Management’s Discussion and Analysis
FY 2011
THE SMITHSONIAN INSTITUTION: MAKING PROGRESS

The Smithsonian has a crucial role to play in the civic, educational, scientific, and artistic life of this nation. We are focused on implementing our new Strategic Plan that centers on four “grand challenges” and is buttressed by four Consortia to promote interdisciplinary and Institution-wide collaboration. We are leveraging federal funding and becoming more entrepreneurial.

With our vast, unparalleled collections and distinguished scholars, the Smithsonian is addressing some of the world’s most complex issues — and sharing the results with the world. We are implementing ambitious plans: mounting groundbreaking exhibitions; conducting important research; preserving collections; redesigning management operations; garnering new philanthropic support; enlisting new partners; engaging new, diverse audiences; sparking innovation; contributing to scientific discoveries; and helping to change the face of education in America.

For 165 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. In these tough economic times, the Smithsonian — with its free museums and the remarkable scope of information accessible from its websites — has become a more valuable resource for the American people than ever before. At a time when our mission to advance the “increase and diffusion of knowledge” is even more vital to the public, our vision is to expand our service through transformative ideas and experiences for all our visitors.

Many look to the Smithsonian to capture the spirit of what it means to be American. There are so many stories behind Lincoln’s hat, Jefferson’s Bible, Stuart’s Lansdowne portrait of George Washington, Edison’s light bulb, Morse’s telegraph, the Wright flyer, the space shuttle Discovery, Colin Powell’s Desert Storm uniform, and the Star-Spangled Banner. That’s why last year we launched nearly 100 new exhibitions at our 19 museums and the National Zoo — attracting almost 30 million visits. Our Cooper-Hewitt, National Design Museum just opened Design with the Other 90%: CITIES at the United Nations building in New York City. It explores innovative ideas on how to improve the lives of nearly one billion slum dwellers worldwide. We are committed to delivering life-changing learning experiences for learners of all ages, and in a way that invites their participation in our revitalizing education initiatives.

At our National Museum of American History, we regularly schedule citizenship swearing-in ceremonies in front of the Star Spangled Banner. Now, and for future years, as the nation marks the 150th anniversary of the Civil War, we have a number of exhibitions, programs, and publications that will focus on that war and how its tragedies caused us to grow as a people and as a nation. Rare artifacts, artworks, and documents from the Smithsonian’s collections invite visitors to reflect on this tumultuous time in American history from various perspectives — Union and Confederate, freeman and slave. These activities will connect Americans across all ages, places, and spaces.
The world looks to the Smithsonian for groundbreaking scientific research. The results of our work can be seen everywhere. Smithsonian scientists assess the consequences of global change, keep aircraft safe from bird strikes, document and control invasive species, and protect our soldiers from insect-borne diseases. The Institution has an unmatched capacity to tackle biodiversity issues. For example, the Smithsonian Institution Global Earth Observatories network is a worldwide partnership of more than 30 institutions working to monitor the health of 4.5 million trees (8,500 species) on 41 plots in 21 countries. This project alone shows how the Smithsonian is leading through discovery and collaboration.

Recently, in New Mexico, Smithsonian scientists unearthed the fossilized skull and neck vertebrae of a new species that provides an evolutionary link between two groups of predatory dinosaurs. In a laboratory below the University of Arizona’s football stadium, Smithsonian scientists are helping to construct the Giant Magellan Telescope, which promises to answer some of astronomy’s most fascinating questions about black holes and galaxy formation. From uncovering bones millions of years old to locating stars millions of light years away, Smithsonian researchers are exploring many of today’s most important scientific questions — and being recognized for doing so. Dr. Pierre Comizzoli, research biologist at the National Zoo, and Dr. Justin Kasper, astrophysicist at the Smithsonian Astrophysical Observatory, each recently received the Presidential Early Career Award for Scientists and Engineers. Dr. John Kress, our Consorita Director for Understanding and Sustaining a Biodiverse Planet, just won the Edward O. Wilson Biodiversity Technology Pioneer Award as co-creator of “LeafSnap,” an application that allows users to identify plants and trees wherever they are. Dr. Nancy Knowlton, National Museum of Natural History Senior Biologist and Sant Ocean Hall endowed chair, just won a Heinz Award for her work.

We recognize the national need to improve K–12 education in this country and we are working with teachers and education leaders, developing new approaches to help hook and engage learners of all ages with unexpected connections to their own interests. Using technology, we can reach any corner of our nation with distance-learning projects. Strengthening education and enhancing our nation’s ability to compete globally is critical to our future, and we are responding to this need with inventive, formal, and informal educational experiences which serve students and teachers in all 50 states, including remote rural areas. Working in new combinations and collaborations, our experts offer more educational opportunities than ever before — as we work to excite the learning in everyone.

For 26 years, the National Science Resources Center (NSRC) has leveraged the research and expertise of the Smithsonian and the National Academies of Science to develop science education programs. The NSRC won a $25.5 million grant from the Department of Education. The NSRC then raised $8 million in private matching funds for its initiative to transform Science, Technology, Engineering, and Mathematics (STEM) education in three project areas: two rural, North Carolina and New Mexico; and one urban, Houston. We have an important role to play in both STEM and STEAM (Science, Technology, Engineering, Arts, and Math) education,
because we can offer multi-disciplinary experiences that bridge the arts and sciences. With our partners, the Cooper-Hewitt, National Design Museum won a $5 million Department of Education grant to improve art education in New York City schools. Taken together, these programs demonstrate the Smithsonian's special ability to leverage federal funds to compete for funds essential to invest in education, and to also form partnerships for the most effective use of those funds.

We have improved the display and storage conditions of our vast collections, which include 137 million objects, specimens, and works of art. As stewards of the national collections, we are balancing the preservation of, and access to, these collections. We are stepping up efforts to digitize as many of the collections as resources permit. The collections we maintain serve as a resource for scientists from other federal agencies, including the Department of Agriculture, the Department of Defense, and the United States Geological Survey. We work with the Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Our National Museum of the American Indian was just awarded LEED-Existing Building silver certification for energy savings, water efficiency, sustainable site, improved indoor environmental quality, stewardship of materials, and sensitivity to impacts on the environment.

The Smithsonian has more than 6,000 employees, including approximately 700 scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology, as well as more than 6,500 volunteers. These dedicated people are passionate about fulfilling the mission of the Smithsonian at the highest level. As the world’s largest museum and research complex, the Smithsonian has 19 museums and galleries, 20 libraries, numerous research centers, and the National Zoological Park. We have physical facilities in eight states and the District of Columbia, and operate in nearly 100 countries, at sites ranging from the equator to both poles. The Institution has 169 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. As part of our outreach programs, the Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people nationwide each year. Smithsonian Associates offers thousands of public programs, lectures, and live performances annually.

The Institution’s presence is further expanded through Smithsonian Networks’ Emmy Award-winning Smithsonian HD channel, which now reaches millions of households. In addition, the Smithsonian magazine has subscribers in every state and several foreign countries, and nearly seven million people read each month’s issue. Vista Research recently named the Smithsonian website the “most interesting” magazine website it identified in a reader survey.

Increasing numbers of young people are using new technology to access the Smithsonian. Across the Institution, we have more than 500 Web and social media accounts, and that number is growing every day. On our central Facebook account, we have more than 110,000 fans; on our main Twitter account, we have half a million followers; and our YouTube offerings have been viewed more than a million times.
Our refreshed website has a more modern look and is easier for users to navigate. It won the 2011 People's Voice Webby Award for Best Cultural Institution website. The public can now easily find customized information about how to visit and engage with the Smithsonian, either in person or virtually. Our free, easy-to-use Smithsonian visitor mobile application is now available. These interactive tools position the Smithsonian as a leader in mobile applications for museums.

Given these opportunities, challenges, and difficult budget realities, the Smithsonian is becoming more innovative, disciplined, focused, nimble, and self-reliant than in the past. We continue to work hard to raise private funds to complement our Federal appropriations in achieving the goals of our Strategic Plan. To this end, we are launching a national fundraising campaign, increasing our efforts to win Government grants, and exploring new business opportunities. By working with the Administration and the Congress, the Smithsonian will aggressively address its challenges and take full advantage of its many new opportunities, using the Institution's Strategic Plan as a road map to excellence. In these ways, we will continue to bring the American spirit to life.

G. Wayne Clough
Secretary of the Smithsonian Institution
November 2011
Smithsonian Institution

Budget, Performance, and Financial Snapshot
Fiscal Year 2011

Mission: For 165 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 not only the museums for which it is famous, but also laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and more.

Personnel: The Workforce consists of more than 6,000 federal and non-federal employees and about 6,500 volunteers.

Budgetary Resources: The Federal budgetary resources for FY 2011 totaled $760 million. FY 2012 budget request totals $862 million ($637 million for Salaries and Expenses and $225 million for Facilities Capital).

Salaries and Expenses (S&E) Budget Snapshot ($s in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriation</td>
<td>562</td>
<td>593</td>
<td>636</td>
<td>635</td>
<td>637</td>
</tr>
</tbody>
</table>

Performance Snapshot

Accomplishments: The Smithsonian had almost 30 million visits in FY 2010 and FY 2011. Net income from Smithsonian Enterprises exceeded the 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

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2011 ($s in million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Opinion on Financial Statements</td>
<td>Yes</td>
</tr>
<tr>
<td>Timely Financial Reporting</td>
<td>Yes</td>
</tr>
<tr>
<td>Material Weaknesses</td>
<td>No</td>
</tr>
<tr>
<td>Improper Payments Targets Met</td>
<td>Yes</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$1,468.5</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$404.8</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$1,063.7</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY: EXCELLENT RESEARCH

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

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY11 target</th>
<th>FY11 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of research and scholarly publications produced</td>
<td>Output</td>
<td>New KPI FY 2009: 1,725 FY 2010: 1,771</td>
<td>Increase research publications by 2%</td>
<td>1,952</td>
</tr>
</tbody>
</table>

### STRATEGIC DIRECTION: BROADENING ACCESS

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

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY11 target</th>
<th>FY11 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of SI website visitor sessions</td>
<td>Intermediate outcome measure. Indicator of level of public use of resources via the Web</td>
<td>FY 2007: 183.5 M FY 2008: 173.0 M FY 2009: 188.4 M FY 2010: 182.0 M</td>
<td>183 million web sessions</td>
<td>183.5 million web sessions</td>
</tr>
</tbody>
</table>

### STRATEGIC DIRECTION: STRENGTHENING COLLECTIONS

*Be a responsible steward of the nation's collections*

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY11 target</th>
<th>FY11 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of SD 600 collections digitized</td>
<td>Output. Indicator of public access to SI collections</td>
<td>FY 2010: 13.12%</td>
<td>FY 2011 baseline: 13% of collection items/lots</td>
<td>Data not available</td>
</tr>
</tbody>
</table>

### STRATEGIC DIRECTION: ORGANIZATIONAL EXCELLENCE

*Strengthen those organizational services that allow the Smithsonian to deliver on our mission*

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY11 target</th>
<th>FY11 actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of employees who are satisfied with working at the Smithsonian on annual employee survey</td>
<td>Outcome. Employee satisfaction is a standard indicator of a healthy organization</td>
<td>FY 2007: 72% FY 2008: 78% FY 2009: 80% FY 2010: 84%</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Number of major capital projects meeting milestones</td>
<td>Outcome</td>
<td>FY 2010: Met milestones in 10 of 11 major projects</td>
<td>Meet milestones of 7 major projects</td>
<td>Met goal in 5 of 7 projects</td>
</tr>
<tr>
<td>Dollar amount of (1) voluntary support (gifts) and (2) non-government grants and contracts</td>
<td>Outcome</td>
<td>FY 2007: $150.1 M FY 2008: $135.6 M FY 2009: $126.6 M FY 2010: $158.4 M</td>
<td>$175 million</td>
<td>$182 million</td>
</tr>
<tr>
<td>Research expenditures for Federal SI grants and contract awards</td>
<td>Outcome</td>
<td>New KPI FY 2010: $104.8 M</td>
<td>$108 million</td>
<td>$138.7 million</td>
</tr>
</tbody>
</table>
MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For more than 165 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 Smithsonian is an extensive museum and research complex that includes 19 museums and galleries, including the National Museum of African American History and Culture (NMAAHC), which will soon be under construction, the National Zoological Park, and research centers around the nation’s capital, in eight states, and the Republic of Panama. The Smithsonian is the steward of more than 137 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, 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, such as: the Star-Spangled Banner, Edison’s light bulb, the Wright flyer, Lewis and Clark’s compass, Colin Powell’s Desert Storm uniform, and Mark Twain’s self-portrait.

Today, global forces are causing a sea change in our world that demands the Smithsonian chart a bold path to meet the challenges ahead. Over the next decade, the Institution will be called upon to become more deeply and more visibly engaged with the great issues of our day than ever before. To meet these new demands, the Institution’s
Strategic Plan identifies four “Grand Challenges” which will help focus its energies: 1) Unlocking the Mysteries of the Universe; 2) Understanding and Sustaining a Biodiverse Planet; 3) Valuing World Cultures; and 4) Understanding the American Experience. To address these Grand Challenges, the Smithsonian is committed to broadening access to its vast resources for all audiences by using the latest technologies; strengthening the breadth and depth of its collections; revitalizing education both formally and informally; working across disciplines; and pursuing excellence at every opportunity.

The Institution depends on the federal Government for nearly 80 percent of its funding, including Government grants and contracts. As a trust instrumentality of the United States, many of the laws and directives applicable to federal agencies do not apply to the Institution. However, the Smithsonian is ever mindful of and grateful for this support from the American public, and will continue working with both OMB and Congress to provide each entity with the information needed to justify its continued support.

The Smithsonian is also working to improve its performance and has numerous initiatives under way to advance financial management, use e-Government wherever possible, improve 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 so it is aligned with our performance objectives. In fiscal year 2011, the Smithsonian also:

- continued implementing our new Strategic Plan
- continued developing a comprehensive redesign effort to build a more efficient and inclusive Smithsonian that is prepared to fully implement the Strategic Plan
- began 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 to link it directly to financial reporting and the budget structure
continued refining the workforce plan that ties staffing levels to performance plans and the size of our adjusted workforce

The Smithsonian Organization

As an independent trust instrumentality governed by a Board of Regents, the Smithsonian is supported by a staff of more than 6,000 combined federal and non-federal employees and more than 6,500 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 2011 Accomplishments

The Smithsonian accomplished an unprecedented number of significant tasks in fiscal year 2011 that continue to generate positive momentum for the future. For example, the Institution advanced the overarching strategic framework for integrating the work of many disciplines within museums and research centers and broadened opportunities for external collaborations. Attachment B highlights Smithsonian achievements in fiscal year 2011, which include:

1. Focusing on Grand Challenges
Examples of unique and significant SI research/program/exhibit activities across the four Grand Challenges include:

- A Smithsonian Astrophysical Observatory scientist’s discovery of an exoplanet that is the first confirmed planet orbiting two stars
- Completion of the Udvar-Hazy Center Phase II collections facility
- Continued expansion of the Smithsonian’s global network of forest plots and their integration into a system of Global Earth Observatories
• Numerous events hosted by the National Air and Space Museum to mark the 50th anniversary of human spaceflight
• The National Museum of Natural History’s continued work on the Encyclopedia of Life, which gathers and shares knowledge about all of the Earth’s 1.9 million known living species
• Continued conservation-based training at the National Zoo’s Smithsonian-George Mason University Conservation Studies Program at Front Royal, Virginia
• The Institution’s continuing contributions to the international effort to restore Haitian cultural assets and to train local Haitians to use their expertise in preserving their National treasures
• Achieving the collections goal for the National Museum of African American History and Culture
• The National Museum of American History’s special programs to commemorate events, such as the 50th anniversary of the Freedom Rides and to observe the 10th anniversary of the September 11th terrorist attacks.

2. Broadening Access
• Attracted almost 30 million personal visits to Smithsonian facilities
• Logged more than 183 million visits on Smithsonian websites
• Reached all 50 states and almost five million visitors through the Smithsonian Institution Traveling Exhibition Service
• Increased Affiliate membership to a total of 169 affiliates in 41 states, plus the District of Columbia, Puerto Rico, and Panama
• Launched a new version of the Smithsonian’s main website
• Continued improving the use of technologies, such as YouTube, Facebook, and Twitter, which are specifically directed to reaching new audiences, and issued a new policy to make better use of social media
• Began implementing the Smithsonian Digitization Strategic Plan and made significant progress in establishing common methodologies and policies for digitization metrics
• Launched a new Mall visitor mobile application (app), along with the world’s first plant identification app (Leafsnap)

3. Revitalizing Education
• Continued partnering with educators, and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages
• Held a series of workshops for teachers and students to establish Smithsonian leadership in the use of mobile technologies for informal learning
• Focused on key areas, such as Science, Technology, Engineering, Art, and Math (STEAM) education, and civic engagement
• Formed partnerships with researchers from several museums and research centers, along with colleagues across the country, to create hands-on, interactive experiences

4. Crossing Boundaries
• Established Consortia in each Grand Challenge area to coordinate work and optimize efforts with our research partners
• Conducted successful idea fairs around the four Grand Challenges and initiated challenging grants to effectively develop those ideas

5. Strengthening Collections
• NASA announced the decision to transfer Discovery, the longest-serving orbiter in the space shuttle fleet, to the Smithsonian
• Exceeded annual goal for digitizing the national collections and making more of them available to the public
• Achieved goal of having all collecting units implement collections management plans

6. Enabling Mission through Organizational Excellence
• Implemented governance policies and practices recommended by the Board of Regents
• Continued the Smithsonian Redesign program for process improvements
• Exceeded the Institution’s goals for fund raising, grant and contract awards, business income, and endowment growth
• Launched the Smithsonian Branding initiative
• Began renovating the historic Arts and Industries Building interior and exterior structures, including roof and window replacements
• Completed the design process for building the National Museum of African American History and Culture and awarded the construction contract
• Held groundbreaking ceremony for new facilities to support the joint conservation biology program between the Smithsonian and George Mason University
• Completed construction of the Udvar-Hazy Center Phase II addition to provide collections storage, conservation, and research space
• Continued major renovation projects at the National Zoological Park and the National Museum of Natural History
• Began construction of a new laboratory and support space at the Smithsonian Environmental Research Center in Edgewater, Maryland

FY 2011 Financial Position

The Smithsonian’s financial statements are prepared from the Institution’s accounting records. The Institution uses PeopleSoft to manage its federal and non-federal resources. The financial data contained in the fiscal year 2011 federal closing package was subjected to a comprehensive review and thorough 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 through systematic
review and evaluation of the Institution’s management and financial controls and financial management systems. This has included issuing new policy guidance to strengthen the Smithsonian's governance operations in this area. Previous independent audits have found no material weaknesses in the Institution's internal controls. In addition, the Institution reported no violations of the Anti-Deficiency Act.

Looking Forward

The Smithsonian Institution plays a vital role in the nation’s educational, research, and cultural life. In these capacities, the Smithsonian is a trusted name because it represents excellence in research and education, and is well on the way to representing excellence in management, operations, oversight, and governance. However, 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 research and exploration.

In fiscal year 2012, with the support of the Administration and the Congress, the Smithsonian will keep on aggressively addressing our challenges and taking advantage of our opportunities.

HIGHLIGHTS OF PERFORMANCE GOALS AND RESULTS

The Institution tracks and reviews its performance goals and results throughout the year. The 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 2011 goal areas of the Smithsonian follow: Excellent Research; Broadening Access; Revitalizing Education; Strengthening Collections; and Enabling the Mission through Organizational Excellence.

In addition, the Smithsonian delineates and tracks the progress of numerous sub-goals within each of these five main goals. The Detailed Performance Data Report for Fiscal Year 2011 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 (balance sheet and statement of operations) and related footnotes, as included in the closing package, were prepared by the Smithsonian. The financial statements presented 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 here.

Balance Sheet: The Balance Sheet reflects total assets of $1,469 million, a 5.5 percent increase over the previous year. Approximately 77 percent of assets are invested in property and equipment, with the balance of assets (approximately 23 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 28 percent of the Smithsonian’s liabilities and are higher than the previous year by $7.6 million. The remaining liabilities (approximately 72 percent) are comprised of unexpended federal appropriations balances. Reflecting the higher growth in assets than liabilities, the net position grew by $68.3 million, or 6.9 percent, in fiscal year 2011.

Statement of Operations: Federal appropriations recognized in the current fiscal year of $764.9 million (including reimbursables and other of $6.9 million) represent an increase of approximately $15.9 million, or 2.1 percent, from the prior year ($749.0 million). Of the total appropriations recognized in fiscal year 2011, approximately $634.0 million (approximately 82.9 percent) were operating funds while $130.9 million (approximately 17.1 percent) were construction funds, as shown in the graphs below. Comparable recognized appropriation amounts from fiscal year 2010 were $623.8 million for operating costs and $125.2 million for construction projects. Total expenditures (including collections items purchased of $3.7 million) increased by $14.8 million to $696.6 million (2.2 percent) from the fiscal year 2010
total expenditures of $681.8 million. The largest single increase in expenditures for fiscal year 2011 was a $26.2 million increase in research expenditures, followed by an increase of $6.8 million in administration expenditures. An increase was also experienced in collection items purchased of $0.4 million. Decreases of $8.9 million were realized for collections management while expenditures for education, public programs, and exhibitions, also decreased $8.8 million. A final decrease of $0.9 million in advancement expenditures was also experienced and accounted for the balance of the overall net increase in expenditures of $14.8 million.

Sources of Funding: What it is for ...

Where it Goes for Operations ...

Operations 83%
Facilities Capital 17%
Federal spending for operations is the largest category of the Institution’s budget and provides for pay and benefits, utilities, postage, rent, 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 Expenses 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 Fiscal Year 2011
Discovery, the longest-serving orbiter in the space shuttle fleet, will be accepted into the National Air and Space Museum collection upon arrival at the Steven F. Udvar-Hazy Center in the spring of 2012.
A major strategic focus for the Smithsonian in fiscal year 2011 was enhancing the Institution’s role as an educational organization for learners of all ages. This fiscal year marked the completion of the first full year of planning, program development, and implementation by the Office of the Assistant Secretary for Education and Access. The Assistant Secretary is a new position that reports directly to the Secretary of the Smithsonian.

Under the leadership of Assistant Secretary Claudine K. Brown, the Office is coordinating and aggregating the efforts of Smithsonian educators and their collaborators as they address several key areas of the Smithsonian’s five-year strategic plan:

- Revitalizing education
- Broadening access
- Creating learning communities
- Supporting evaluation

One important new tool that supports revitalizing education and broadening access is the Youth Access Grant program. This initiative encourages educators to use technology to reach underserved students and schools in under-resourced communities. These Grants were made possible through a very generous $30 million endowment grant from the Bill and Melinda Gates Foundation. In fiscal year 2011, the Office of the Assistant Secretary for Education and Access used the interest from this endowment to support 17 research-and-development grants and 9 implementation grants for innovative education programs from across the Institution.

The Office has also identified four strategic, pan-Institutional initiatives that align with the Smithsonian’s Grand Challenges: Science in Context, Democracy in Action, Culture in Transition, and Creativity and Innovation.

### Broadening Access: Visitation Summary

In fiscal year 2011, the Institution counted 29.2 million visits to its museums in Washington, D.C. and New York, plus the National Zoological Park and Steven F. Udvar-Hazy Center—very close to the fiscal year 2010 figure of 29.9 million. The Smithsonian also counted approximately 5.0 million visits to traveling shows mounted by the Smithsonian Institution Traveling Exhibition Service.
Visits to Smithsonian Venues and Traveling Exhibitions
Fiscal Years 2009, 2010, and 2011

Grand Challenges Highlights
Understanding and Sustaining a Biodiverse Planet

Research

Scientists at the Smithsonian’s National Museum of Natural History and partnering organizations discovered an eel off the coast of the Republic of Palau that exhibits primitive anatomical features unknown in any other living eels, resulting in its classification as a new species belonging to a new genus and family. The team’s research was published online in the Proceedings of the Royal Society B. These findings are comparable to the discovery, in the late 1930s, of a living coelacanth—a species that had been thought long extinct.

The world’s most primitive eel: new species, genus, and family
Invasive species often hitch rides to new ecosystems in the ballast water of ship hulls. In 2012, the U.S. Coast Guard will begin rolling out new standards requiring most ships to have some form of ballast water treatment system to eradicate invasive species. To help the EPA and Coast Guard develop practical standards, Smithsonian Environmental Research Center ecologist Greg Ruiz and his colleagues published a National Research Council report detailing the science behind the issue.

As frogs around the world continue to disappear, one endangered species has received an encouraging boost. Although the La Loma tree frog *Hyloscirtus columba* is notoriously difficult to care for in captivity, the Panama Amphibian Rescue and Conservation Project recently became the first organization to successfully breed this species. The Project—whose partners include the Smithsonian Conservation Biology Institute and the Smithsonian Tropical Research Institute—has also successfully bred the endangered Limosa harlequin frog, *Atelopus limosus*.

Sixty million years ago, a tropical rainforest in northern South America thrived at temperatures 3 to 5 degrees Celsius warmer than today. Based on an analysis of fossil pollen, the Smithsonian Tropical Research Institute’s Carlos Jaramillo and his colleagues concluded that biodiversity increased and many plant families characteristic of tropical ecosystems appeared for the first time during this warming period. These discoveries were reported in *Science* and widely covered in popular science media.

Tiger reserves in Asia could support more than 10,000 wild tigers—three times the current number—if they are managed as large-scale landscapes with habitat corridors between core breeding sites, according to a new paper in *Conservation Letters* by Smithsonian Conservation Biology Institute scientists and their colleagues. The study is the first assessment of a recent political commitment by 13 tiger-range countries to double the tiger population across Asia by 2022.

A team of scientists including the National Museum of Natural History’s Hans Sues discovered a fossilized dinosaur skull and neck vertebrae that reveal not only a new species, but an evolutionary link between two groups of dinosaurs. The new species, *Daemonosaurus chauliodus*, was discovered at Ghost Ranch, New Mexico. The findings were published in the *Proceedings of the Royal Society B*, with Sues as lead author.

Researchers and interns at the Smithsonian Environmental Research Center discovered a northern snakehead fish (*Channa argus*) in Maryland’s Rhode River. This is the first report in this area of this invasive species from eastern Asia, and may indicate a range expansion of the snakehead population. The introduction of northern snakeheads to an ecosystem may cause declines in local fish and other organisms, with potential environmental and economic consequences.
Woody vines are overtaking trees in some tropical forests, according to a study by Smithsonian Tropical Research Institute research associate Stefan Schnitzer, published in *Ecology Letters*. Long-term field observations reveal that the proportion of vines in tree crowns has more than doubled in the past 40 years on Barro Colorado Island in Panama, a fundamental change in forest structure that calls into question the reliability of models for carbon storage, climate, and water availability based on forests dominated by trees.

The ocean has absorbed roughly half the CO₂ emitted by human activities since the Industrial Revolution, making it more acidic and threatening the survival of many species. Coastal waters are particularly at risk: research by Smithsonian Environmental Research Center scientists Whitman Miller, Fritz Riedel, and Denise Breitburg has discovered that much greater short-term fluctuations in acidity occur in estuaries, where reduced salinity provides less buffering capacity.

The non-native Burmese python has established itself in the Florida Everglades, where it preys on native species. Scientists recently completed an analysis of the impact of the python on Florida’s native birds. Bird remains in the intestinal tracts of collected pythons were identified by comparing feathers and bone fragments with specimens in National Museum of Natural History collections. The findings were published in *BioOne*.

The 3rd edition of *Volcanoes of the World* (University of California Press) by Lee Siebert, Tom Simkin, and Paul Kimberly of the National Museum of Natural History’s Global Volcanism Program presents up-to-date information on 10,000 years of volcanic activity. It stands as the most comprehensive resource on Earth’s volcanism, and is essential reading for volcanologists, public safety officials, and others with an interest in the subject.

The Museum Conservation Institute hosted a Smithsonian Climate Change Research Symposium that brought together scientists from across the Institution. Several areas of research were identified as particular Smithsonian strengths, such as research on geologic time periods of cyclic warming and cooling, the influences of extraterrestrial forces on climate, and coastal/wetland systems.

In December 2010, *Science* published “The Impact of Conservation on the Status of the World’s Vertebrates.” Among the authors are National Museum of Natural History-affiliated researchers Bruce Collette and Bob Reynolds. According to this assessment, one-fifth of vertebrate species are classified as “threatened,” and while conservation initiatives can help, efforts remain insufficient to offset the main drivers of biodiversity loss, which include agricultural expansion, logging, and invasive species.
Broadening Access

Smithsonian scientists, educators, and IT specialists from the National Zoological Park, Smithsonian Tropical Research Institute, and National Museum of Natural History have collaborated to create *Smithsonian Wild*, a website featuring over 200,000 “camera-trapped” images of wildlife from four continents and eight research sites. In its first month, *Smithsonian Wild* hosted more than 400,000 visits.

Smithsonian Environmental Research Center Marine Ecologist Denise Breitburg joined a panel of climate scientists for a congressional briefing on the dangers of ocean acidification. Breitburg discussed how factors such as wetland loss and nutrient pollution can intensify the problem in coastal waters.

The Smithsonian Center for Education and Museum Studies presented web conferences in the year-long series “Shout,” a global program focused on environmental issues. In these conferences, experts from the National Museum of Natural History, Smithsonian Environmental Research Center, and Smithsonian American Art Museum interacted online with more than 2,000 students in 50 countries.

The Biodiversity Heritage Library, a collaborative project that includes the Smithsonian Institution Libraries, has been awarded the John Thackray Medal by the Society for the History of Natural History. The award was instituted in 2000 to honor significant achievements in biological and earth sciences.

Understanding the American Experience

Research

In conjunction with other Smithsonian museums and external partners, the National Museum of American History launched a research initiative on immigration and migration that will explore the historical and cultural context for this timely topic. Two specific goals for the project are participation in the 2015 Folklife Festival and development of a major exhibition for the Museum in 2016-2017.
Companion books to new exhibitions from the National Portrait Gallery included *Calder’s Portraits: “A New Language*” by Barbara Zabel; *Capital Portraits: Treasures from Washington Private Collections* by Carolyn Kinder Carr and Ellen G. Miles; and *Seeing Gertrude Stein: Five Stories* by Wanda M. Corn and Tirza True Latimer.

The Smithsonian American Art Museum published several books to accompany new exhibitions, including *Alexis Rockman: A Fable for Tomorrow* by Joanna Marsh; *To Make a World: George Ault and 1940s America* by Alexander Nemerov; *History in the Making: Renwick Craft Invitational 2011* by Nicholas R. Bell, Ulysses Grant Dietz, and Andrew Wagner; and *The Great American Hall of Wonders: Art, Science, and Invention in the Nineteenth Century*, written by guest curator Claire Perry and with a foreword by Museum Director Elizabeth Broun.

**Broadening Access**

In 2002, Congress designated the Smithsonian’s National Museum of American History as the official repository for the material record of the September 11, 2001 terrorist attacks in New York, Virginia, and Pennsylvania. Objects, photographs, and documents related to the attacks are being permanently preserved in the Museum’s collections to help future generations comprehend these events. This year, the Museum marked the tenth anniversary of the attacks with a special, short-term display of more than 50 objects from the three sites, *September 11: Remembrance and Reflection*; over 12,000 people viewed it in its nine-day run. The Museum also hosted an online forum, “September 11: Conversations,” which invited Americans to join in a dialogue about how their lives have changed since that fateful day. To commemorate the occasion, the Smithsonian Channel also aired the program *9/11: Stories in Fragments*.

The Smithsonian’s National Air and Space Museum turned 35 this year. On July 1, 1976, the Museum welcomed the first visitors to its new building on the National Mall, as part of the country’s celebration of its bicentennial. It quickly became the most popular museum in the world, and has seen over 300 million visits.


Exhibitions at the Smithsonian American Art Museum included To Make a World: George Ault and 1940s America (March 11–September 5, 2011); Alexis Rockman: A Fable for Tomorrow (November 19, 2010–May 8, 2011); and The Great American Hall of Wonders (July 15, 2011–January 8, 2012), which examines the 19th-century American belief that the people of the United States share a special genius for innovation.

Also at the National Portrait Gallery, former U.S. Representative, Atlanta Mayor, and U.S. Ambassador to the United Nations Andrew Young joined Jack H. Watson, Jr., chair of the National Portrait Gallery’s Commission, in a public program to discuss Young’s role in the Civil Rights movement and to witness the unveiling of Young’s portrait in the Gallery’s Struggle for Justice exhibit.

Dubbed “The Trial of the Century,” the State of Tennessee v. John Thomas Scopes trial of July 1925 precipitated a nationwide debate over the teaching of Darwin’s theory of natural selection in public schools. To mark the trial’s anniversary, the Smithsonian Institution Archives released a set of 25 portraits from its collections of scientists who testified on behalf of the defense. These rare photos were offered for free to researchers and the public on the Smithsonian Flickr Commons.

Over the past five years, a $3.6 million grant from the Terra Foundation for American Art has enabled the Archives of American Art to process and create online finding aids for 138 collections, fully digitize 111 collections, and make 1.5 million digital files available online. Terra Foundation support will continue with a new $3.1 million, five-year grant.

Smithsonian Folkways released JAZZ: The Smithsonian Anthology, a 6-CD compendium hailed as a “landmark achievement” by the Washington Post and “the best single introduction to America’s first great musical form” by Time. Folkways also released A Life of Song by Ella Jenkins, the “First Lady of Children’s Music,” featuring stories and songs recalling the artist’s youth.
The National Museum of African American History and Culture offered two new exhibitions in its gallery space at the National Museum of American History: The Kinsey Collection: The Shared Treasures of Bernard and Shirley Kinsey—Where Art and History Intersect (October 15, 2010–May 1, 2011); and For All the World to See: Visual Culture and the Struggle for Civil Rights (June 10–November 27, 2011), organized in collaboration with the Center for Art, Design, and Visual Culture at the University of Maryland. The Museum also hosted several popular public programs, including “Lessons Learned: The Early History of the Game,” a roundtable with National Basketball Association Hall of Fame honorees; and a roundtable discussion on rap lyrics, “The Anthology of Rap,” at the historic Lincoln Theater, featuring hip hop artist and actor Common and rapper/producer Kurtis Blow.

In tandem with the publication of President Jimmy Carter’s new book, White House Diary, The Smithsonian Associates presented a program in which Carter reflected on his years at the White House in an interview with Ray Suarez of National Public Radio.

In January 1961, Richard Avedon photographed President-elect John Kennedy and his family in Florida for an article in Harpers Bazaar—the only professional images taken between the election and inauguration. These photos were later donated to the National Museum of American History, where a selection was put on display this year for the first time in The Kennedys 50 Years Ago.

Valuing World Cultures

Research

The Freer and Sackler Galleries hosted a scholarly symposium on the “Art and Material Culture of the Northern Qi Period” in conjunction with the Sackler exhibition Echoes of the Past: The Buddhist Cave Temples of Xiangtangshan. It was the first international symposium devoted to this topic.

The Anacostia Community Museum presented “Connecting the Worlds of the African Diaspora: The Living Legacy of Lorenzo Dow Turner,” a research symposium that examined how Turner’s scholarship has inspired subsequent work on the African diaspora from historians, linguists, and anthropologists. Papers presented at the symposium were published in a special spring 2011 issue of The Black Scholar: Journal of Black Studies and Research.
Broadening Access

The Center for Folklife and Cultural Heritage hosted another successful Smithsonian Folklife Festival, with programs highlighting Colombia, the Peace Corps, and rhythm and blues (a collaboration with the National Museum of African American History and Culture). For 10 days, more than 280 artists and artisans shared their talents with an estimated 1,083,000 visitors—the highest Festival attendance since 2002.

Exhibitions at the Arthur M. Sackler Gallery included Echoes of the Past: The Buddhist Cave Temples of Xiangtangshan (February 26–July 31, 2011); Waves at Matsushima (May 29–July 5, 2011); Family Matters: Portraits from the Qing Court (June 11, 2011–November 16, 2012); and Power | Play: China’s Empress Dowager (September 24, 2011–January 29, 2012). In addition, the Art Newspaper listed the Sackler Gallery exhibition Falnama as the 10th most popular international art museum exhibition of 2010.

Exhibitions at the National Museum of African Art included Artists in Dialogue 2: Sandile Zulu and Henrique Oliveira (February 2–December 4, 2011); Central Nigeria Unmasked: Arts of the Benue River Valley (September 14, 2011–March 4, 2012); and African Mosaic: Celebrating a Decade of Collecting (opened November 19, 2010), which showcases Museum acquisitions of the past decade, including both traditional and contemporary art.


Numerous exhibitions premiered at the George Gustav Heye Center of the National Museum of the American Indian in New York City, covering topics ranging from Native dolls (Small Spirits, March 5, 2011–March 2012) to contemporary glass art (Preston Singletary: Echoes, Fire, and Shadows, March 19–September 5, 2011). Among these was Infinity of Nations: Art and History in the Collections of the National Museum of the American Indian, a permanent exhibition that opened on October 23, 2010, which offers 700 works of Native art from North, Central, and South America.
The Smithsonian Latino Center-sponsored exhibition *Southern Identity: Contemporary Argentine Art* (October 12, 2010–January 23, 2011) was on display in the International Gallery of the S. Dillon Ripley Center. It was the largest show of contemporary Argentine art ever organized in the United States.

Unlocking the Mysteries of the Universe

*Research*

Josh Carter of the **Harvard-Smithsonian Center for Astrophysics** was an author of a study in *Science* announcing the discovery of Kepler-16b, an exoplanet that orbits a pair of stars approximately 200 light-years from Earth. Kepler-16b is the first confirmed example of a circumbinary planet—a planet orbiting not one, but two stars. Its discovery demonstrates the amazing diversity of planets in our galaxy.

Near Earth Objects (NEOs) are asteroids that pass close to Earth. Scientists study them for insights into the young solar system, and they are of concern because of the potential for collisions with Earth. Their sizes have been hard to measure, but **Smithsonian Astrophysical Observatory** astronomer Joe Hora and his colleagues used an infrared camera (developed by the Observatory) on the Spitzer spacecraft to measure and categorize, for the first time, over 400 NEOs—some as small as 84 meters.

The **National Air and Space Museum** hosted a three-day meeting for the Mars Exploration Program Analysis Group, focused on setting scientific criteria for missions to return samples from Mars. Later, NASA chose the Museum as the venue for a press conference to announce the landing site for the Mars Science Laboratory. John Grant of the Museum’s **Center for Earth and Planetary Studies** (CEPS), who co-chairs the Mars landing site steering committee, and other CEPS scientists have played a prominent role in the scientific exploration of Mars.

Using the Chandra X-ray Observatory, **Harvard-Smithsonian Center for Astrophysics** astronomers Daniel Patnaude, Avi Loeb, and Christine Jones have found evidence for a black hole that is only 30 years old—the youngest ever known. This discovery offers a unique opportunity to follow a black hole as it develops from infancy.
The universe has far more stars than previously suspected. The Harvard-Smithsonian Center for Astrophysics’ Charlie Conroy has discovered that elliptical galaxies (the largest type) have 5–10 times as many stars as previously believed. This suggests that the total number of stars in the universe may be three times larger than had been realized.

Sunspots have been observed for about four centuries, since they were first reported by Galileo. They come in 11-year cycles of activity related to solar storms. The most recent solar cycle was striking: the sun entered the quietest period it has had in 100 years, spending almost two years (2008-2010) devoid of sunspots.

Smithsonian Astrophysical Observatory astronomers are now able to explain this unusual period in terms of the surface flow of hot material from the sun’s equator towards its poles.

Galaxy clusters are the most massive objects in the universe. Smithsonian Astrophysical Observatory scientists and their colleagues, using the Chandra X-ray Observatory and the South Pole Telescope (both operated with Observatory leadership), have discovered the largest known cluster, weighing in at 1.3 thousand trillion solar masses—more than a thousand times the Milky Way’s mass. These results help to confirm models that suggest galaxy clusters began with small spatial variations in the density of matter in the early universe.

**Broadening Access**

The National Air and Space Museum hosted a number of events to mark the 50th anniversary of human spaceflight, including a scholarly symposium, “1961/1981: Key Moments in Human Spaceflight”; a program at the Udvar-Hazy Center, “To the Moon: The Speech That Launched Apollo,” that commemorated the 50th anniversary of President John F. Kennedy’s speech announcing the United States’ intention to send a manned mission to the moon; and the annual John H. Glenn Lecture, which featured Senator John Glenn himself and fellow spaceflight pioneer Scott Carpenter.

**Crossing Boundaries**

**Research**

November 2010 saw the release of the first in a planned series of papers by Secretary G. Wayne Clough on important issues that cut across Grand Challenge areas and touch on the future of the nation and the Smithsonian. The paper, *Increasing Scientific Literacy: A Shared Responsibility*, addresses the urgent need to improve the scientific literacy of America’s citizens.

Cooper-Hewitt, National Design Museum and General Electric presented a one-day conference, “Why Design Now? Solving Global Challenges,” that explored the role of design in addressing pressing global issues. It brought together leading thinkers, scientists, and designers to share their ideas.
Only the Wing: Reimar Horten’s Epic Quest to Stabilize and Control the All-Wing Aircraft by the National Air and Space Museum’s Russell E. Lee, published by the Smithsonian Institution Scholarly Press, is the first in-depth study of a neglected part of aviation history—the development of the all-wing design.

Broadening Access

A new exhibition at the National Museum of Natural History, Race: Are We So Different? (June 18, 2011–January 2, 2012) explores race from scientific, historical, and cultural perspectives, challenging visitors to ask questions, think critically, and reflect on their own experiences. Also at this Museum, the extraordinary rescue in October 2010 of 33 miners trapped for more than two months after a partial collapse of the San José Mine in Chile was revisited in the multimedia exhibition Against All Odds: Rescue at the Chilean Mine (August 5, 2011–May 2012).

Exhibitions at the Hirshhorn Museum and Sculpture Garden included Guillermo Kuitca: Everything—Paintings and Works on Paper, 1980–2008 (October 21, 2010–January 16, 2011); Fragments in Time and Space (June 23–August 28, 2011); Andy Warhol: Shadows (September 25, 2011–January 15, 2012); and Directions: Grazia Toderi (April 21–October 24, 2011). In addition, the International Association of Art Critics honored the 2010 Hirshhorn show Yves Klein: With the Void, Full Powers as Best Historical Museum Show Nationally.

Exhibitions at Cooper-Hewitt, National Design Museum included Color Moves: Art and Fashion by Sonia Delaunay (March 18–June 5, 2011); and Set in Style: The Jewelry of Van Cleef & Arpels (February 18–June 5, 2011), which set a Museum attendance record with over 170,000 visitors during its 20-week run. From October 9–17, 2010, Cooper-Hewitt also celebrated the role that design plays in daily life with its annual National Design Week. As part of the festivities, Cooper-Hewitt celebrated the 11th annual National Design Awards Gala, which honored the 2010 Award winners.

The National Air and Space Museum completed the opening of the Barron Hilton Pioneers of Flight Gallery, and launched an exhibition website. Online activities allow visitors to design an air racer, plan a round-the-world flight, pack for an exploration flight into the unknown, fly a bomber escort mission, and explore 360-degree views of cockpits of pioneering aircraft.
The National Postal Museum unveiled a number of its unique online exhibitions that combine history, culture, and philately, including *Mexico Via Airmail; Celebrating Hispanic Heritage: People, Places, and Events; Russian Zemstvos; Thurgood Marshall: Celebrating One of America’s Greatest Civil Rights Pioneers; Celebrating People with Disabilities Through Stamps; Heroes on Stamps; People and Places of the Pacific: 2011 Edition;* and *Important Events in American History.* The last of these was the result of a series of workshops with students at Pine Spring Elementary School in Falls Church, Virginia.

**Strengthening Collections**

On April 12, NASA announced the decision to transfer *Discovery,* the longest-serving orbiter in the space shuttle fleet, to the Smithsonian. *Discovery* will be accepted into the National Air and Space Museum collection upon arrival at the Udvar-Hazy Center in the spring of 2012, and displayed in the James S. McDonnell Space Hangar. The shuttle *Enterprise,* currently on display at the Center, will move to a new home at the Intrepid Sea, Air, and Space Museum in New York.

An important collection of Tibetan Buddhist art was donated to the Arthur M. Sackler Gallery. Julian Raby, Director of the Freer and Sackler Galleries, announced the gift in the presence of the Dalai Lama and the donor, Alice S. Kandell. The collection will significantly transform the Sackler’s collection of Himalayan art.

The National Zoological Park and the China Wildlife Conservation Association signed an agreement to extend the Zoo’s panda program for five years. It commits both sides to jointly research and oversee the breeding of the Zoo’s pandas, Mei Xiang and Tian Tian. If after two years either is found to be unsuitable for breeding, the two institutions may exchange them for other pandas from China. The pair has not produced a cub since 2005, when Tai Shan, a male, was born. Tai Shan was sent to China in 2010; both parents and offspring remain under the ownership of China.

Conservation work on the Thomas Jefferson Bible is the most significant object preservation effort at the National Museum of American History since its work on the Star-Spangled Banner. In collaboration with the Museum Conservation Institute and outside experts, the Museum has investigated the Bible’s component materials, binding structure, and assemblage process, and has developed a treatment plan.
The National Zoological Park’s living collections—including many rare and endangered species—grew through both births and acquisitions:

- The great cat program expanded with the arrival of a female Sumatran tiger, Damai. The Zoo plans to bring in a male tiger to breed with Damai later this year.
- The Zoo’s 50th kori bustard chick emerged from its shell.
- Five cheetah cubs were born at the Zoo’s Smithsonian Conservation Biology Institute in Front Royal, Virginia.
- A Persian onager foal—a donkey-like member of the Equidae (horse) family—was born at Front Royal;
- Three endangered Micronesian kingfisher (Todiramphus c. cinnamominus) chicks hatched, of which two survived. This bird that has been extinct in the wild for more than 20 years; the addition of the Zoo’s two chicks brings the global population of Micronesian kingfishers in captivity to just 131 birds.
- The black-footed ferret breeding program had a record-breaking year, with 50 surviving kits. Once thought to be extinct in the wild, a small population of 24 black-footed ferrets was discovered in Wyoming in 1981, and 30 years later the species’ future is brighter than ever. Today, more than 1,000 ferrets exist in the wild as the result of a successful reintroduction program at six breeding institutions, including the Smithsonian.

Organizational Excellence

Leadership Milestones
In September, France Córdova was elected Chair of the Smithsonian’s governing Board of Regents; her three-year term begins in January 2012. She will succeed Patty Stonesifer, who has served as chair since January 2009 and will become vice chair. Córdova, an astrophysicist and President of Purdue University in Indiana, has been a member of the Board since 2009.
In April, Steve Case was appointed to the Smithsonian’s Board of Regents. Case, 52, is chairman of the Case Foundation, which supports initiatives that use new technologies and entrepreneurial approaches in the social sector, and CEO of Revolution, an investment firm he co-founded in 2005 to help entrepreneurs.

Albert G. Horvath was named Under Secretary for Finance and Administration and Chief Financial Officer of the Smithsonian. Horvath succeeds Alison McNally, who will advise the Secretary on Institution-wide financial projects. The CFO had been a separate position, but under the new organizational structure, the Under Secretary will also serve as CFO.

Konrad Ng was named Director of the Smithsonian Asian Pacific American Program, effective May 2011. Ng had been an assistant professor in the University of Hawai’i at Mānoa’s Academy for Creative Media since 2007. His scholarship examines cinema and digital media in minority and diaspora communities.

In July, Marc Pachter, former Director of the National Portrait Gallery, was appointed Acting Director of the National Museum of American History. Pachter was with the Portrait Gallery for 33 years, beginning as a chief historian in 1974 and serving as director from 2000 until his retirement in 2007.

Broadening Access: Education and Outreach

Smithsonian Affiliations offers museums and cultural organizations access to the Institution’s collections and other resources. At the end of fiscal year 2011, there were 169 Smithsonian Affiliates in 40 states, plus Panama and Puerto Rico, and 1,326 Smithsonian artifacts were on view at Affiliate organizations. In this fiscal year, the Institution:

- Welcomed ten new Affiliates: the San Diego Museum of Man (San Diego, California); Louisiana Office of State Parks / Poverty Point State Historic Site (Baton Rouge, Louisiana); Tampa Bay History Center (Tampa, Florida); Musical Instrument Museum (Phoenix, Arizona); City of Las Cruces Museum System (Las Cruces, New Mexico); U.S.S. Constitution Museum (Boston, Massachusetts); Stafford Air and Space Museum (Weatherford, Oklahoma); Yankee Air Museum (Belleville, Michigan); Columbia Memorial Space Center (Downey, California); and HistoryMiami (Miami, Florida).
- Hosted 80 participants (representing 54 Affiliates) at the 2011 Affiliations National Conference in Washington, D.C.
- Sent 90 Smithsonian staff members to participate in public programs at Affiliates.
The Smithsonian Institution Traveling Exhibition Service (SITES) continued to sustain a high level of outreach activity. In fiscal year 2011, SITES circulated 52 exhibitions to 492 venues in all 50 states plus the District of Columbia, Guam, and U.S. military bases in ten countries. They were viewed by approximately five million visitors.

- SITES launched the National Museum of African American History and Culture exhibition Ain't Nothing Like the Real Thing on its national tour, as well as launching the exhibitions American Sabor: Latinos in U.S. Popular Music; Farmers, Warriors, Builders: The Hidden Life of Ants; Suited for Space; The Way We Worked (five copies); and William H. Johnson: An American Modern.

- The national tour of the SITES exhibition Freedom's Sisters was extended to accommodate special showings at locations associated with key moments in Civil Rights history. In Jackson, Mississippi, the exhibition took center stage at 50th anniversary events honoring returning Freedom Riders and Mississippi Civil Rights icon Myrlie Evers-Williams.

The National Science Resources Center (NSRC), a partnership between the Smithsonian and the National Academies, remained active in promoting reform in the science curriculum through organizing, hosting, and participating in a range of education conferences, professional development workshops, and initiatives across the country and beyond. In this fiscal year, NSRC also

- Launched a pan-Institutional Science, Technology, Engineering, Art, and Mathematics (STEAM) Initiative for Smithsonian educators with a workshop that drew 80 participants.

- Released six revised Science and Technology Concepts curriculum units for secondary students: Experimenting with Forces and Motion; Working with Motors and Simple Machines; Investigating Circuit Design; Discovering Electrical Systems; Exploring the Properties of Matter; and Experimenting with Mixtures, Compounds, and Elements.

The Freer and Sackler Galleries’ Alice Tracy and Daisy Yiyou Wang led a team of 18 Smithsonian colleagues to meet with over 80 Chinese museum professionals at the American Association of Museums Annual Meeting in Houston, Texas. After this event, Chinese visitors from 20 museums spent two days in Washington, D.C., seeing the Smithsonian and discussing future collaborations.
The Smithsonian Center for Education and Museum Studies (SCEMS) presented several major education outreach offerings:

- In association with MIT’s Education Arcade, SCEMS produced “Vanished,” an online multiplayer game that engaged more than 6,000 young people (and 3,500 adult observers) in scientific problem-solving. Sixteen Affiliates contributed by offering game-related activities onsite.
- SCEMS launched “Scientists @ the Smithsonian,” a web page designed to interest young people in careers in science.
- SCEMS presented multiple programs in the “Shout” environmental education series, sponsored by Microsoft Partners in Learning.
- In partnership with the National Museum of American History, SCEMS hosted over 2,200 educators at its 18th annual Smithsonian Teachers Night event, held in October 2010.

Information Technology

In December 2010, the Smithsonian launched a new version of its main website, Smithsonian.org/si.edu. In addition to freshening up the site’s overall look and feel, improvements were made to help visitors find content, both at the central Smithsonian website and through links to museum, research center, and other program websites. The new site also incorporates an improved site-wide search feature; new exhibition and Encyclopedia Smithsonian databases; translations into more than 50 languages through Google translate; and a central location for all of the Institution’s social media offerings.

The Digitization Program Office completed two major steps in the Institution’s digitization program:

- The publication of Smithsonian Directive 610, “Digitization and Digital Asset Management,” which sets forth the requirements for unit digitization plans and digital asset management plans
- Completion of an inaugural digitization count, which reports that 13 percent of the Institution’s object collections items and lots have been digitized.

A new Smithsonian Mall visitor mobile app was demonstrated to the Board of Regents and the Secretary. It includes a mobile visitor guide enhanced with museum content such as audio tours, exhibitions, floor plans, events calendars, and collections searches. It also offers visitors the chance to leave comments on their Smithsonian experience, ask questions, and give tips to other visitors.

Leafsnap, the world’s first plant identification mobile app using visual search, was developed by computer scientists from Columbia University and the University of Maryland and botanist John Kress of the National Museum of Natural History. It allows users to identify tree species by taking a photograph of the tree’s leaves.
The Smithsonian Institution Libraries, in partnership with Smithsonian Institution Scholarly Press, has converted works from the Press’s Smithsonian Contributions and Studies Series to digital formats for use on Kindles, Nooks, and other e-readers. The electronic formats, which are offered at no cost, will eliminate the problem of maintaining physical stocks and will expand access to this research.

Cooper-Hewitt launched the “Get Set in Style” Facebook application that allows users to try on virtually objects from the Cooper-Hewitt exhibition *Set in Style: The Jewelry of Van Cleef & Arpels*. This app is the first of its kind for the Smithsonian Institution.

**Major Construction, Renovation, and Facilities Projects**

The completion of the final stage of construction at the Steven F. Udvar-Hazy Center in Chantilly, Virginia is a major milestone in the history of the National Air and Space Museum and the Smithsonian. The Museum received the certificate of beneficial occupancy for the Center in April 2011. The final phase of construction has added 237,000 square feet of collections care space to the facility.

A 2008 Memorandum of Understanding between the Smithsonian and George Mason University (GMU) pledged both parties to provide facilities to support a joint conservation biology program for undergraduates and professionals at Smithsonian Conservation Biology Institute facilities in Front Royal, Virginia. Scientists and educators from the Smithsonian and GMU donned their hard hats for a groundbreaking ceremony on June 29, 2011. GMU will build residential and dining facilities funded through a $20 million state bond, while the Smithsonian is renovating and expanding an existing building to house classrooms, laboratories, and faculty offices for a new education center.

Updated concept submittals for the National Museum of African American History and Culture were made in March 2011 to the Commission of Fine Arts and the National Capital Planning Commission. Each commission commented favorably on the evolution of the landscape and building design, commended the Smithsonian for addressing earlier comments, and offered new comments to guide design development. The Museum has now begun the concept phase of exhibit design with Ralph Appelbaum Associates.
The Arts and Industries Building shell project, consisting of roof and window replacement and upgrades to the building’s structure, began on November 15, 2010 and is scheduled to be completed by mid-fiscal year 2013.

The National Zoological Park’s seal/sea lion exhibit is being revitalized to meet standards for animal care and to improve accessibility. Also at the National Zoo, the second phase of the Asia Trail project—a new set of facilities and habitats for the elephants—continued through fiscal year 2011. Construction of the new elephant barn and two of three outdoor habitats was completed shortly before the beginning of the fiscal year, and work continues on the last habitat.

The focus of a third phase of renovation at the National Museum of American History is on renewal of three west wing public spaces. Data gathering, field surveys on existing conditions, and schematic design have been completed.

The entire north ground floor of the main building of the National Museum of Natural History is slated for renovation. The 15,500-square-foot west end of the floor will become a new learning center, and the 27,600-square-foot east end will house an expanded Smithsonian Early Enrichment Center, renovated Smithsonian Institution Libraries facilities, an improved paleobiology laboratory, and a consolidated facility support operations center.

The Smithsonian Environmental Research Center is eliminating trailers that house lab space and offices; renovating and reconfiguring the Mathias Lab; and creating replacement labs that meet national standards. The 85,000-square-foot project employs sustainable technologies and building materials that will yield substantial reductions in energy and maintenance costs.

Renovations have been completed on Pod 3 of the Museum Support Center of the National Museum of Natural History in Suitland, Maryland, which will provide consolidated storage space for several types of collections, allowing the Smithsonian to vacate leased properties and freeing up congested space in several museums. Transfers of collections from four museums began in June 2010 and will take two years to complete.

The National Postal Museum, located in the historic Washington, D.C. City Post Office Building, has been given 12,000 square feet of space and use of a central hall by the U.S. Postal Service. The project will transform the new space into a philatelic center and a visitor orientation space. Construction is slated to start in early 2012.
The design for the Hirshhorn's Seasonal Inflatable Structure by architects Diller, Scofidio, and Renfro won a 2011 Progressive Architecture Award from the American Institute of Architects—one of the highest honors in the field.

The American Recovery and Reinvestment Act of 2009 provided $25 million for repair and revitalization projects not covered by fiscal year 2009 funding. All project contracts were awarded by the end of fiscal year 2010, and final contractor payments were made by the end of January 2011. Contract closeouts and final reporting occurred in May 2011.

The Smithsonian is committed to the strategic objectives and goals of Executive Order 13514, “Federal Leadership in Environmental, Energy, and Economic Performance,” which set sustainability goals for Federal agencies. In the third quarter of fiscal year 2011, the Institution submitted its 2011 Strategic Sustainability Performance Plan (SSPP) to the Council on Environmental Quality (CEQ). The document summarizes the Institution’s activities and successes during the prior fiscal year.

Conclusion

The increasing pace of globalization is bringing the world’s peoples closer together, which promises to increase appreciation of other cultures and to open up new opportunities for scientific cooperation across borders. At the same time, however, it is stoking international and intercultural tensions, and creating global environmental challenges that can only be effectively addressed through huge, sustained, and cooperative efforts among organizations and nations.

The Smithsonian is the repository of our nation’s values, icons, memories, and aspirations. It is a symbol of America around the world. For over 160 years, the Institution has built its collections, conducted and disseminated important research, and welcomed millions of visitors to its museums. In these exciting but sometimes intimidating times, the Smithsonian has an important role to play by showing the positive side of America to its own citizens and to the world; by helping the people of this nation to better understand and appreciate the other cultures with which we share our planet; by engaging in international scientific efforts to understand the natural world and to come to grips with climate change and other environmental challenges; and by putting all of humanity’s efforts in perspective by exploring the unimaginably vast dimensions and perplexing mysteries of our cosmos.
MISSION STATEMENT

The increase and diffusion of knowledge

VISION STATEMENT

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

INTRODUCTION

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

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

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

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

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

THE SMITHSONIAN’S STRATEGIC PRIORITIES

Sustaining Excellent Research
Broadening Access
Revitalizing Education
Crossing Boundaries
Strengthening Collections
Enabling Mission through Organizational Excellence
## INDEX TO STRATEGIC PRIORITIES AND ORGANIZATIONAL GOALS

### Overarching Strategic Framework: Grand Challenges

<table>
<thead>
<tr>
<th>Unlocking the Mysteries of the Universe</th>
<th>Understanding and Sustaining a Biodiverse Planet</th>
<th>Valuing World Cultures</th>
<th>Understanding the American Experience</th>
</tr>
</thead>
</table>

### Strategic Priority

#### 1. SUSTAINING EXCELLENT RESEARCH

1.1 Develop at least 2 high risk proposal for major research problems
1.2 Organize at least 1 international conference on a major research topic
1.3 Initiate planning for a signature NMAAHC scholarly publication
1.4 Refine SI-wide research metrics and implement new baseline

#### 2. BROADENING ACCESS

2.1 Develop and implement a brand revitalization strategy
2.2 Launch SI-wide Youth Access initiative and challenge grants
2.3 Issue digitization policy and baseline digitization within SD 600 collections
2.4 Facilitate development of data asset management plans for units seeking NSF funding
2.5 Implement SI Rights and Restrictions Metadata in the DAMS
2.6 Implement the DAMS Video Metadata Model

#### 3. REVITALIZING EDUCATION

3.1 Rebrand SI Education and complete vision statement for SI Education
3.2 Create SI learning community focused on best practices in outcome based evaluation
3.3 Determine viability and pilot SI International museum education program

#### 4. CROSSING BOUNDARIES

4.1 Launch operation of four Grand Challenge Consortia and two rounds of grant-making
4.2 Complete provisional A&I program plan

#### 5. STRENGTHENING COLLECTIONS

5.1 Increase from 75% to 100% the units with Phase 1 collections plans from
5.2 Refine Phase 1 collections assessment data and methodology
5.3 Develop 5-year Collections Space Plan
<table>
<thead>
<tr>
<th>6. <strong>ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Implement strategy for financing the National Campaign</td>
</tr>
<tr>
<td>6.2 Complete agreements on National Campaign roles, responsibilities, staffing, budgets, sponsorship, and donor recognition</td>
</tr>
<tr>
<td>6.3 Transform valuing of unit/central problem-solving, process efficiency, cost control, transparent decision-making and communication</td>
</tr>
<tr>
<td>6.4 Complete funded critical milestones in the internal control work plans for high risk processes</td>
</tr>
<tr>
<td>6.5 Create Secretarial initiative on increasing diversity in the professional and scholarly workforce</td>
</tr>
<tr>
<td>6.6 Benchmark SLDP and recommend follow-on initiatives to foster professional development</td>
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<tr>
<td>6.7 Meet supplier diversity goals; 80% EEO training compliance; involvement of underrepresented groups on decision-making boards and in senior level positions</td>
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<tr>
<td>6.8 Create SI-wide safety initiative to improve culture of safety</td>
</tr>
<tr>
<td>6.9 Complete critical funded milestones to open NMAAHC by 2015</td>
</tr>
<tr>
<td>6.10 Complete 25% A&amp;I shell construction</td>
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<tr>
<td>6.11 Develop SI sustainability vision document with research and programmatic links</td>
</tr>
<tr>
<td>6.12 Raise $175M in annual fundraising</td>
</tr>
<tr>
<td>6.13 Generate $28M in SE revenue (total net gain) including $500K in new initiatives</td>
</tr>
<tr>
<td>6.14 Generate non-SE revenue that is $4M above 2010 base including indirect cost recovery</td>
</tr>
<tr>
<td>6.15 Advance research expenditures via government grants and contracts to $108M</td>
</tr>
<tr>
<td>6.16 Achieve Federal appropriation of $798M</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY 1: SUSTAINING EXCELLENT RESEARCH
Advance knowledge at the forefront of understanding the universe and solid Earth; Advance and synthesize knowledge that contributes to the survival of at-risk ecosystems and species; Contribute insights into the evolution of humanity and the diversity of the world’s cultures, arts, and creativity; and Advance and synthesize knowledge that contributes to understanding the American experience, particularly its history, arts and culture, and its connections to other world regions.

TIES TO PROGRAM CATEGORIES IN ERP:
- RESEARCH (Program Code 4XXX)

Key Performance Indicators—Sustaining Excellent Research

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

STRATEGIC PRIORITY 2: BROADENING ACCESS
Reach new audiences and ensure that the Smithsonian’s collections, exhibitions, and outreach programs speak to all Americans and are relevant to visitors who come from around the world.

TIES TO PROGRAM CATEGORIES IN ERP:
- PUBLIC PROGRAMS (Program Code 1XXX)
  - WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
  - IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
- EXHIBITIONS (Program Code 2XXX)
## Key Performance Indicators—Broadening Access

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
</table>
| Average percent of surveyed audiences rating their experience in SI exhibitions as “superior” or “excellent” on a five-point scale | Outcome. Visitor satisfaction is a standard indicator of museum/zoo success | FY 2008: 71% excellent + superior  
FY 2009: 69% excellent + superior  
FY 2010: 67% excellent + superior | 68% excellent + superior                                             | 67.7% excellent + superior                           |
| Number of physical visits to SI museums and the National Zoo                            | Output. Indicator of museum/zoo success                               | FY 2008: 24M  
FY 2009: 30 M  
FY 2010: 29.9 M                                                      | 30 million                                          | 29.2 million                                       |
| Number of SI website visitor sessions                                                   | Output. Indicator of level public use of SI resources via Web       | FY 2008: 172.7 M  
FY 2009: 188.4 M  
FY 2010: 182 M                                                      | 183 million                                         | 183.5 million                                      |
| Number of visitors to Smithsonian (SITES) traveling exhibitions                         | Output. Indicator of extent/success of outreach and national access to SI resources | FY 2008: 5.15 M  
FY 2009: 4.75 million  
FY 2010: ~5.0 M visitors                                           | 5.0 million                                         | 5.0 million                                        |
| Number of Smithsonian (SITES) traveling exhibitions and geographic distribution         | Output. Indicator of extent/success of outreach and national access to SI resources | FY 2008: 58 exhibits, 510 venues, 50 states + DC, Guam, American Samoa  
FY 2009: 52 exhibits, 697 venues, 50 states + DC, Guam, American Samoa  
FY 2010: 54 exhibits, 512 venues, 50 states + DC, Guam and U.S. military bases in 10 countries | 54 exhibits to 500 venues in all 50 states | 54 exhibits to 600 venues in all 50 states                |
| Number of Smithsonian Affiliates and geographic distribution                             | Output. Indicator of extent/success of outreach and national access to SI collections | FY 2008: 162 Affiliates in 40 states, DC, PR, Panama  
FY 2009:165 Affiliates in 41 states, DC, PR, Panama  
FY 2010:166 Affiliates in 41 states, DC, PR and Panama | 168 Affiliates in 41 states | 169 Affiliates in 41 states |
STRATEGIC PRIORITY 3: REVITALIZING EDUCATION
Inspire people to probe the mysteries of the universe and planetary systems; Inspire all generations of learners to turn knowledge of life on Earth into awareness and action aimed at improving sustainability; Inspire audiences to explore the cultural and artistic heritage of diverse peoples; and Turn knowledge into awareness, action, and results that encourages American cultural vitality.

TIES TO PROGRAM CATEGORIES IN ERP:
- EDUCATION (Program Code 11XX)

Key Performance Indicator—Revitalizing Education

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

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STRATEGIC PRIORITY 4: CROSSING BOUNDARIES
Maximize the Smithsonian’s impact on complex issues and problems by marshaling resources across disciplines and strengthening external relationships.

TIES TO PROGRAM CATEGORIES IN ERP:
- FACILITIES (Program Code 5XXX)
- PUBLIC AND GOVERNMENT AFFAIRS (Program Code 8400)

STRATEGIC PRIORITY 5: STRENGTHENING COLLECTIONS
Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian’s vast and diverse collections.

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

Key Performance Indicators—Strengthening Collections
### Key Performance Indicator

<table>
<thead>
<tr>
<th>Number of collecting units meeting goals for current policies/plans of four types: collections management policy; collections plan; cyclical inventory plan; and digitization plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output. Indicator of established standards and sound management practices for collections development, refinement, control, and access.</td>
</tr>
<tr>
<td>FY 2008: Individual performance targets met</td>
</tr>
<tr>
<td>FY 2009: 50% of SI collecting units have Collections Management Plans</td>
</tr>
<tr>
<td>FY 2010: 100% of units have collections policies; 76% of units have Phase 1 collections plans</td>
</tr>
<tr>
<td>100% of units have Phase 1 collections plans</td>
</tr>
<tr>
<td>100% have Phase 1 plans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of SD 600 collections digitized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output. Indicator of public access to SI collections</td>
</tr>
<tr>
<td>FY 2010: 13.12%</td>
</tr>
<tr>
<td>FY 2011 baseline: 13% of collection items/lots</td>
</tr>
<tr>
<td>Data not available</td>
</tr>
</tbody>
</table>

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**STRATEGIC PRIORITY 6: ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE**

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

**TIES TO PROGRAM CATEGORIES IN ERP:**

- PERFORMANCE MANAGEMENT *(Program Code 81XX)*
- HUMAN RESOURCE MANAGEMENT *(Program Code 8200)*
- DIVERSITY/EEO *(Program Code 8210)*
- PROCUREMENT AND CONTRACTING *(Program Code 8600)*
- INFORMATION TECHNOLOGY *(Program Code 7XXX)*
- FINANCIAL MANAGEMENT *(Program Code 8300)*
### Key Performance Indicators – Organizational Excellence

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion rate for senior-level (SL) and non-senior level performance appraisals</td>
<td>Output</td>
<td>FY 2008: 100% SL and 99.6% non-SL FY 2009: 100% SL and 98.4% non-SL FY 2010: 100% SL and 99.8% non-SL</td>
<td>100% SL and 99.8% non-SL</td>
<td>100% SL and 99.8% non-SL</td>
</tr>
<tr>
<td>Workdays to complete recruitment action against OPM End to End Hiring Model</td>
<td>Efficiency</td>
<td>FY 2010: 160.88 days</td>
<td>Goal of 80 days (new measure)</td>
<td>136.07 days</td>
</tr>
<tr>
<td>Percent of processed job requisitions meeting the OPM 80 day standard</td>
<td>Efficiency</td>
<td>FY 2009: 20% FY 2010: 24%</td>
<td>25%</td>
<td>32%</td>
</tr>
<tr>
<td>Percent of SI contract actions completed within Federal Standards Time Frames</td>
<td>Efficiency</td>
<td>FY 2008: 90% FY 2009: 89.6% FY 2010: 90%</td>
<td>90%</td>
<td>91%</td>
</tr>
<tr>
<td>Business days to process unit service requests</td>
<td>Efficiency</td>
<td>FY 2008: 2 days FY 2009: 2 days FY 2010: 1.25 days</td>
<td>Goal of 5 days</td>
<td>3 days</td>
</tr>
<tr>
<td>Percent of employees who are satisfied with working at the Smithsonian on annual employee survey</td>
<td>Outcome</td>
<td>FY 2008: 78% FY 2009: 80% FY 2010: 84%</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Percent of minorities in the Smithsonian workforce</td>
<td>Output</td>
<td>2008 2009 2010</td>
<td>Meet or exceed DC Metro Civilian Labor Force (CLF) statistics</td>
<td>Meet or exceed DC Metro Civilian Labor Force (CLF) statistics</td>
</tr>
<tr>
<td>Percentage of EEO training compliance EEO Supervisor Course Prevention of Workplace Harassment</td>
<td>Process</td>
<td>New KPI</td>
<td>80%</td>
<td>EEO-Supv = 93.5 POWH= 90.3</td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>Type</td>
<td>Prior year data</td>
<td>FY 2011 target</td>
<td>FY 2011 Actual</td>
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<td>------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Customer satisfaction with quality and timeliness of IT services</td>
<td>Outcome</td>
<td>FY 2008: Quality 99.13%; Timeliness 98% FY 2009: Quality 98.2% Timeliness 97.5% FY 2010: Quality 99.17% Timeliness 98.74%</td>
<td>Quality 98% Timeliness 97%</td>
<td>Quality – 98.6% Timeliness – 98.2%</td>
</tr>
</tbody>
</table>

**TIES TO PROGRAM CATEGORIES IN ERP:**
- **SECURITY & SAFETY** *(Program Code 6XXX)*
- **FACILITIES** *(Program Code 5XXX)*

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

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of available capital funds obliged compared to funds available</td>
<td>Efficiency</td>
<td>FY 2008: 87% FY 2009: 86.5% FY 2010: 87.5%</td>
<td>85%</td>
<td>91%</td>
</tr>
<tr>
<td>Number of major capital projects meeting milestones</td>
<td>Output</td>
<td>FY 2008: Met milestones on 6 of 9 major projects FY 2009: Met milestones on 9 of 11 major projects FY 2010: Met milestones on 10 of 11 major projects</td>
<td>Meet milestones on all 7 major projects</td>
<td>Met milestones on 5 of 7 major projects</td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>Type</td>
<td>Prior year data</td>
<td>FY 2011 target</td>
<td>FY 2011 Actual</td>
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<tr>
<td>----------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| Revitalization of public space, National Museum of American History (NMAH)               | Output          | FY 2008: Not met due to project delay (asbestos; contactor scheduling)  
FY 2009: NMAH reopened to the public 11/21/08; design of garage infill was completed and design for West Wing revitalization underway  
FY 2010: Awarded contract for garage infill. Completed 35% design for West Wing revitalization | Convert garage into swing space to 70% completed.  
Complete 95% design for West Wing revitalization.                                                                                                                                       | Convert garage into swing space 70% completed.  
Completed 95% design for West Wing revitalization (100% completed in October).                                                                                                         |                                                                                                          |
| National Zoological Park ongoing revitalization                                         | Output          | FY 2008: Not met due to project delay (longer design period to resolve budget and scope issues)  
FY 2009: Extensive punch list delayed completion of barn and habitat 2 & 3. Work has begun on the Community Center and habitat 1. The most urgent structural repairs for GSB were completed.  
Seal/Sea Lion contract was awarded. Met target for fire protection projects.  
FY 2010: AT is behind schedule, but other NZP targets were met. Contractor issues delayed Phase I completion, Phase II is under way with a new contractor.  
Construction is 20% complete on Seal/Sea Lion project. 35% design complete on education facility. | Complete Construction to 80% on Seal/Sea Lion project.                                                                                                                                    | Construction is 80% completed on Seal/Sea Lion project.                                                                                                                                         |
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revitalization of National Museum of Natural History space ongoing building renovation</td>
<td>Output</td>
<td>FY 2008: Milestones met. FY 2009: Base construction work in west wing basement completed, work on subsequent modifications to be completed in mid-2010. Completed SW 3rd Floor revitalization. Work on NE ground floor and LAB are underway. FY 2010: Targets met, West Wing first and ground floor construction at 30%.</td>
<td>Complete 75% of West Wing construction.</td>
<td>West Wing; first and ground floor construction at 76%</td>
</tr>
<tr>
<td>Revitalization of the Arts and Industries Building</td>
<td>Output</td>
<td>FY 2008: Milestones met. Concluded RFQ process; began “possibility study” of restoration and revitalization FY 2009: Completed historic structure report and structural survey. Masonry repairs underway. FY 2010: Targets met, critical masonry repairs completed and shell construction contract awarded</td>
<td>Complete 25% of A&amp;I shell construction</td>
<td>Shell construction is 25% completed</td>
</tr>
<tr>
<td>Design and construct National Museum of African American History &amp; Culture</td>
<td>Output</td>
<td>FY 2008: Milestones met. FY 2009: Architectural program was completed and design firm was selected. FY 2010: Awarded design contract; began schematic designs</td>
<td>Award Construction Management at Risk Contract</td>
<td>Awarded Construction Management at Risk Contract in July</td>
</tr>
<tr>
<td>Construction of Mathias Laboratory at SERC</td>
<td>Output</td>
<td>FY 2009: Design contract awarded FY 2010: Target met, design completed.</td>
<td>Complete 10% construction</td>
<td>Completed 4% construction (hurricane/storms delayed construction)</td>
</tr>
<tr>
<td>Construction of Gamboa Lab (replace Santa Cruz School)</td>
<td>Output</td>
<td>FY 2009: Design was delayed. A pre-design contract awarded in September FY 2010: Targets met, contract awarded in September</td>
<td>Start construction</td>
<td>Permit issues have pushed start of construction to FY12</td>
</tr>
<tr>
<td>Key Performance Indicator</td>
<td>Type</td>
<td>Prior year data</td>
<td>FY 2011 target</td>
<td>FY 2011 Actual</td>
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</table>
| Percent of revitalization projects designed to 35% prior to request for construction funding | Efficiency (35% design prior to funding improves cost estimates; early award avoids cost escalation and project delays) | FY 2008: 50% Not met due to changes in priorities and lack of funding in Facilities Planning & Design  
FY 2009: 80% target not met due to lack of planning funds, a minor delay on design of the Mathias Lab, and a major design delay on the Gamboa project.  
FY 2010: 80% target not met due to lack of planning funds. | Complete 35% design prior to Congressional budget submission for 80% of major projects in the FY 2012 capital program | Target not met due to lack of planning funds.                                                      |
| Percent of major projects completed within budget compared to initial government estimate at construction start | Output/ Efficiency (control of change orders and scope avoids costs/delays) | FY 2008: 100%  
FY 2009: 100%  
FY 2010: 100% | 100% | 100% |
| Progress in improving average Facility Condition Index (FCI) of SI facilities               | Output. Long range target is 96% (Good) by 2017. Higher % shows improvement in condition. | FY 2008: FCI = 86.1%  
FY 2009: FCI = 86%  
FY 2010: FCI = 86.9% | 86.5% | 88.7% |
| Number of major projects in which the change from the 35% design cost estimate to final project completion cost is within ±15% per industry standards | Efficiency (indicates cost, scope & schedule control during project development and construction-results in cost avoidance) | FY 2009: Target met. The NMNH Third Floor project incurred additional costs due to lead contamination — an unknown condition. The base construction work met the target.  
FY 2010: Target (2 of 2 major projects) met, MSC Greenhouses and NASM electrical system | 1 of 1 major projects | Target (1 of 1 major projects) met, CHNDM Fox/Miller House |
| Planned maintenance cost as percent of total annual maintenance costs                      | Efficiency (a higher proportion planned vs. unplanned is indicator of more efficient use of available resources) | FY 2008: 53%  
FY 2009: 55%  
FY 2010: 50% | 55% | 55% |
<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Systems meet reliability targets</td>
<td>Output</td>
<td>FY 2008: Targets met for 5 of 5 systems</td>
<td>Meet targets for 5 of 5 systems</td>
<td>Targets met for 5 of 5 systems</td>
</tr>
<tr>
<td>Improve level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale</td>
<td>Output</td>
<td>FY 2008: Maintained APPA Appearance level 3 (Casual Inattention)</td>
<td>Maintain APPA level 3</td>
<td>APPA level 3</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Type</th>
<th>Prior year data</th>
<th>FY 2011 target</th>
<th>FY 2011 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar amount of (1) voluntary support (gifts) and (2) non-government grants and contracts</td>
<td>Input</td>
<td>FY 2008: $135.6 M</td>
<td>$175 million</td>
<td>$182.08 million</td>
</tr>
<tr>
<td>Research Expenditures for SI grants &amp; contracts awarded</td>
<td>Output</td>
<td>New KPI FY 2010: $104.8M</td>
<td>$108M (3% increase over FY2010 level)</td>
<td>$138.68 million</td>
</tr>
<tr>
<td>Dollar amount of SE net gain</td>
<td>Input</td>
<td>FY 2008: $26.7 M</td>
<td>$28 million (to include $500 K in new initiatives)</td>
<td>$29.1 million</td>
</tr>
<tr>
<td>Dollar amount of non-SE new revenue generation (indirect cost recovery and other unit activities)</td>
<td>Input</td>
<td>New KPI</td>
<td>$24.7 million ($4 million above 2010 base)</td>
<td>$27.65 million</td>
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<tr>
<td>A&amp;I/ AIB</td>
<td>Arts and Industries Building</td>
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<tr>
<td>AAA</td>
<td>Archives of American Art</td>
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<tr>
<td>ACM</td>
<td>Anacostia Community Museum</td>
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<tr>
<td>AMSG</td>
<td>Arthur M. Sackler Gallery</td>
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<tr>
<td>CFCH</td>
<td>Center for Folklife and Cultural Heritage</td>
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<tr>
<td>CHNDM</td>
<td>Cooper-Hewitt National Design Museum</td>
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<tr>
<td>CIS</td>
<td>Collections Information System</td>
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<tr>
<td>CRC</td>
<td>Cultural Resources Center (NMAI facility in Suitland, MD)</td>
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<tr>
<td>CRC</td>
<td>Conservation and Research Center (NZP facility in Front Royal, VA)</td>
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<td>DWRC</td>
<td>Donald W. Reynolds Center for American Art and Portraiture</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<td>FGA</td>
<td>Freer Gallery of Art</td>
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<td>FSG</td>
<td>Freer &amp; Sackler Galleries</td>
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<td>GGHC</td>
<td>George Gustav Heye Center</td>
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<td>HMSG</td>
<td>Hirshhorn Museum and Sculpture Garden</td>
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<td>MCI</td>
<td>Museum Conservation Institute</td>
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<td>MSC</td>
<td>Museum Support Center</td>
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<td>National Air and Space Museum</td>
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<td>NCP</td>
<td>National Collections Program</td>
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<td>NMAAHC</td>
<td>National Museum of African American History and Culture</td>
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<td>National Museum of African Art</td>
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<td>National Museum of American History</td>
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<td>NMAI</td>
<td>National Museum of the American Indian</td>
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<td>National Museum of Natural History</td>
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<td>National Portrait Gallery</td>
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<td>National Zoological Park</td>
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<td>Patent Office Building</td>
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<td>Renwick Gallery</td>
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<td>Smithsonian American Art Museum</td>
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<tr>
<td>SIB</td>
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<td>VERITAS</td>
<td>Very Energetic Radiation Imaging Telescope Array System</td>
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<td>VoIP</td>
<td>Voice over Internet Protocol</td>
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