million in private funds.

National Zoological Park General Services Building

\$31.9 million total estimated project cost.

Phase II includes \$31.9 million for the General Services Building (GSB) construction and replacement of an adjacent retaining wall. Federal funding is programmed from fiscal years 2012–2015. The project was awarded in May 2013 and is 54 percent complete, with a planned completion in August 2016.

Renwick Gallery Renovation

\$32.8 million total estimated project cost.

The Renwick was in need of major renewal to address failing utilities infrastructure, and life-safety issues, repair the roof, upgrade restrooms, and modernize security. Funded with \$17.8 million in federal funds and \$15 million in trust funds, the construction contract was awarded in March 2014 and project completion is scheduled for July 2015.

Freer Gallery of Art Humidification System Upgrade

\$9.4 million total estimated project cost.

The Freer Gallery of Art will close in January 2016 for a renovation project to upgrade its heating and humidification systems. Funded with \$9.4 million in federal funds, the construction is expected to last two years, with a reopening scheduled in the spring/summer of 2017.

National Museum of Natural History Southeast Main Building Ground Floor Renovation

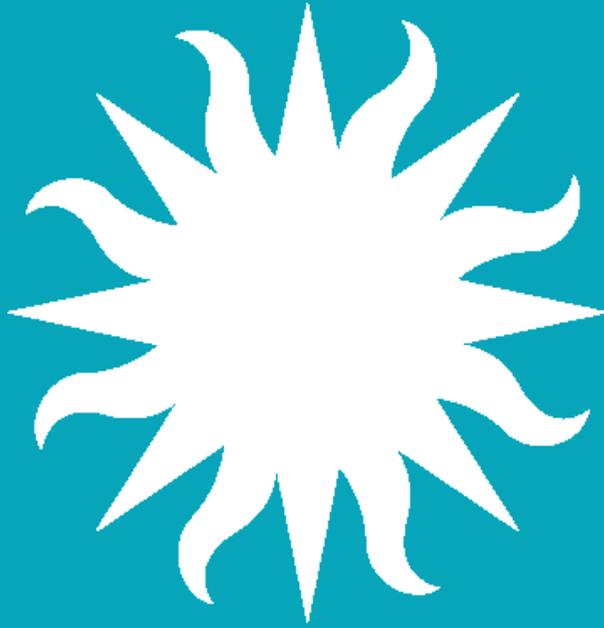
\$24.5 million total estimated project cost.

This renovation, electrical upgrade and HVAC replacement, is essential to the overall Paleo Halls/*Deep Time* exhibit. The renovation of the Southeast Quad will provide major upgrades to central utility spaces critical to the operation of the Museum and new Paleo Halls. Project completion is scheduled for April 2016.

National Air and Space Museum Major Renovations

Total estimated project cost to be determined.

A multi-year, multi-phase building systems and envelope renovation project will replace the building's marble façade and replace the mechanical systems. In addition, interim revitalization of restrooms, vertical transportation, and other infrastructure improvements must continue to keep the Museum open to the public and staff. The envelope and building systems renovation project is under planning and design to determine the full scope and cost of the project.



Smithsonian

SERIOUSLY AMAZING[®]





Smithsonian
Institution

Annual Performance Report
Fiscal Year 2014

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 2014 is based on the Institution's Strategic Plan, Fiscal Years 2010-2017. 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

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Broaden access to and invite collaboration with new and diverse audiences, using a variety of tools of engagement 		
3. REVITALIZING EDUCATION	<ul style="list-style-type: none"> Clarify and expand SI’s leadership role in education for learners of all ages 		
4. CROSSING BOUNDARIES	<ul style="list-style-type: none"> Grand Challenge Consortia to move forward in stimulating interdisciplinary, pan-institutional scholarship and outreach 		
5. STRENGTHENING COLLECTIONS	<ul style="list-style-type: none"> Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian’s vast and diverse collections 		
6. ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE	<ul style="list-style-type: none"> 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 2014 target	FY 2014 actual
Number of peer-reviewed publications (calendar year)	Output	CY 2011: 1,923 CY 2012: 1,983 CY 2013: 1,990	2,000	1,617 as of 11/1/2014 
Number of Fellows in residence	Output	FY 2011: 520 FY 2012: 512 FY 2013: 745	Maintain current level	744 
Number of Grant and Contract proposals submitted	Output	FY 2010: 725 FY 2011: 647 FY 2012: 693 FY 2013: 651	Increase over FY 2013	614: Note: Sequestration and Government shutdown led to decline 

