



Smithsonian
Institution

Management's Discussion and Analysis FY 2017



THE SMITHSONIAN INSTITUTION'S IMPACT ON AMERICA

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

Thanks to the bequest of English scientist James Smithson, Congress established the Smithsonian Institution in 1846 as an independent federal trust instrumentality, a unique public-private partnership that has proven its value as a cultural and scientific resource for 171 years. The federal commitment provides the foundation for all we do, and is especially helpful in attracting private support. We leverage our federal funding to enrich the lives of the American people and advance "the increase and diffusion of knowledge."

In pursuit of this mission, the Smithsonian is a world leader in research and discovery, addressing today's relevant issues, and helping the American people understand our role in the world through the arts and humanities. We use cutting-edge technology to create unprecedented access to our treasures and inspire educators, students, and learners of all ages.

We have recently unveiled a new Strategic Plan. It expands on our five "Grand Challenges" — Magnifying the Transformative Power of Arts and Design, Unlocking the Mysteries of the Universe, Understanding and Sustaining a Biodiverse Planet, Valuing World Cultures, and Understanding the American Experience — by setting goals to help us be more collaborative and efficient in our work, and to reach new and more diverse audiences. We also continue to improve facilities maintenance and collections care to be even better stewards of America's treasures and seek out new federal, state, and local partners to expand our reach.

The Smithsonian is large and diverse, encompassing art, history, science, education, and culture. We have 19 museums and galleries, 21 libraries, nine research centers, the National Zoo, and 216 Affiliates in 46 states, Puerto Rico, and Panama. We are also open every day of the year, except Christmas Day. We have research and education facilities in eight states and the District of Columbia, and are involved in research in more than 145 countries. For the last full fiscal year, our museums had more than 30 million visits, and another 4.5 million people visited our traveling exhibitions. In addition, the magazines *Smithsonian* and *Air and Space* have a combined readership of nearly eight million people. The Smithsonian Channel is distributed by all of the top television cable service providers and is available in more than 30 million households nationwide.

Our collections total 155 million objects, including 145 million scientific specimens, 340,000 works of art, and two million library volumes. We also care for 156,000 cubic feet of archival material, 16,000 musical instruments, and more than 2,000 live animals. We have the Star-Spangled Banner; Samuel Morse's telegraph; Thomas Edison's light bulb; the Hope Diamond; the Wright Flyer; one of Amelia Earhart's planes; Louis Armstrong's

trumpet; labor leader Cesar Chavez's jacket; the Lansdowne portrait of George Washington; the Congressional Gold Medal awarded to Japanese American World War II veterans; the *Spirit of Tuskegee* airplane; the camera John Glenn used on his pioneering voyage into space; a wide array of Asian, African, and American art; the Apollo 11 Command Module, *Columbia*; and the space shuttle *Discovery*. We hold all these objects in trust for the American people and preserve these priceless national treasures for future generations to enjoy.

In fiscal year (FY) 2017, our visitors enjoyed approximately 100 new exhibitions, including: *Your Community, Your Story: Celebrating Five Decades of the Anacostia Community Museum, 1967–2017* at the Anacostia Community Museum; *Patriot Nations: Native Americans in Our Nation's Armed Forces* at the National Museum of the American Indian; *Akunnittinni: A Kinngait Family Portrait* at the George Gustav Heye Center; *Yayoi Kusama: Infinity Mirrors* at the Hirshhorn Museum and Sculpture Garden; *Kung Fu Wildstyle* at the Arthur M. Sackler Gallery; *The Face of Battle, Americans at War, 9/11 to Now* at the National Portrait Gallery; *Jim Chuchu's Invocations* at the National Museum of African Art; *My Fellow Soldiers: Letters from World War I* at the National Postal Museum; *Artist Soldiers: Artistic Expression in the First World War* at the National Air and Space Museum; *Clouds in a Bag: The Evelyn Way Kendall Ballooning and Early Aviation Collection* at the Udvar-Hazy Center; *Narwhal: Revealing an Arctic Legend* at the National Museum of Natural History; *The Virtue in Vice* at Cooper Hewitt, Smithsonian Design Museum; *Watch This! New Directions in the Art of the Moving Image* at the Smithsonian American Art Museum; *Parallax Gap* at the Renwick Gallery; *Before Internet Cats: Feline Finds from the Archives of American Art* at the Archives of American Art; the four exhibitions at the renovated second-floor West Wing of the National Museum of American History; and the 11 thought-provoking permanent galleries in our new National Museum of African American History and Culture.

Digital technology allows us to reach new, diverse audiences more than ever before. In FY 2017, our websites attracted more than 150 million unique visitors. In social media, we currently have 11 million followers on Facebook and Twitter alone, with tens of thousands more engaging with us on other Internet platforms. Our newest podcast, *Sidedoor*, debuted in October 2016, featuring behind-the-scenes stories from the Smithsonian's museums, research centers, and world-renowned experts. The podcast has reached people in all 50 states and more than 146 countries, with more than 1.25 million downloads to date. This year, the Smithsonian Astrophysical Observatory developed a mobile app that allowed users to have a virtual view in real time of the solar eclipse as it crossed the continental United States on August 21.

For years, we have been digitizing our objects, specimens, archival materials, and library books to make them more accessible to the public. So far, our museums and libraries have created digital images for 2.9 million objects, specimens and books, and electronic records for 28 million artifacts and items in the national collections. Our archives have created 3.9 million digital images, and now have electronic records and metadata for close to 120,000 cubic feet of archival material. More than 9,300 digital initiative volunteers have transcribed 329,000 pages of data for our Transcription Center. Furthermore, we have implemented rapid-capture digitization, a conveyor-belt technology

to accelerate the digitization of our collections. We reached another milestone when the Smithsonian's Digitization Program Office (DPO) worked with the National Museum of Natural History's Department of Botany to digitize and transcribe the Museum's one-millionth botanical specimen.

Thanks to the work of our DPO, we are now leaders in the field of 3D scanning, allowing people to see our treasures and specimens in a new light. Users can connect with our collection of 3D-digitized Smithsonian objects available online, creating replicas of Smithsonian objects via 3D printers for scientific research or use in the classroom. The digitization team's new 3D collection website features updated content and functionality, with the most recent advance being the ability to interact with Smithsonian collection objects using Virtual Reality applications. The team is also working on automating the 3D scanning pipeline so that hundreds of objects can be scanned in just weeks.

Another way we accomplish the "diffusion of knowledge" is with myriad educational offerings that serve millions of people annually from preschoolers to senior citizens. Our Smithsonian Science Education Center produces science curricula materials for grades K–8 and supplementary resources for all grade levels. More than 2,300 of these learning resources are tied to national standards and are available free online. The Smithsonian Learning Lab website created by the Smithsonian Center for Learning and Digital Access offers teachers and students free digital access to more than a million resources from across the Smithsonian. Smithsonian Affiliate museums host speakers, traveling exhibitions, and webinars, bringing educational offerings into many communities. In FY 2017, the Smithsonian Institution Traveling Exhibition Service (SITES) took large and small exhibitions to regional museums and provided educational materials to schools and libraries. In all, SITES brought 31 exhibitions to 142 communities in all 50 states, the District of Columbia, and Guam, reaching an audience of 4.5 million people. Last year alone, eight poster exhibitions were sent to 5,450 schools, museums, and libraries.

We have numerous dedicated education, learning, and discovery spaces in our museums and research centers. The Institution also serves the public appetite for education through the National Museum of American History's *Object Project*, a 4,000-square-foot space in the Museum's Innovation Wing, the National Museum of Natural History's *Q?rius*, our 10,000-square-foot science education center for teenagers, and the National Air and Space Museum's various education spaces that are integrated into exhibits. In FY 2018, the National Museum of the American Indian's George Gustav Heye Center will open its imagiNATIONS Activity Center. We continue to connect with young learners through the Hirshhorn Museum and Sculpture Garden's *ARTLAB+* program for teens and Cooper Hewitt's Smithsonian Design Center in New York City's Harlem neighborhood. Smithsonian Affiliates also hosts Spark!Lab to provide unique Smithsonian educational experiences through hands-on invention centers developed by the National Museum of American History.

Given the Institution's high profile and popularity, the Smithsonian's facilities require constant care and maintenance to enable us to serve our visitors. Our next major facilities capital project will be the renovation of the National Air and Space Museum building on the National Mall. The 750,000-square-foot building, which opened in 1976,

hosts six to seven million visitors each year and has welcomed more than 330 million people in the past 40 years, far exceeding its original projections. Smithsonian Facilities staff teams have spent the past three years planning for and overseeing the design of this massive project, which will be the first major overhaul of the building's infrastructure. This work is necessary to ensure that the building can continue to handle its large number of visitors and provide a suitable environment for the priceless artifacts of aviation and space flight.

The Smithsonian continues to take collections stewardship very seriously. Our collections are a vital national asset, and we are always improving storage conditions and balancing the preservation of and access to these collections. The collections we maintain are a valuable resource for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey. We work with the White House's Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Today, we still use collections acquired a century or more ago to address the effects of global change, the spread of invasive species, and the loss of biological diversity and its impact on interconnected ecosystems. Federal, state, and local authorities often look to our collections for answers to questions about flu epidemics, oil spills, volcanic eruptions, or aircraft downed by bird strikes.

As an ambassador of goodwill and a research partner, we are involved in research in more than 145 countries by coordinating with strategic allies across the federal Government, and working with foreign governments and the private sector. Through our Office of International Relations and our science, art, history, culture, and education units, we work with virtually every cabinet-level federal agency and numerous other organizations.

In addition, we leverage our strengths with our strategic national and international partners for a combined greater impact. For instance, on Earth Day 2017, we convened the *Earth Optimism Summit*, a three-day event featuring more than 150 scientists, thought leaders, philanthropists, conservationists, and civic leaders from across the political spectrum. It explored solutions to global conservation problems and provided a platform to discuss ways to apply findings and replicate successes. Elsewhere, our international efforts are increasingly directed toward cultural heritage protection. Last March, the Smithsonian and the U.S. Department of State announced a project to enable Iraq's State Board of Antiquities and Heritage and others to document and stabilize precious artifacts in the ancient city of Nimrud.

These and other Smithsonian projects foster international collaboration and bring together governments, foundations, and the world's leading thinkers and scientists. We bridge disciplines and borders, whether rescuing art from the rubble of damaged galleries and museums, helping to save endangered species, or inspiring tomorrow's artists, scientists, and leaders in all disciplines. Beyond the walls of our museums and laboratories, our teams are making discoveries, preserving the past, and sharing insights with audiences of all ages. By working with governments and organizations

around the world, we amplify our impact. Cross-disciplinary collaboration gets results and produces a shared legacy of progress and discovery.

Our work toward a groundbreaking partnership with the Victoria and Albert (V&A) Museum in London, which we announced in 2016, continues to progress. This collaboration will consist of a combined exhibition space jointly curated by Smithsonian and V&A staff members as well as a separate space for Smithsonian self-curated exhibitions. We expect the new spaces to open in 2023 and that it will help the Smithsonian expand our scope to reach new audiences without the need for federal funding.

With our international partners and worldwide reach, the Institution is particularly well connected to study biodiversity issues. The Smithsonian's ForestGEO (Global Earth Observatories) network is a worldwide partnership of more than 95 institutions working to monitor the health of six million trees (including 10,000 different species) on 63 plots in 24 countries. Our follow-up initiative, Tennenbaum Marine Observatories, or MarineGEO, seeks to replicate this success by assessing the health of coastal areas and the oceans at large, with the goal of determining how to manage these important resources. Six new sites are scheduled to be added to the network in the coming year, which will bring the total to 15 active MarineGEO sites.

Smithsonian scientists also work around the world to help save endangered, vulnerable, and threatened species, such as Asian elephants, Panamanian golden frogs, African kori bustards, Asian tigers, Przewalski's horse, the African scimitar-horned oryx, coral reefs, North American black-footed ferrets, Cuban crocodiles, Asian clouded leopards, and giant pandas.

Elsewhere, in today's world of long-distance travel and new technologies, deadly viruses can reach around the globe in 24 hours, and nearly 75 percent of emerging pathogens in humans come from animals. With that in mind, the Smithsonian is a founding partner in the USAID-funded Emerging Pandemic Threats Program, which helps public health officials avoid the next major pandemic. Veterinary scientists and pathologists from the National Zoo and the Smithsonian Conservation Biology Institute are conducting regional wildlife pathology workshops to train biologists and conservationists to recognize, identify and stop the next global health threat in its initial stages. These actions, in turn, will prove vital to prevent potential pandemics from occurring.

The Smithsonian's 500 staff scientists also tackle other vital issues of the day, make important discoveries, and share them with the public. For example, scientists at the Harvard-based Smithsonian Astrophysical Observatory continue to explore the universe's boundless mysteries, from carbon-based planets capable of supporting life in its earliest existence to a planet currently forming in an Earth-like orbit around a young star light years away from our own solar system.

The National Museum of Natural History (NMNH) is the leading partner in a global effort called the *Encyclopedia of Life* (EOL), an ambitious project to build a key repository

of scientific information about virtually every form of life on Earth. The EOL is an online database with more than 5.5 million pages, and more than 90,000 people use it for their work. Its financial, logistical, and research support comes from numerous partners, including the MacArthur and Sloan Foundations.

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

We do all this thanks to more than 6,700 dedicated employees — award-winning scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology — and more than 6,900 generous, on-site volunteers, nearly 800 research Fellows, nearly 1,300 research associates, more than 1,700 interns, and more than 9,000 digital initiative volunteers: brain power that benefits the Smithsonian and the world many times over. Because of their level of commitment, the Smithsonian was, for the seventh year in a row, ranked as one of the best places to work in the federal Government.

Building on our legacy, with the continuing support of Congress, the Administration, our Board of Regents, and the American people, we will offer even more opportunities to enlighten and engage the public in the future. Significant examples include the renovated West Wing of the National Museum of American History; the recently modernized and reopened Freer and Sackler Galleries; *Second Opinion*, a new digital thought leadership platform that explores critical issues facing the nation and the world; and the new National Museum of African American History and Culture that opened to great acclaim in September of 2016. These important museums and initiatives demonstrate the power of the Smithsonian to educate, inspire, and bring people together.

Today, with our numerous museums, distinguished research and scholars, iconic American treasures, and a vast array of information made accessible from its websites, the Smithsonian remains a resource of extraordinary value for the American people and the world. As such, the Smithsonian will continue to prove its worth as an investment in the future and a steward of our past.



David J. Skorton
Secretary, Smithsonian Institution
November 2017



Smithsonian Institution

Budget, Performance, and Financial Snapshot Fiscal Year 2017

Mission: For 171 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge.” Today, the Smithsonian is not only the world’s largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration.

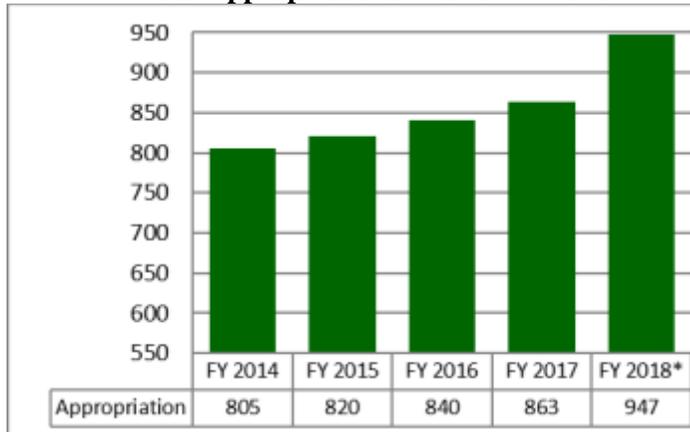
Organization: The Smithsonian is a unique institution — a vast national research and educational center that encompasses the museums for which it is famous as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and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

Personnel: The Institution’s workforce consists of more than 6,700 federal and non-federal employees and more than 6,900 volunteers

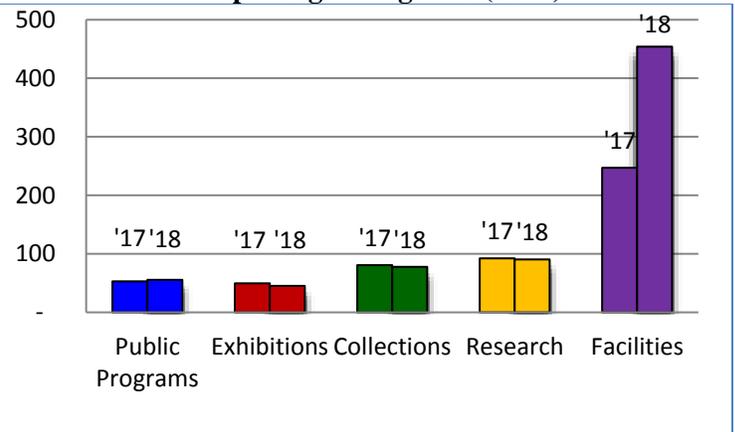
Budgetary Resources: The federal budgetary resources for FY 2017 totaled \$863 million. The FY 2018 budget request totals \$947 million (\$719 million for Salaries and Expenses, \$228 million for Facilities Capital).

Budget Snapshot (\$s in millions)

Annual Appropriations FYs 2014 – 2018



Top Budget Programs (S&E)



* FY 2018 represents budget request to Congress. Increase in Facilities is for the National Air and Space Museum revitalization project.

Performance Snapshot

Accomplishments: The Smithsonian had more than 30 million visits in FY 2017. Net income from Smithsonian Enterprises exceeded the Institution’s goal and private-sector giving was strong.

Did You Know?

The Smithsonian is the largest museum and research complex in the world, with 19 museums and galleries, the National Zoological Park, and research centers in the Washington, DC area, eight states, Panama, and Belize.

Financial Snapshot

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

FY 2017 (\$s in millions)

Total Assets	\$ 1,924.6
Total Liabilities	\$ 216.4
Total Net Assets	\$ 1,708.2

SMITHSONIAN STRATEGIC PRIORITIES

STRATEGIC GOAL: EXCELLENT RESEARCH

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

Key Performance Indicator	Type	Prior-year data	FY 17 target	FY 17 actual
Number of peer-reviewed publications (calendar year)	Output	FY 2014: 1,945 FY 2015: 2,295 FY 2016: 1,916	2,100	1,688 

STRATEGIC GOAL: BROADENING ACCESS

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

Key Performance Indicators	Type	Prior-year data	FY 17 target	FY 17 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2014: 26.8 M FY 2015: 28.2 M FY 2016: 29.3 M	30 million	30.1 million 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2014: 99.9 M (revised counting method) FY 2015: 106.7 M FY 2016: 134 M	140 million	151 million 

STRATEGIC GOAL: REVITALIZING EDUCATION

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

Key Performance Indicator	Type	Prior-year data	FY 17 target	FY 17 actual
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2014: 5.2 million FY 2015: 5.2 million FY 2016: 5.8 million served	6.1 million served	6.3 million 

STRATEGIC GOAL: ORGANIZATIONAL EXCELLENCE

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

Key Performance Indicators	Type	Prior-year data	FY 17 target	FY 17 actual
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. standard indicator of a healthy organization	FY 2014: 81% FY 2015: 79% FY 2016: 80%	Maintain 80%	81% 
Number of major capital projects meeting milestones	Output	FY 2014: Met on 5 of 7 projects FY 2015: Met on 4 of 6 projects FY 2016: Met on 6 of 6 projects	Meet milestones on all 10 major projects	8 of 10 
Dollar amount of Private Sources: Gifts	Input	FY 2014: \$222.4 million FY 2015: \$230.0 million FY 2016: \$296.0 million	\$200 million	\$233million 
Dollar amount of Private Sources: Sponsored Projects Revenue	Input	FY 2014: \$153 million FY 2015: \$152 million FY 2016: \$170 million	\$160 million	\$139.3 million 

MANAGEMENT’S DISCUSSION AND ANALYSIS

MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For 171 years, the Smithsonian Institution has remained true to its mission, “the increase and diffusion of knowledge.” In that time, it has become the largest museum and research complex in the world, the most respected provider of museum experiences supported by authoritative scholarship, and an international leader in scientific research and exploration.

The Smithsonian is unique among the world’s institutions. It is not simply a museum, or even a cluster of museums, so much as it is a vast national research and educational center that encompasses — in addition to its exhibition galleries — laboratories, observatories, field stations, scientific expeditions, classrooms, performing arts events, publications, and more. The Institution is an extensive museum and research complex that includes 19 museums and galleries, the National Zoological Park, and research centers around the nation’s capital, in eight states, and the Republic of Panama. In addition, the Smithsonian is the steward of more than 156 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, history, as well as various scientific disciplines. In addition, 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.

Today, global forces are causing a massive sea change of knowledge in our world that demands a bold path to meet the challenges ahead. During the next decade, the Institution will be called upon to become more deeply and more visibly engaged with the great issues of our day than ever before. The Smithsonian is committed to advancing our strategic plan by broadening access to its vast resources for all audiences through the latest technologies; strengthening the breadth and depth of its collections (as well as the

scholarship involving collections); revitalizing education (both formally and informally); working across disciplines; and pursuing excellence in public service at every opportunity.

Financially, the Institution depends on the federal Government for two-thirds of its funding. However, as a trust instrumentality of the United States, many of the laws and regulations applicable to federal agencies do not apply to the Smithsonian. Nevertheless, the Institution is ever mindful of and grateful for this support from the American public, and will continue working with both the Office of Management and Budget (OMB) and the Congress to provide the information they need to justify their continued support.

The Smithsonian continues working to improve its day-to-day operations by strengthening its financial and human resource management, using e-Government wherever possible and more closely integrating budgeting with long-term performance goals. Specifically, the Smithsonian continues to conduct reviews with the Institution's directors to assess the Smithsonian's performance against Institution-wide performance goals and integrate our budget with our performance objectives. In fiscal year (FY) 2017 the Smithsonian also:

- continued implementing its Strategic Plan, and extended it through 2017;
- continued implementing the Smithsonian Digitization Plan that describes how the Institution will digitize its resources for the widest possible public use;
- continued linking all funds to performance objectives and monitoring progress toward individual goals;
- continued improving the Institution's performance plan so that it is linked directly to the Institution's financial reporting and budget formulation and execution structures; and
- continued refining a workforce plan that ties staffing levels to performance plans and the size of the Smithsonian's streamlined workforce.

The Smithsonian Organization

As an independent trust instrumentality governed by a Board of Regents, the Smithsonian is served by a staff of nearly 6,700 federal and trust employees and more than 6,900 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 FY 2017 Accomplishments

The Smithsonian accomplished an unprecedented number of significant tasks in FY 2017, which continue to generate positive momentum for the future. The Smithsonian continues to focus on productivity, measure and track progress, and improve efficiency. We now have a more integrated budget and performance goal processes which are better aligned with each other. In addition, with our dashboard tool for reporting on key metrics, we can track progress on multiple fronts in real time as events occur. This has enabled us to allocate our funds and personnel more effectively.

Besides the highlights noted below, the Smithsonian was notified in FY 2017 that we once again ranked as one of the best places to work in the federal Government.

Attachment B highlights the Smithsonian's achievements in FY 2017, including:

1. Focusing on Grand Challenges

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

- cutting-edge work in biodiversity genomics that will address worldwide problems on disease transmission and environmental degradation;
- expansion of the Smithsonian's worldwide network of forest plots and their integration into a system of forest Global Earth Observatories (GEOs) that will advance the strategic goal of Excellent Research;
- expansion of the Tennenbaum Marine Observatories, or MarineGEO, that

seeks to replicate the ForestGEOs' success and assess the health of coastal areas and the oceans at large;

- continuing construction of the Giant Magellan Telescope that will enable researchers to see distant stars 10 times more clearly than with the space-based Hubble telescope;
- support for the Smithsonian Environmental Research Center online database, *NEMESIS*, which tracks the movements of hundreds of invasive species along our nation's coastal regions;
- continuing work by the National Museum of Natural History on the *Encyclopedia of Life*, which gathers and shares knowledge about all of the Earth's 1.9 million known living species;
- conservation-based training at the National Zoo's Smithsonian-George Mason University Conservation Studies Program at Front Royal, Virginia; and
- continuing to explore the universe's boundless mysteries at the Harvard-based Smithsonian Astrophysical Observatory.

2. Broadening Access accomplishments include:

- attracting more than 30 million personal visits to Smithsonian facilities;
- attracting more than 150 million unique visitors to our Smithsonian websites;
- reaching all 50 states and 4.5 million visitors through the Smithsonian Institution Traveling Exhibition Service;
- increasing Smithsonian Affiliate membership to a total of 216 affiliates in 46 states, Puerto Rico, and the Republic of Panama;
- opening almost 100 new exhibitions;
- increasing the use of social media platforms, such as YouTube, Facebook, and Twitter, which are specifically directed to reaching new audiences;
- implementing the Smithsonian Digitization Strategic Plan and making significant progress in improving digitization metrics and digitizing collection objects;
- launching new mobile applications (apps) and mobile websites; and
- continuing to grow the Smithsonian TV cable channel audience that now includes millions of households.

3. Revitalizing Education successes include:

- collaborating with educators and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages;
- using a Department of Education grant to provide professional services and training to teachers and other educators;
- hosting a series of workshops for teachers and students to establish Smithsonian leadership in the use of mobile technologies for informal learning;
- focusing on key areas, such as Science, Technology, Engineering, and Mathematics (STEM) education, and civic engagement;
- continuing to operate education centers, such as:
 - National Postal Museum, William H. Gross Stamp Gallery
 - American History Museum's *Object Project*
 - Natural History Museum's Q?rius science education center
 - Hirshhorn's *ARTLAB+* program for teenagers;
- continuing the Web-accessible digital platform, Smithsonian Learning Lab, that offers more than 2,000 lesson plans for educators and more than one million digitized objects from our collections; and
- working with researchers, as well as colleagues across the country, to create hands-on, interactive experiences at numerous museums and research centers.

4. Crossing Boundaries achievements include:

- strengthening relationships with international organizations to assist recovery efforts following events such as the ongoing destruction of cultural heritage in Syria and Iraq and the assisting the affiliate museum in Puerto Rico following the recent hurricane damage; and
- continuing as a member of the Coordinating Committee on International Cultural Property Protection to train participants to respond quickly to emergency situations.

5. Strengthening Collections milestones include:

- continuing the digitizing of the national collections and making more of them available to the public;
- implementing collections plans for all collecting units and incrementally improving the percentage of collections that meet or exceed unit-specific collections care standards; and
- completing the *Collections Space Framework Plan* that provides an in-depth study of collections space needs and the blueprint for going forward to fulfill those needs.

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

- fund raising, private grant awards, business income, and endowment growth, all of which exceeded Institution goals;
- continuing major renovation projects at the National Zoological Park, the National Museum of Natural History, and the National Museum of American History
- beginning major renovation project at the National Air and Space Museum

FY 2017 Financial Position

The Smithsonian's financial statements are prepared with data from the Institution's accounting records. The Institution uses *PeopleSoft* to manage its federal and trust resources. The financial data contained in the FY 2017 federal closing package was subjected to a comprehensive review and independent audit to ensure its accuracy and reliability.

The Smithsonian Institution's management and financial controls systems provide reasonable assurance that the Institution's programs and resources are protected from fraud, waste, and misuse, and that its financial management systems conform to Government-wide requirements. Although the Smithsonian is not a department or agency of the Executive branch, the Institution has achieved the intent of the Federal Managers' Financial Integrity Act (FMFIA) (P.L. 97-255) to prevent problems by systematically reviewing and evaluating the Institution's management and financial controls and financial management systems. Previous independent audits have found no material weaknesses in the Smithsonian's internal controls. In addition, the Institution reports no violations of the Anti-Deficiency Act.

Looking Forward

The Smithsonian plays a vital role in the nation's educational, research, and cultural life. Our name is trusted because it represents excellence in research and education, and we are developing a reputation for excellence in management, operations, oversight, and governance, as well. Despite the inherent strength of the Institution, the Smithsonian faces significant challenges as it continues to serve the public with both engaging, modern exhibitions and groundbreaking scientific research and exploration.

In FY 2018, we will implement our new Strategic Plan. It will help us be more responsive to the expectations of our visitors and audiences in numerous ways. The plan sets forth the following goals to: be a more unified Institution; spark new conversations

and address complex challenges; reach one billion people a year with a “digital first” strategy; better understand and make an impact on 21st-century audiences; drive large, visionary, interdisciplinary research and scholarly projects; preserve our natural and cultural heritage while optimizing our assets; and to provide a nimble, cost-effective, and responsive administrative infrastructure that will allow us to accomplish all of our goals.

In FY 2018, with the support of the Administration and Congress, the Smithsonian will continue to aggressively address our challenges and take advantage of our opportunities, using the dedication of our staff and the efficiencies of new technology to fulfill our longstanding mission.

HIGHLIGHTS OF PERFORMANCE GOALS AND RESULTS

The Institution’s performance goals and results are tracked and reviewed throughout the year. The strategic goals of the Smithsonian, as set by the Secretary, are tracked via performance metrics, and accomplishments or outcomes are evaluated against goals and objectives. The five main fiscal year 2017 strategic goals of the Smithsonian follow: 1) Excellent Research; 2) Broadening Access; 3) Revitalizing Education; 4) Strengthening Collections; and 5) Enabling the Mission through Organizational Excellence.

The Institution further delineates and tracks numerous sub-goals within each of these five main goals. *The Annual Performance Report, Fiscal Year 2017*, is at Attachment C.

HIGHLIGHTS OF FINANCIAL POSITION

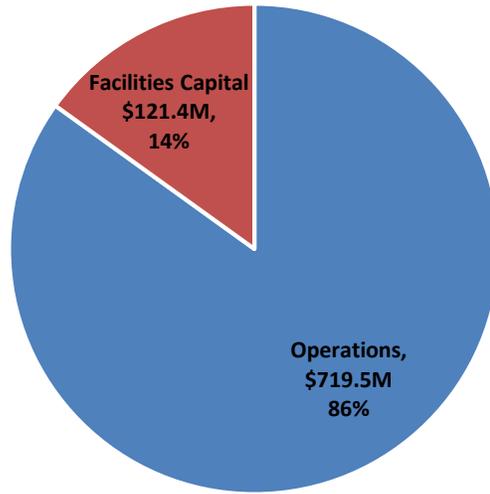
Overview of Financial Data

The Smithsonian's financial statements (e.g., balance sheet and statement of operations) and related footnotes, as included in the closing package, were prepared by the Institution. These financial statements can be considered complete and reliable as evidenced by the report provided by the independent audit firm of KPMG LLP. These statements represent the results of all activities supported by federal appropriations granted to the Smithsonian. Additional financial activity, which is supported by non-federal activities, is not included in the financial information and discussions noted herein.

Balance Sheet: The Balance Sheet reflects total assets of \$ 1,924.6 million, a 2.9 percent increase over the previous year. Approximately 82 percent of these assets are invested in property and equipment, with the balance of assets (approximately 18 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 42.2 percent of the Smithsonian's liabilities and include \$54 million of the unfunded liability for impairment of fixed assets. The remaining liabilities (approximately 57.8 percent) are comprised of unexpended federal appropriation balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$30.0 million or 1.8 percent in FY 2017.

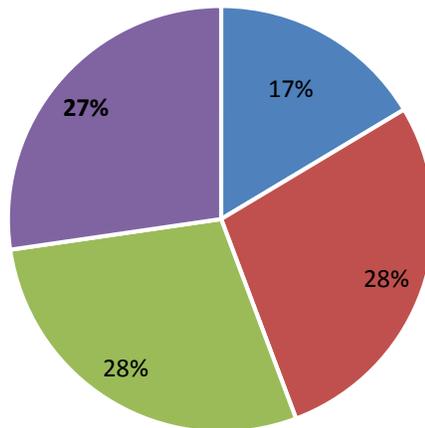
Statement of Operations: Federal appropriations recognized in the current fiscal year are \$840.9 million (including reimbursables and other of \$8.8 million) and represent an increase of \$13.7 million over the prior year (\$827.2 million). Of the total appropriations recognized in fiscal year 2017, approximately \$719.5 million (85.6 percent) were operating funds while \$121.4 million (14.4 percent) were construction funds, as shown in the graphs below. Comparable recognized appropriation amounts from fiscal year 2016 were \$699.9 million for operating costs and \$120.7 million for construction projects. Total expenditures (including \$2.8 million in collections items purchased) increased by \$64.1 million to \$853.8 million (8.1 percent) from FY 2016 total expenditures of \$789.7 million. Total program and support expenses were up by \$77.0 million or 9.3 percent.

Federal Appropriations - FY 2017



■ Operations ■ Facilities Capital

Operating Expenses - FY 2017



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

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

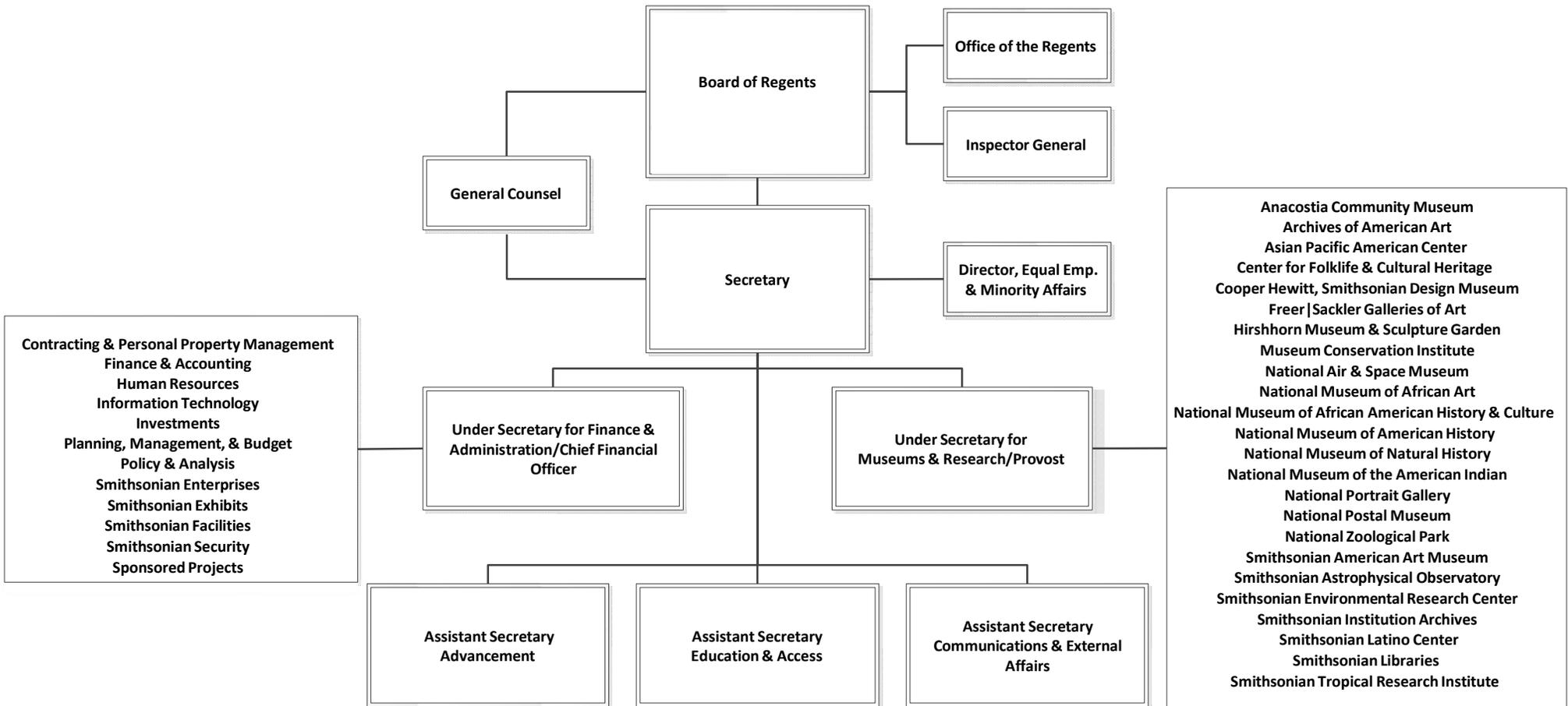
The remainder of the federal component of the Institution's budget is spent to support the Institution's Facilities Capital Program. The Smithsonian depends on federal support for the revitalization and basic maintenance of its physical infrastructure. Facilities revitalization activities correct extensive and serious deficiencies, materially extend service life, and often add capital value to the buildings and systems that form the Smithsonian's physical plant. Maintenance, which is funded in the federal Salaries and Expense appropriation, is the more routine repair and maintenance work that is necessary to realize the originally anticipated useful life of a fixed asset. Although non-federal funds are often used to enhance the experience of the visitor in what would otherwise be an ordinary exhibition space, federal funding is essential to fulfill a federal obligation to revitalize the buildings.

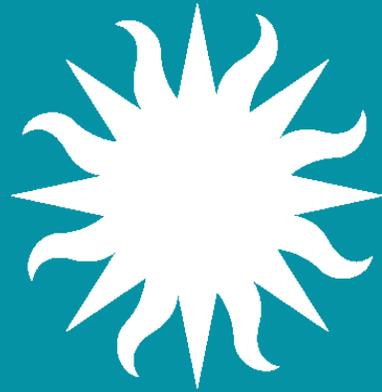
Attachments

- Attachment A: Smithsonian Organizational Chart
- Attachment B: Smithsonian Highlights in Fiscal Year 2017
- Attachment C: The Annual Performance Report, Fiscal Year 2017

SMITHSONIAN INSTITUTION

September 2017





Smithsonian Institution

Fiscal Year 2017 Highlights

Attachment B

Hirshhorn's *Yayoi Kusama: Infinity Mirrors* Breaks Records

Presented at the Hirshhorn Museum and Sculpture Garden from February 23 to May 14, 2017, *Yayoi Kusama: Infinity Mirrors* was the first institutional exhibition to explore the evolution of the celebrated Japanese artist's immersive, multi-reflective installations. This ambitious survey presented six of Kusama's most iconic kaleidoscopic environments — "Infinity Rooms" — alongside two large-scale installations and key paintings, sculptures and works on paper from the early 1950s to the present. During the show's run, the Hirshhorn Museum welcomed a record 475,000 visitors to its building and sculpture garden — its highest recorded spring visitation since the Museum's opening in 1974.



SMITHSONIAN STRATEGIC PLAN PRIORITIES

FOCUSING ON GRAND CHALLENGES

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

3

UNDERSTANDING THE AMERICAN EXPERIENCE

4

UNLOCKING THE MYSTERIES OF THE UNIVERSE

5

VALUING WORLD CULTURES

6

STRENGTHENING COLLECTIONS

7

BROADENING ACCESS

9

CROSSING BOUNDARIES

15

REVITALIZING EDUCATION

16

ORGANIZATIONAL EXCELLENCE

17

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

18

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

On Earth Day weekend, from April 21-23, the Smithsonian convened the first **Earth Optimism Summit**, a three-day event featuring more than 150 scientists, thought leaders, philanthropists, conservationists and civic leaders. The summit was organized by the Smithsonian Conservation Commons, which brings researchers together to tackle complex conservation problems on a global scale. Throughout the event, nearly 1,500 attendees focused on ways to scale up and replicate the best practices in conservation.



In March, the National Museum of Natural History opened **Objects of Wonder: From the Collections of the National Museum of Natural History**. The exhibition explores the breadth, scope and splendor of the world's most extensive natural history research collection — more than 145 million artifacts and specimens, and examines how scientists use Smithsonian collections to enlighten and illuminate our understanding of nature and human culture.

In May, Smithsonian scientists sent 90 endangered **Limosa harlequin frogs** into the Panamanian rainforest as part of their first-ever release trial. The frogs have small numbered tags inserted under their skin so researchers can tell individuals apart, and a number of them are wearing miniature radio transmitters that will help track the factors that influence whether the frogs can survive the transition from human care to the wild and whether they will go on to breed.



This spring, marine biologists from the Smithsonian Environmental Research Center released two studies examining the levels and potential effects of **invasive species in the ballast water** of large ships entering the Chesapeake Bay during the last 20 years. They reported that the concentrations of potential coastal invaders found in ballast water were five times higher in recent ships. The scientists used the data to project trends and to propose strategies to prevent future biological invasions.

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING THE AMERICAN EXPERIENCE

In September, the National Museum of African American History and Culture celebrated its **one-year anniversary**. In its first year, the Museum welcomed more than 2.5 million visitors. The Museum's diverse features and programming — from its 11 inaugural exhibitions showcasing 3,000 objects illustrating African American history, to its research and education programs, Contemplative Court, theater, store and café — have helped to draw visitors from across the country and throughout the world.



In June, the National Museum of American History opened a number of signature exhibitions and interactive experiences centered on the theme of ***The Nation We Build Together***. The second floor of the Museum's West Wing now features 30,000 square feet of exhibitions that explore the history of American democracy, religion in early America, the cultural geography of the nation, and the story of five families who shaped the history of one house over 200 years.

In April, the Smithsonian commemorated the centennial of the First World War by opening exhibitions and offering public programs exploring America's involvement in the war. Items on display across the Smithsonian include military artifacts, letters, photographs, and works of art. ***My Fellow Soldiers: Letters from World War I*** at the National Postal Museum explores America's role in the war through the lens of personal correspondence written by Americans at the front as well as by their loved ones at home.



Opened in January at the National Museum of the American Indian, ***Patriot Nations: Native Americans in Our Nation's Armed Forces*** tells the history of the brave American Indian and Alaska Native men and women who have served in the United States military. Native peoples have participated in every major U.S. military encounter from the Revolutionary War to today's conflicts in the Middle East, serving at a higher rate in proportion to their population than any other ethnic group.

GRAND CHALLENGES HIGHLIGHTS

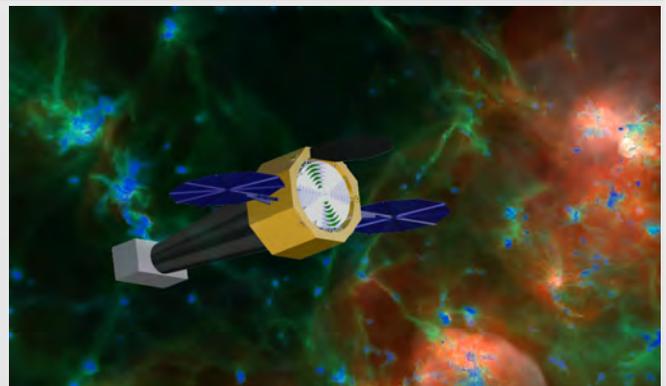
UNLOCKING THE MYSTERIES OF THE UNIVERSE

On August 21st, the National Air and Space Museum helped hundreds of thousands of people safely view the **solar eclipse**. The Museum distributed more than 160,000 protective glasses to schools and individuals nationwide. On the day of the eclipse, the Museum hosted observing parties at both of its sites, welcoming 76,000 visitors. The parties included telescopic viewing, crafting activities, and expert presentations.



The Smithsonian Astrophysical Observatory (SAO), along with 10 partners, is developing the **Giant Magellan Telescope (GMT)**, which will use seven mirrors to form a telescope 25.4 meters in diameter, producing images 10 times sharper than the Hubble Space Telescope. SAO is leading the development of the GMT Consortium's Large Earth Finder (G-CLEF) spectrograph that will search for evidence of extraterrestrial life. This year, the G-CLEF team completed their design and started procuring key components.

SAO and NASA's Marshall Space Flight Center are leading the design of an extraordinary new space mission, the **Lynx X-ray Observatory**. Lynx will be able to survey the sky 800 times faster than presently possible, enabling astronomers to see deeply into the early history of the universe, and probe how the first generations of supermassive black holes were developed, and begin to study the structure and origin of the cosmic web of galaxies.



SAO leads the international **Event Horizon Telescope (EHT)** project, linking radio dishes around the globe to form an Earth-sized telescope. The EHT images "event horizons," the invisible surfaces of supermassive black holes at the centers of our Milky Way and the giant galaxy M87. This year, the project collected data that may reveal, upon further analysis, the edge of the Milky Way's black hole. Future observations will incorporate the 12-meter radio telescope that SAO and its collaborators assembled at Thule Air Force Base in Greenland in order to measure M87's black hole.

GRAND CHALLENGES HIGHLIGHTS

VALUING WORLD CULTURES



In June, the Hirshhorn Museum and Sculpture Garden opened ***Ai Weiwei: Trace at Hirshhorn***. The installation features 176 portraits of people around the world whom the artist considers activists, prisoners of conscience, or advocates of free speech. Each of the portraits is made of thousands of plastic LEGO bricks, assembled by hand. With this exhibition, Ai Weiwei joins the Hirshhorn's schedule of diverse contemporary artists whose work reflects global conversations that shape history, politics, and culture.

In October 2016, the Freer Gallery of Art and Arthur M. Sackler Gallery opened ***The Art of the Qur'an: Treasures from the Museum of Turkish and Islamic Arts***. The exhibition featured more than 60 of the most important Qur'an manuscripts ever produced. Celebrated for their superb calligraphy and lavish illumination, the manuscripts spanned almost 1,000 years of history, from 8th-century Damascus to 17th-century Istanbul, many on view outside of Turkey for the first time.



Since 1967, the Smithsonian Folklife Festival has celebrated communities and cultures from around the world. This year's Festival offered dynamic programming focused on the **Circus Arts** and **On the Move: Migrations Across Generations**. Circus Arts presented the rich history and diversity of American circus arts, while On the Move explored how American culture has been shaped by the movement of people to and within the United States.

In June, the National Museum of African Art opened the **Jim Chuchu's Invocations** video installation. The Museum is the first institution to acquire and display Kenyan multi-media artist Jim Chuchu's mesmerizing suite of video projections, *Invocation: The Severance of Ties* (2015) and *Invocation: Release* (2015). The two distinct videos invite Museum visitors to contemplate the separations and releases that shape our individual and collective identities.



STRENGTHENING COLLECTIONS



In March, the National Museum of African American History and Culture and the Library of Congress announced the joint acquisition of 44 rare photographs, including a previously unrecorded portrait of abolitionist and Underground Railroad conductor **Harriet Tubman** and the only known photograph of **John Willis Menard**, the first African American man elected to the U.S. Congress. The collaboration between the two institutions ensures these pieces of American history will be accessible to the public in perpetuity.

In December 2016, the Smithsonian American Art Museum received a gift of 93 works of art from the collection of Margaret Z. Robson. The collection includes important paintings, drawings and sculptures by 48 major self-taught artists, including **James Castle**, **Ulysses Davis**, **William Edmondson**, **Bessie Harvey**, **Judith Scott** and many others. The gift marks the largest acquisition of such artworks in 20 years and signals the Museum's deep and lasting commitment to this area of artistic production.



In August, the National Museum of American History announced a gift from the private collection of Thomas Tull that includes more than a dozen significant artifacts from the careers of Major League Baseball players, including **Willie Mays**, **Hank Aaron**, **Ted Williams**, **Stan Musial**, **Yogi Berra**, **Brooks Robinson**, and **Ozzie Smith**. The gift joins the Museum's sports collection, which includes autographed baseballs, stadium objects, uniforms and equipment, and other historically important artifacts.

In November 2016, the Hirshhorn Museum and Sculpture Garden announced the acquisition of its first works by six leading international artists — **Shirin Neshat**, **Krzysztof Wodiczko**, **Ed Atkins**, **Jesper Just**, **Jacqueline Humphries** and **Enrico David** — and a significant addition to its conceptual works by **Joseph Kosuth**. The acquisitions and gifts demonstrate the Hirshhorn's commitment to new media and conceptual art, and represent some of the most influential global movements of the late 20th and early 21st centuries.

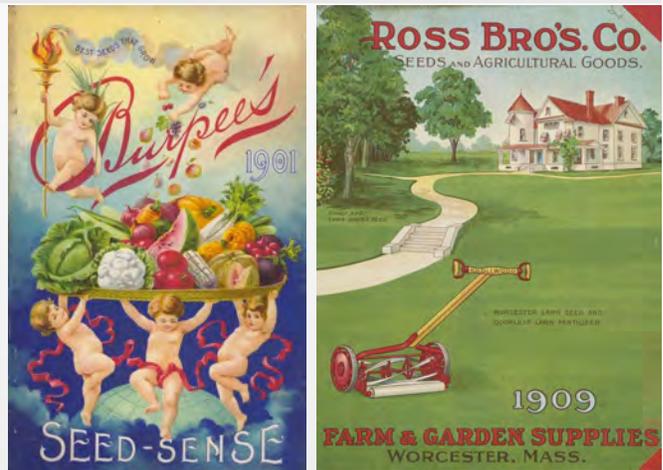


STRENGTHENING COLLECTIONS



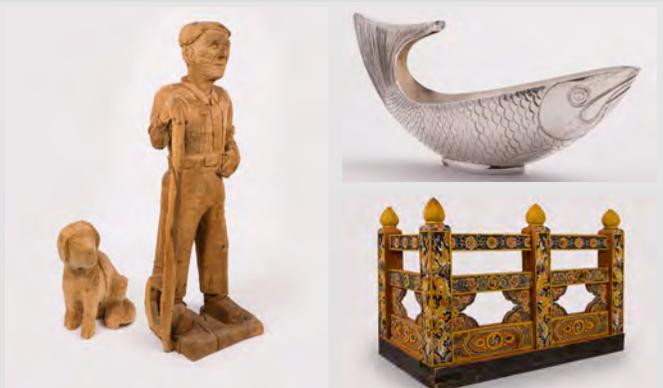
The National Zoo, Smithsonian Conservation Biology Institute, and Smithsonian Tropical Research Institute are leaders in science, conservation, and sharing knowledge to save wildlife and habitats. Many of this year's animal births were to vulnerable and endangered species. Highlights include the **red panda**, **Sumatran tiger**, **gray seal**, **Bourret's box turtle**, **Przewalski's horse**, and the **white-naped crane**.

In December 2016, Smithsonian Gardens acquired a large collection of historical records generated by the W. Atlee Burpee & Co. seed company. Then in May, Smithsonian Gardens and Smithsonian Libraries presented ***Cultivating America's Gardens***, at the National Museum of American History. The exhibition highlights plant exploration and the establishment of various gardens, the rise of the lawn, the seed industry, plant breeding, and sustainable gardens of today.



In May, the Cooper Hewitt, Smithsonian Design Museum publicly debuted 43 newly acquired objects in the ***Making | Breaking: New Arrivals*** exhibition. Presented in the Museum's first-floor Process Galleries, the exhibition features contemporary works along with related sketches, prototypes, and videos that reveal advances in technologies and techniques and illuminate groundbreaking design thinking.

In June, the Smithsonian Folklife Festival launched the online exhibition ***50 Years | 50 Objects: Storied Objects from the Smithsonian Folklife Festival***. The exhibition showcases a selection of objects from the Festival's 50-year history. Featuring work from 22 countries, the show highlights the diversity of Festival programs produced in the past 50 years, and also the breadth of the collection and the vital role the objects play in the lives of their makers.



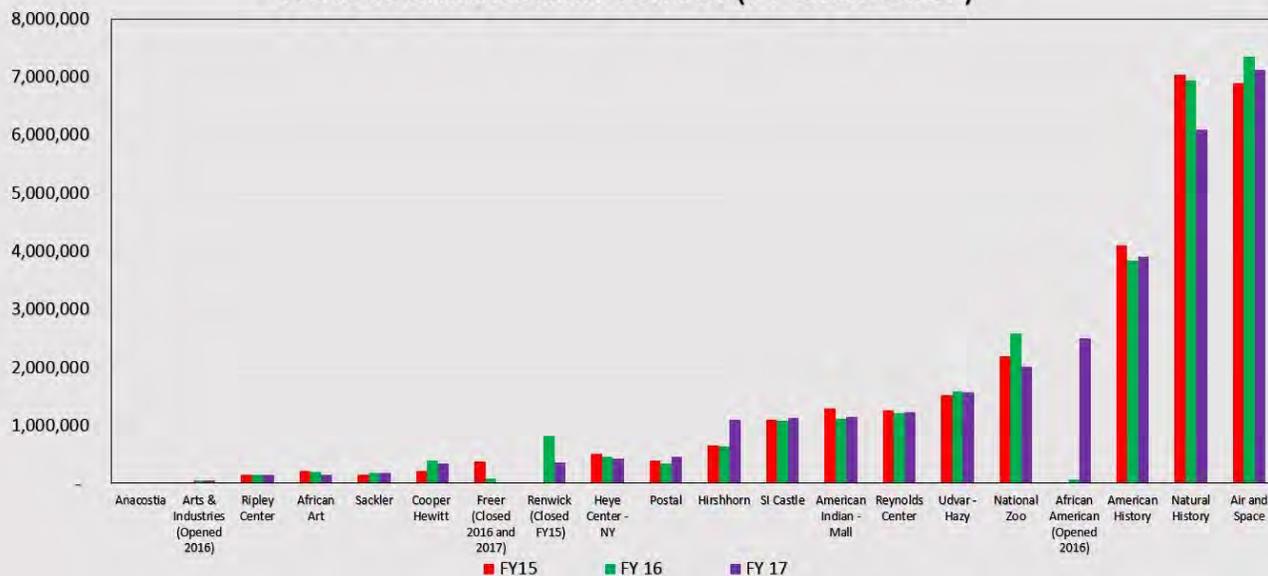
BROADENING ACCESS

IN-PERSON VISITS

At Smithsonian Venues

In FY 2017, the Smithsonian recorded 30.1 million visits by the public to its museums and exhibition venues in Washington, DC and New York City, including the National Zoo in Washington, DC and the National Air and Space Museum's Steven F. Udvar-Hazy Center in Northern Virginia.

Visits to Smithsonian Venues (FY 2015-2017)



Reaching Out Across America



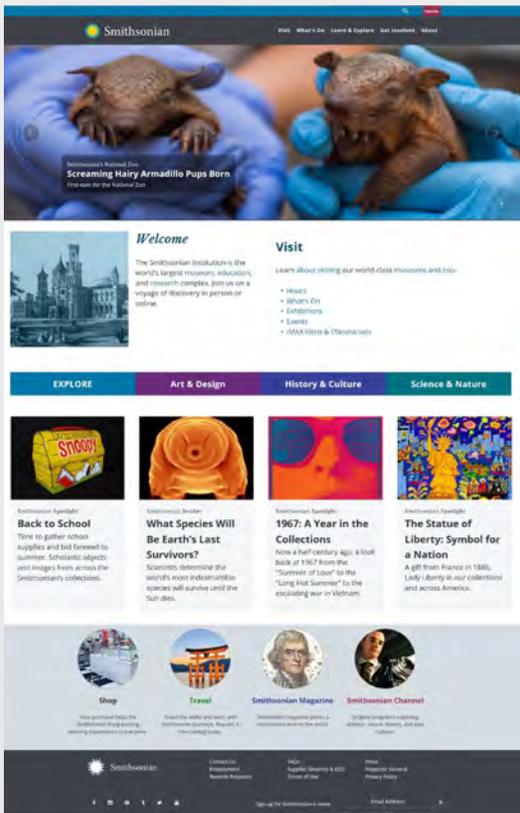
The Smithsonian Institution Traveling Exhibition Service (SITES) sent exhibitions to museums and provided educational materials to schools and libraries in all 50 states, the District of Columbia, and overseas. These exhibitions and materials reached 4.5 million people. The exhibition ***Patios, Pools, & the Invention of the American Backyard*** explores the rise of the suburban backyard and features period photographs, retro advertisements, pop culture references, and influential landscape designs.

BROADENING ACCESS

ENGAGING MILLIONS MORE

Through the Web, Social Media, and Mobile Apps

In FY 2017, the Smithsonian counted approximately 150 million visitors to its websites. Social media activity via Facebook, Twitter, Pinterest, Tumblr, Instagram and other platforms grew as well. The Smithsonian now has more than six million Facebook fans and more than five million Twitter followers.



6.2 Million
Facebook likes



5.3 Million
Twitter followers



389.5 Million
YouTube views

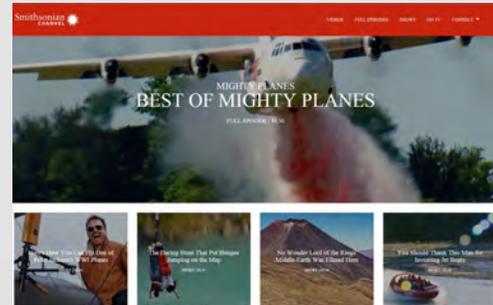


2.1 Million
Instagram followers

Through Magazines and Cable TV



Audience: Smithsonian Magazine, 7.3 Million
Air & Space Magazine, 1.4 Million



Smithsonian Channel Audience:
38 Million homes

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 1: SUPPORT THE VISITOR EXPERIENCE

Building Digital Resources from the Ground Up



The Green Book at the National Museum of African American History and Culture takes visitors on a virtual journey from Illinois to Alabama. Through the guidance of the African American community's network of traveling resources and *The Negro Motorist Green Book*, visitors are able to discuss events and make joint decisions as they experience scenes that reveal the segregated landscape of Jim Crow America from the perspective of the African American traveler.

Many Voices, One Nation at the National Museum of American History explores how the many voices of the American people have contributed to and continue to shape the nation. In addition to nearly 300 artifacts, the exhibition includes multi-media videos and animation, as well as interactive flip books and digital touch-screens. There is also an interactive map of the U.S. and territories that, when touched, records for a few seconds a visitor's presence as a handprint.

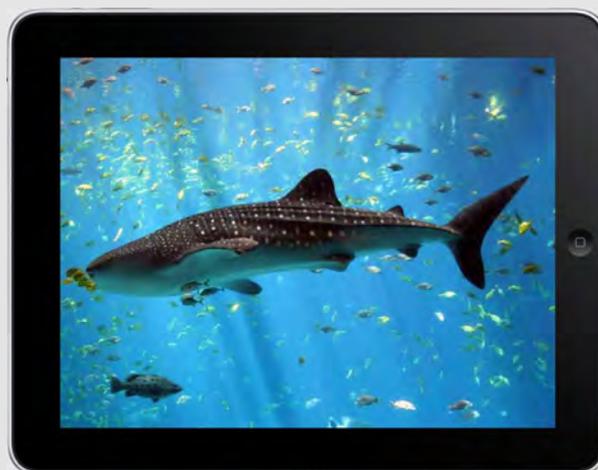


Giving Visitors Mobile Tools

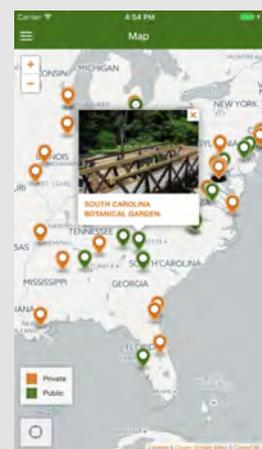
Collecting the Gems of the Indian Ocean
National Museum of African Art



Fishes: East Pacific
Smithsonian Tropical Research Institute



Community of Gardens
Smithsonian Gardens

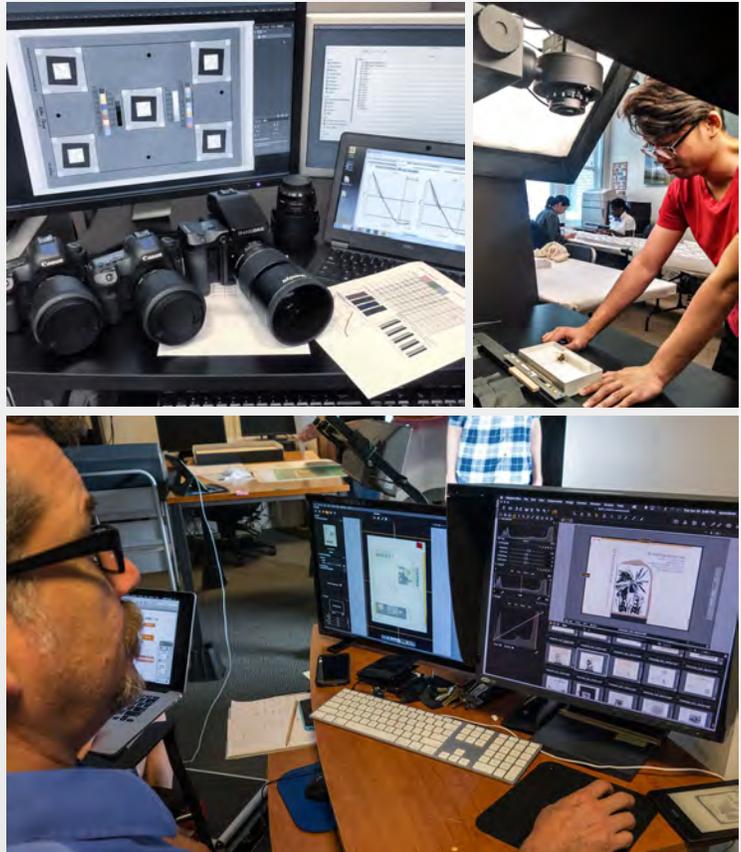


BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

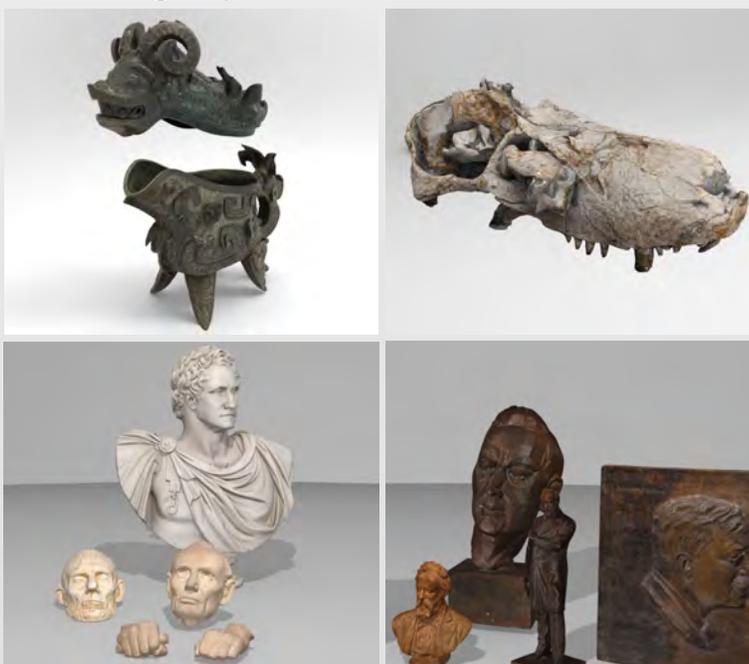
PRIORITY 2: DIGITIZE THE COLLECTIONS

The Revolution Continues

Following on the great progress of recent years, the Smithsonian has embarked on an ambitious plan for eight units to complete collections digitization during the next four years. Using now-proven **Mass Digitization** methodologies developed in the past three years, the Smithsonian has transformed what was previously unthinkable into actionable plans. A Smithsonian Gardens project will lead the way, with the National Portrait Gallery and the National Museum of African Art following closely. In addition, ongoing operations continue to make huge inroads into the digitization of the U.S. National Herbarium, with nearly 1,400,000 of its 4,100,000 botanical herbarium sheets digitized. Through neural network technologies and machine learning, the mass-digitization process yields enormous quantities of digitized materials which continue to unlock doors to new discoveries like never before.



Scaling Up 3D at the Smithsonian

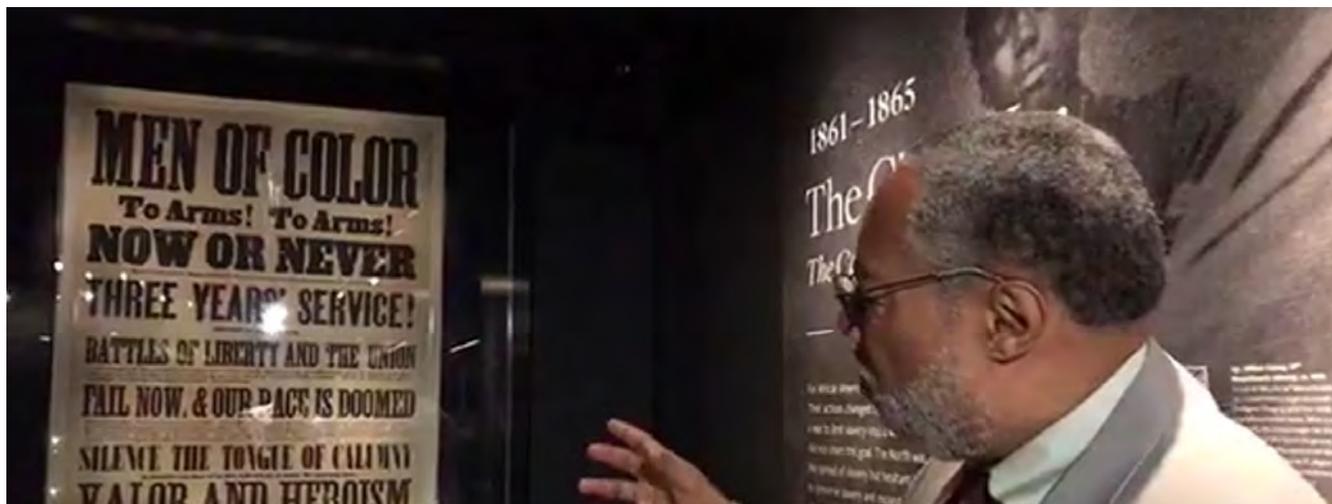


The Smithsonian's **3D Digitization Program** enables students, researchers and enthusiasts alike to explore and virtually interact with collection objects. When an object is 3D-scanned, it can be viewed online, downloaded and 3D printed, or loaded into a Virtual or Augmented Reality system. Recent projects include paleobiology specimens, Chinese bronzes, and American presidential busts. Through partnerships with technology companies such as Amazon, Microsoft, and Google, the Smithsonian sees the opportunity to unlock fully-immersive museum content and significantly increase public access to the Smithsonian's collection.

BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 3: MAKE CONTENT EASY TO FIND AND USE

Providing Innovative Tools for Search and Discovery



In June, the National Museum of African American History and Culture (NMAAHC) presented its first **interactive virtual tour**. The tour was hosted on the Museum's Facebook page and allowed viewers the opportunity to ask questions in real time. Virtual-tour participants saw and heard the stories behind some of the Museum's most popular objects, including Nat Turner's bible, freedom papers of formerly enslaved people, and the Sibley tent that housed African American soldiers who fought for the Union.

Improving Access for People with Disabilities



In FY 2017, **Project SEARCH** successfully completed its fourth year at the Smithsonian, with the graduation of 10 interns. In addition to managing this program that prepares young adults with disabilities for transition into the workplace, the Office of Accessibility Programs also hosted more than 20 programs for families of children with disabilities, the "Access to Opportunities" internship program for college students with disabilities, and developed a new program for adults with dementia and their caregivers.

Creating Linkages

The Smithsonian is an important contributor to and content provider for the **Digital Public Library of America (DPLA)**. Smithsonian contributions stand at nearly 2.1 million metadata records. The DPLA is an important entry point for citizens and scholars to explore the Smithsonian's cultural, artistic, and scientific resources, generating nine percent of external traffic to the Smithsonian Collections Search Center.



BROADENING ACCESS: BUILDING THE DIGITAL SMITHSONIAN

PRIORITY 4: SPARK ENGAGEMENT AND PARTICIPATION



Through the **Smithsonian Transcription Center**, the Institution works hand in hand with digital volunteers to transcribe historic documents and collection records, facilitate research, and excite the learning in everyone. The Center's volunteer corps includes 9,150 active transcribers, who have so far processed more than 315,000 pages of material, including more than 2,700 projects from 19 different units at the Smithsonian.



In October 2016, the Smithsonian launched **Sidedoor** — a unique bi-weekly podcast that tells stories about science, art, history, humanity and where they unexpectedly overlap. In its first year, 1.25 million listeners tuned in to hear biologists, artists, historians, archaeologists, zookeepers, and astrophysicists sneak listeners through the Smithsonian's "side door" to search for stories that can't be found anywhere else.

Also in October 2016, "Caja de Memoria Viva II" by Adrián Román was announced the winner of the National Portrait Gallery's **The Outwin 2016 People's Choice Award**. The three-dimensional installation allows viewers to literally step inside the head of Constanca Colón de Clemente, a black Puerto Rican woman who immigrated to the United States in the 1940s. Voters made their pick for the award at the exhibition itself and also online, where they could explore virtual tours of the exhibition, hear interviews with artists and jurors, and learn inside information about the finalists.

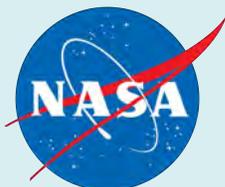


CROSSING BOUNDARIES



In October 2016, the National Museum of the American Indian (NMAI), along with the National Archives and the National Archives Foundation, hosted a **National Conversation on Rights and Justice: Women’s Rights and Gender Equality**. The public conversation was held at NMAI's George Gustav Heye Center in New York City and was also live-streamed. The event featured panel discussions and remarks by archivists, university scholars, museum professionals, business executives, and elected officials.

In January, the National Portrait Gallery, in collaboration with Explore! Children’s Museum of Washington, DC, opened its first-ever space dedicated to children. In **Explore! with the National Portrait Gallery**, children can experiment with portraiture in an age-appropriate way to answer questions such as “What is a portrait?” “How do I see myself?” and “How do others see me?” Young visitors can trace each other’s silhouettes, strike a pose for a projected video art piece, and experiment with expression and emotion by building faces out of illustrated blocks.



The Smithsonian works with its federal counterparts in many exciting ways. In December 2016, the Hirshhorn Museum and Sculpture Garden announced a new partnership with the **U.S. Department of State’s Office of Art in Embassies**, a global program that fosters public diplomacy through the visual arts. The collaboration allows both institutions to develop international exhibitions, extended loans, artist residencies, and programming. In March, the two institutions announced a joint project to enable Iraq’s State Board of Antiquities and Heritage and others to conduct on-the-ground work to document and stabilize cultural preservation in the recently liberated ancient city of Nimrud. The Institution’s ongoing partnerships include those with **NASA, the U.S. Botanic Garden, the National Arboretum, U.S. Agency for International Development, and the U.S. Department of Energy’s Oak Ridge National Laboratory.**

REVITALIZING EDUCATION



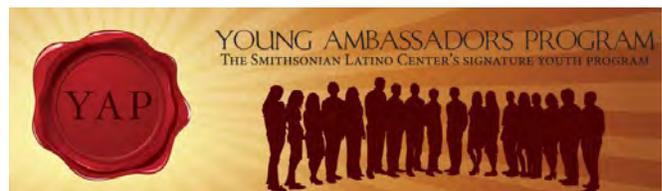
In March, the National Museum of African American History and Culture celebrated Women's History Month with educational panel discussions, film screenings and a social-media campaign exploring the contributions of African American women in the arts, business, leadership and activism. The **#HiddenHerstory** month-long social-media campaign spotlighted the work of 15 African American women who, though not widely known, made a significant impact on history.

Smithsonian Affiliations is a national program that develops long-term, collaborative partnerships with museums and educational and cultural organizations to enrich communities with Smithsonian resources. There are 216 Affiliates in 46 states, Puerto Rico, and Panama. In February, the program presented the **National Youth Summit**, including online and on-site activities focused on the theme "Youth Capture the Colorful Cosmos."



In FY 2017, the Asian Pacific American Center presented two off-site culture labs: **CTRL+ALT: A Culture Lab on Imagined Futures** in New York City, and **'Ae Kai: A Culture Lab on Convergence** in Honolulu, Hawaii. The multi-day events hosted an array of art installations, live performances and interactive art maker spaces. Both were open to the public and featured the works of more than 40 artists, scholars, and performers.

Commemorating its 20th anniversary, the Smithsonian Latino Center ensures that the presence of the Latino community is celebrated throughout the Institution. This summer, the Center hosted its 12th annual **Young Ambassadors Program**. This leadership program fosters the next generation of Latino leaders in the arts, sciences, and humanities. Through the program, students participate in learning opportunities such as workshops with Latino scholars, filmmakers, artists, journalists, curators, scientists, musicians, poets, and business leaders.



ORGANIZATIONAL EXCELLENCE

LEADERSHIP



John Davis

In May, **Dr. John Davis**, the Alice Pratt Brown Professor of Art at Smith College and executive director of the Terra Foundation for American Art's Global Academic Programs and Terra Foundation Europe, was named Under Secretary for Museums and Research/Provost at the Smithsonian. Dr. Davis served as a faculty member in art and American studies at Smith College for 25 years, where he served as Smith's associate provost and dean for academic development from 2007 to 2012. He began his Smithsonian tenure on July 31st, and is the first person to hold this new position created to lead and promote multi-disciplinary activities across the Smithsonian. Dr. Davis is a

well-known expert in the field of American art history. He earned his doctorate (1991) and two master's degrees (1985 and 1986) from Columbia University, and received his bachelor's in art history, graduating magna cum laude from Cornell University in 1983. His museum experience includes research positions at the Herbert F. Johnson Museum of Art, the National Academy of Design and the National Gallery of Art. Dr. Davis taught at Columbia and Princeton Universities before joining the Smith faculty in 1992. At Smith, he served on the advisory committee of the Museums Concentration and directed the college's Smithsonian Internship Program.

New Directors



Elliot Gruber
National Postal
Museum



Lisa Sasaki
Smithsonian Asian
Pacific American
Center



Stephanie Stebich
Smithsonian American
Art Museum

New Appointees and Installations to the Smithsonian Board of Regents



Roger W. Ferguson, Jr.



Michael Govan



Hon. Doris Matsui



Hon. Michael R. Pence

National Air and Space Museum Major Renovations



\$900 Million Total Estimated Project Cost.

A multi-year, multi-phase building systems and envelope renovation project will replace the Museum's stone facade, terraces, glazing, roof, and mechanical and electrical systems. In addition, the revitalization will improve energy efficiency, blast and seismic resistance, and the functionality of interior spaces. The exhibits will be renewed and transformed. Total project costs include \$650 million in federal funds and \$250 million in trust funds.

National Museum of Natural History, Fossil Hall

\$81 Million Total Estimated Project Cost.

The Fossil Hall in the National Museum of Natural History will house the dinosaur exhibition *Deep Time*. Total project costs include \$35 million in federal funds and \$46 million in trust funds. The renovation is scheduled for completion in December of 2017 and the gallery is expected to open in 2019.



National Museum of American History



\$135 Million Total Estimated Project Cost.

This is the third and final phase of renovations at the National Museum of American History, and it focuses on three West Wing public spaces: *Innovation* on the first floor; *American Democracy* on the second floor; and *American Culture* on the third floor. The first floor opened in July of 2015 and the second floor galleries opened to the public in 2017. Total project costs include \$58 million in federal funds and \$77 million in trust funds.

National Air and Space Museum (NASM) — Udvar-Hazy Center (UHC) Dulles Collections Storage Module 1 Construction

\$58.4 Million Total Estimated Project Cost.

Storage Module 1 will provide artifact swing space during the NASM Mall Building renovation project. Ultimately, it will become the permanent home for artifacts moving out of deficient collections space at the Garber Facility in Suitland, Maryland. Funded with \$58.4 million in federal funds, the project is currently in the construction phase, with completion planned in January of 2019.



National Zoological Park Bird House Renovation



\$61 Million Total Estimated Project Cost.

This LEED-Gold candidate project renews the 46,090-square-foot Bird House/Great Flight Cage and approximately one acre of the Bird House Plateau to house the *Experience Migration* exhibit. