



Smithsonian
Institution

Annual Performance Plan
Fiscal Year 2022



One Smithsonian: Greater Reach, Greater Relevance, Profound Impact

Our Purpose

The increase and diffusion of knowledge

Our Mission

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

Our Vision

*By 2022, the Smithsonian will build on its unique strengths to **engage** and to **inspire** more people, where they are, with greater **impact**, while catalyzing critical conversation on issues affecting our nation and the world.*

Introduction

In December 2017, the Smithsonian unveiled a new [Strategic Plan](#). The plan sets goals to help us be more collaborative and efficient in our work, build and deploy digital competency, and engage new and more diverse audiences in meaningful ways. We also continue to improve facilities maintenance and collections care to be even better stewards of America's treasures and seek out new strategic partnerships to expand our reach.

Many of the FY 2021 measures were significantly impacted by the COVID-19 pandemic. The Institution expects this trend to continue for the foreseeable future and has set FY 2022 performance targets accordingly.

The Smithsonian's Seven Mission goals

Goal 1: Be One Smithsonian

Goal 2: Catalyze new conversations and address complex challenges

Goal 3: Reach 1 billion people a year with a “digital first” strategy

Goal 4: Understand and impact 21st century audiences

Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects

Goal 6: Preserve our natural and cultural heritage while optimizing our assets

Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

Annual Performance Plan for Fiscal Year 2022

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

Index to Strategic Goals by Programmatic and Functional Performance areas

PERFORMANCE AREAS	STRATEGIC GOALS
<p>Research and Scholarship: We will create knowledge through high-impact research in science, art, history, and culture.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects</p>
<p>Public Engagement: We will share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 3: Reach 1 billion people a year with a “digital first” strategy</p> <p>Goal 4: Understand and impact 21st century audiences</p>
<p>National Collections: We will preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p>Smithsonian Facilities: We will maintain our historic and diverse infrastructure that is essential to the care of fragile collections, support for critical scientific research, and hosting millions of visitors.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p>People and Operations</p> <ul style="list-style-type: none"> • Operational Efficiency and Effectiveness: We will institute nimble and cost-effective pan-Institutional administrative processes. • Diversity and Inclusion: We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution. • Financial Strength 	<p>Goal 1: Be One Smithsonian</p> <p>Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure</p>

Research and Scholarship

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

- Links to
 - Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects
 - Goal 2: Catalyze new conversations and address complex challenges
- Ties to Program Category in ERP:
 - RESEARCH (Program Code 4XXX)

Key Performance Indicators – Research and Scholarship

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2019: 2,182 FY 2020: 2,560 FY 2021: 2,734	2,500	
Number of Fellows in residence	Output	FY 2019: 845 FY 2020: 772 FY 2021: 778	775	
Number of Grant and Contract proposals submitted	Output	FY 2019: 584 FY 2020: 608 FY 2021: 559	585	

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

Public Engagement

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

- Links to
 - Goal 2: Catalyze new conversations and address complex challenges
 - Goal 3: Reach 1 billion people a year with a “digital first” strategy

- Goal 4: Understand and impact 21st century audiences
 - Ties to Program Categories in ERP:
- PUBLIC PROGRAMS (Program Code 1XXX)
 - WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
 - IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
- EXHIBITIONS (*Program Code 2XXX*)
- EDUCATION (*Program Code 11XX*)

Key Performance Indicators – Public Engagement

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2019: 23.3 million FY 2020: 7.7 million FY 2021: 3.2 million*	10 million	
Number of people served by Smithsonian education programs	Output. Indicator of level of public use/quality of SI education programs	FY 2019: 10.2 million FY 2020: 8.6 million FY 2021: 9.6 million	9 million	
Number of visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2019: 154 million FY 2020: 178 million FY 2021: 205.6 million	190.3 million	
Number of Social media followers: <ul style="list-style-type: none"> • Facebook • Twitter 	Output. Indicator of level of public use of SI resources	FY 2019: Facebook 7 million; Twitter 5.9 million FY 2020: Facebook 7.2 million; Twitter 6.1 million FY 2021: Facebook 7.5 million; Twitter 6.3 million	Facebook: 7.8 million Twitter: 6.6 million	

*Note: Museums closed for much of the FY due to COVID-19

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Number of states and territories with Smithsonian Traveling Exhibitions and poster exhibits	Output. Indicator of outreach success and national access to SI resources	FY 2019: 130 locations in 38 states and DC + 6,314 poster exhibits FY 2020: SITES exhibitions in 138 venues + poster exhibits in 20,657 locations reaching 50 states, DC, Puerto Rico, and worldwide* FY 2021: SITES exhibitions in 151 venues + poster exhibits in 6,938 locations reaching 50 states, DC, Puerto Rico, and worldwide	SITES exhibitions in 133 venues + poster exhibits in 10,700 locations reaching 50 states, DC, Puerto Rico, and worldwide	
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2019: 214 Affiliates in 46 states + PR, Panama FY 2020: 210 Affiliates in 46 states, PR, Panama FY 2021: 213 Affiliates in 46 states, PR, Panama	212 Affiliates in 46 states, Panama, and Puerto Rico	

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

National Collections

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

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
 - COLLECTIONS (*Program Code 3XXX*)

Key Performance Indicators – Preserve Our Natural and Cultural Heritage Collections

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
<p>Percentage of museum collections (objects and specimens) that meet/exceed unit standards for:</p> <ul style="list-style-type: none"> • Physical Condition: Measures the need for intervention to prevent further or future deterioration of the collections. • Housing Materials: Measures the appropriateness and stability of the materials used to house or contain collections. • Storage Equipment: Measures the appropriateness of equipment intended to provide long-term protection of the collection. • Physical Accessibility: Measures the extent to which the collection is organized, arranged, located, and retrieved for intended use. <p><i>Collections Totals:</i> FY 2019: 155.4 million objects / specimens FY 2020: 155.5 million objects/ specimens FY 2021: 157.1 million objects/ specimens</p>	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY 2019:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 72% • Physical Accessibility: 87% <p>FY 2020:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% <p>FY 2021:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% 	<p>Increase over prior year</p>	
<p>Percentage of museum collections (objects and specimens) that are digitized:</p> <ul style="list-style-type: none"> • Digital Records: Measures percentage of Collections Totals with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2019: 155.4 million objects/ specimens FY 2020: 155.5 million objects/ specimens FY 2021: 157.1 million objects/ specimens</p> <ul style="list-style-type: none"> • Digital Images: Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards <p><i>Collections Prioritized for Digitization:</i> FY 2019: # of prioritized objects: 18.5 million FY 2020: # of prioritized objects: 18.7 million FY 2021: # of prioritized objects: 23.2 million</p>	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY 2019:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 33.1 M (21%) • Digital Images: # completed: 5.6 M (30%) <p>FY 2020:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 34.2 M (22%) • Digital Images: # completed: 6.5 M (35%) <p>FY 2021:</p> <ul style="list-style-type: none"> • Digital Records: # completed: 35 M (22%) • Digital Images: # completed: 7 M (30%) 	<p>Increase over prior year</p>	

Smithsonian Facilities

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
 - FACILITIES (Program Code 5XXX)
 - SECURITY & SAFETY (Program Code 6XXX)

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

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Percent of available capital funds obligated compared to funds available	Efficiency (obligation rate is indicator in initiating capital work in a timely manner)	FY 2019: 92% FY 2020: 94% FY 2021: 91%	85%	
Number of major capital projects meeting milestones (see below):	Output	FY 2019: Met milestones on 5 of 7 projects FY 2020: Met milestones on 5 of 7 projects FY 2021: Met milestones on all 6 major projects	Meet milestones on all 6 major projects	
Revitalize Historic Core (SIB/AIB)	Output	FY 2019: Pre-Design 100% FY 2020: Design awarded FY 2021: Design 5% Complete	Design 35% complete	
Renew Bird House and Great Flight Aviary - National Zoological Park	Output	FY 2019: Renovation is 43% complete FY 2020: Renovation is 73% complete FY 2021: Renovation 89% complete	Renovation 100% complete	
Replace Exterior Panels and Roof - Hirshhorn Museum Building	Output	FY 2021: Renovation 27% Complete	Renovation 75% complete	
Revitalize Building Envelope and Infrastructure - National Air and Space Museum – National Mall Building	Output	FY 2019: Renovation is 12% complete FY 2020: Renovation is 40% complete FY 2021: Renovation 55% Complete	Renovation 65% complete	

Restore Exterior Envelope and Replace Roof - National Air and Space Museum - Udvar Hazy Center	Output	FY 2019: Construction awarded FY 2020: Renovation is 24% complete (on completion schedule) FY 2021: Renovation 77% complete	Renovation 95% complete	
Construct Pod 6 - Museum Support Center	Output	FY 2019: 100% Feasibility Study completed FY 2020: 35% design has been submitted FY 2021: Design 75% complete	Construction Award complete	
Percent of revitalization projects designed to 35% prior to request for construction funding	Efficiency (35% design prior to funding improves cost estimates; early award avoids cost escalation and project delays)	FY 2019: Target not met due to lack of planning funds FY 2020: Target not met due to lack of planning funds FY 2021: Target not met due to lack of planning funds	Complete 35% design prior to Cong. budget submission for 80% of major projects in the FY 2023 capital program	
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2019: 66.5% FY 2020: 61% FY 2021: 61%	68%	
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2019: 60.4% FY 2020: 57% (impacted by COVID19: minimum staffing, buildings closed) FY 2021: 49% (impacted by COVID19: minimum staffing, buildings closed)	62%	
100% of facilities at level 3 “managed 1” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2019: Achieved 80% APPA Level 3 FY 2020: 33% @ Level 3 (impacted by COVID 19: minimum staffing, buildings closed, less cleaning) FY 2021: 33% @ Level 3 (Impacted by COVID 19; minimum staffing, buildings closed)	85% APPA Level 3	
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2019: 1.76 FY 2020: 1.44 FY 2021: 1.16	<2.00	

People and Operations

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

➤ Links to:

- Goal 1: Be One Smithsonian
- Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

➤ Ties to Program Categories in ERP:

- SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES (Program Code 01XX)
- INFORMATION TECHNOLOGY (Program Code 7XXX)
- PERFORMANCE MANAGEMENT (Program Code 81XX)
- HUMAN RESOURCES MANAGEMENT (Program Code 8200)
- DIVERSITY/EEO Program Code 8210)
- FINANCIAL MANAGEMENT (Program Code 8300)
- INVESTMENT MANAGEMENT (Program Code 8310)
- PUBLIC AND GOVERNMENT AFFAIRS (Program Code 8400)
- PROCUREMENT AND CONTRACTING (Program Code 8600)
- DEVELOPMENT (Program Code 9XXX)

Operational Effectiveness

We will institute nimble and cost-effective pan-Institutional administrative processes.

Key Performance Indicators – Organizational Efficiency and Effectiveness

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2019: 98.5 average days FY 2020: 132 average days FY 2021: 132 average days	Goal of 80 days	
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2019: 94.6% FY 2020: 93.4% FY 2021: 87%*	92%	
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2019: Quality 97.75% Timeliness 97.33% FY 2020: Quality 97.76% Timeliness 96.97% FY 2021: Quality 97.73% Timeliness 97.30%	Quality 95% Timeliness 95%	
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. Employee satisfaction is a standard indicator of a healthy organization	FY 2019: 81% FY 2020: 85% FY 2021: 82%	82%	

*Percentage reflects an average of 82% efficiency rate for purchase orders and 92% rate for A/E Construction Contracts. Procurement actions in FY21 decreased by 35% due to COVID 19.

Diversity and Inclusion

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

Key Performance Indicators – Diversity and Inclusion

Key Performance Indicators	Type	Prior year data (%)	FY 2022 target	FY 2022 actual
Percent of workforce diversity by race/ethnicity	Output	FY 2019 2020 2021	Meet or exceed DC Metro CLF standard Nat Am 0.4 Asian 9.6 NHPI 0.1 Black 25.4 Hispanic 13.2	
		Nat Am 1.4 1.4 1.3		
		Asian 5.7 6.1 5.9		
		NHPI 0.1 0.1 .2		
		Black 29.2 29.1 28.9		
		Hispanic 10.5 10.7 10.6		

Financial Strength

Key Performance Indicators – Financial Strength

Key Performance Indicators	Type	Prior year data	FY 2022 target	FY 2022 actual
Dollar amount of Private Sources: Gifts	Input	FY 2019: \$225 million FY 2020: \$248 million FY 2020: \$480 million	\$230 million	
Dollar amount of Sponsored Projects Revenue	Input	FY 2019: \$147.4 million FY 2020: \$135.7 million FY 2021: \$146 million	\$140 million	
Dollar amount of Private Sources: Business Revenue	Input	FY 2019: \$167 million FY 2020: \$109 million FY 2021: \$89 million	\$120 million	