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 2014 target	FY 2014actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2010: 29.9 million FY 2011: 29.2 million FY 2012: 30.3 million FY 2013: 30.6 million	30.7 million	26.8 million (Government shutdown and harsh weather contributed to decrease) 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2011: 88.8 million FY 2012: 102.6 million FY 2013: 140 million	100 million Note: Revised counting method	99.9 million 
Number of social media contacts <ul style="list-style-type: none"> • Facebook “likes” • Twitter followers 	Output. Indicator of level of public use of SI resources	FY 2012: Facebook 1 million; Twitter 1.4 million FY 2013: Facebook 1.5 million; Twitter 2 million	Increase over FY 2013	Combined 5.5 million 
Number of Smithsonian traveling exhibition venues	Output. Indicator of outreach success and national access to SI resources	FY 2010: 512 events in all 50 states and overseas FY 2011: 492 events in all 50 states and overseas FY 2012: 455 events in all 50 states and overseas FY 2013: 445 events in all 50 states and overseas	200 venues in 50 states/overseas. Note: Changed counting from events to venues	263 venues in 50 states/overseas. 
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2010: 166 Affiliates in 41 states, DC, Puerto Rico (PR), Panama (PN) FY 2011: 170 Affiliates in 41 states, DC, PR, and PN FY 2012: 176 Affiliates in 41 states, DC, PR, and PN FY 2013: 181 Affiliates in 43 states, PR and PN	184 Affiliates in 43 states	197 Affiliates in 44 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 2014 target	FY 2014 actual
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 FY 2013: 5.0 million participants	5.2 million participants	4.5 million Note: Government shutdown impacted 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	CY 2014 target	CY 2014 actual
Internal grants yielding external dollar support	Output. Indicator of Consortia success	CY 2011: Internal grants produced \$1.1 M in external support; CY 2012: Internal grants produced \$14.0 M in external support; CY 2013: Internal grants produced \$2.6 M in external support	Increase over CY 2013	\$14.3 M in external support 

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 2014 target	FY 2014 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 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. 	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY 2012: New KPI FY 2013: 137 million objects/specimens</p> <ul style="list-style-type: none"> • Physical Condition: 72% • Housing Materials: 66% • Storage Equipment: 65% • Physical Accessibility: 85% 	<p>Improve over previous calendar year</p>	<p>137.8 million objects / specimens</p> <ul style="list-style-type: none"> • Physical Condition: 77% • Housing Materials: 62% • Storage Equipment: 67% • Physical Accessibility: 80% <p>Note: Some Units reassessed their Housing Materials and Physical Accessibility to more accurately reflect the current status. </p>
<p>Number of museum collections (objects and specimens) that have been prioritized for digitization:</p> <ul style="list-style-type: none"> • Digital Records: Measures number of prioritized collections with digital records that meet or exceed unit standards • Digital Images: Measures number of prioritized collections with digital images that meet or exceed unit standards 	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY 2012:</p> <ul style="list-style-type: none"> • Digital records: # of prioritized objects/specimens: 137 million. % that meets or exceeds unit standards: 15% • Digital Images: # of prioritized objects/specimens: 12.2 million. % that meet/exceed unit standards: 12% <p>FY 2013:</p> <ul style="list-style-type: none"> • Digital records: # of prioritized objects/specimens: 137.8 million. % that meets/exceeds unit standards: 17% • Digital Images: # of prioritized objects/ specimens: 16 million. % that meet/exceeds unit standards: 14% 	<p>Improve over previous calendar year</p>	<p>Data not Available</p>

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 2014 target	FY 2014 actual																														
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 FY 2013: 117.7 days	Goal of 80 days	143.6 days: Government shutdown and a hiring freeze contributed to decline. 																														
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2010: 90% FY 2011: 91% FY 2012: 93% FY 2013: 96.5%	95%	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 2010: 84% FY 2011: 82% FY 2012: 81% FY 2013: 82%	Maintain 80+%	81% 																														
Percent of workforce diversity by race/ethnicity	Output	<table border="1"> <thead> <tr> <th></th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.8</td> <td>1.8</td> <td>1.7</td> <td>1.7</td> </tr> <tr> <td>Asian</td> <td>5.4</td> <td>5.4</td> <td>5.6</td> <td>5.5</td> </tr> <tr> <td>NHPI</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td>Black</td> <td>30.8</td> <td>30.6</td> <td>30.7</td> <td>28.1</td> </tr> <tr> <td>Hispanic</td> <td>4.6</td> <td>4.5</td> <td>4.4</td> <td>9.7</td> </tr> </tbody> </table>		2010	2011	2012	2013	Nat Am	1.8	1.8	1.7	1.7	Asian	5.4	5.4	5.6	5.5	NHPI	0.2	0.2	0.2	0.2	Black	30.8	30.6	30.7	28.1	Hispanic	4.6	4.5	4.4	9.7	Meet CLF std Nat Am 0.5 Asian 7.0 NHPI 0.1 Black 24.1 Hispanic 8.1	Nat Am 1.5 Asian 5.4 NHPI 0.1 Black 28.0 Hispanic 9.8 
	2010	2011	2012	2013																														
Nat Am	1.8	1.8	1.7	1.7																														
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NHPI	0.2	0.2	0.2	0.2																														
Black	30.8	30.6	30.7	28.1																														
Hispanic	4.6	4.5	4.4	9.7																														
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% FY 2013: Quality 98%, Timeliness 97%	Quality 98% Timeliness 97%	Quality 99.4% Timeliness 98.4% 																														

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 2014 target	FY 2014 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 2010: 87.5% FY 2011: 91% FY 2012: 93% FY 2013: 91%	85%	91.6% 
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 FY 2013: Met milestones on 4 of 6 projects	Meet milestones on all 7 major projects	5 of 7 
Revitalization of National Museum of American History, Public Space III	Output	New project (FY 2012–2015) FY 2012: Full-scope project contract awarded FY 2013: Awarded Full Scope	Complete 95% construction and continue first-floor exhibit design and fabrication	84% complete (window work continues) 
Revitalization of National Museum of Natural History, Paleo Halls	Output	New project (FY 2013–2018) FY 2013: Awarded design contract	Continue design to 95%; begin exhibit deinstallation	65% design complete (no impact to overall schedule) 
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% FY 2013: Completed 99%	Complete 100% window installation	100% complete 

Key Performance Indicators	Type	Prior-year data	FY 2014 target	FY 2014 actual
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% FY 2013: Design: 100%; Excavation: 100%; Construction: 23%	Construction: Award the GMP contract and complete 50%	Construction: Awarded contract and 63.7% complete 
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 FY 2013: Building substantially completed with only punch-list/system inspections remaining	Complete move-in for phase 1 and complete 100% renovation on phase 2.	100% complete 
Construction of Gamboa Lab (replace Santa Cruz School)	Output	FY 2010: Targets met, contract awarded Sep FY 2011: Permit issues pushed start of construction to FY 2012 FY 2012: Permit issues delayed construction FY 2013: Completed 38%	Construction: 95%	72% complete (labor strike caused delay) 
Renwick Gallery	Output	New Project	Award Contract	Contract awarded 
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 FY 2013: Target not met due to lack of planning funds	Complete 35% design prior to Congress budget submission for 80% of major projects in the FY 2014 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 2010: 65.8% FY 2011: 66.7% FY 2012: 72.6% FY 2013: 72.8%	75%	69%: Target not met due to lack of funding 

Key Performance Indicators	Type	Prior-year data	FY 2014 target	FY 2014 actual
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% FY 2013: 52%	55%	53% 
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale Note: APPA is the Association of Higher Education Facilities Officers’ rating	Output. Shows improvement in buildings’ cleanliness	FY 2010: Maintained Level 3 FY 2011: Maintained Level 3 FY 2012: Achieved 85% of Level 3 FY 2013: Achieved 89% of Level 3	Maintain APPA Level 3	Achieved 89% of Level 3 
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	2010: 3.43 2011: 3.33 2012: 2.78 2013: 2.13	Maintain steady level (2 to 2.5)	2.36 

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 2014 target	FY 2014 actual
Dollar amount of fund raising (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 FY 2013: \$223.3 million	\$180 million	\$222.0 million 
SI Government grants & contracts and non-government contract awards	Output	FY 2010: \$137.6 million FY 2011: \$150.1 million FY 2012: \$130.0 million FY 2013: \$137.4 million	\$150 million	\$149.7 million 
Smithsonian Enterprises net gain	Input	FY 2010: \$27.8 million FY 2011: \$29.1 million FY 2012: \$29.5 million FY 2013: \$32.6 million	\$32.0 million	\$35.7million 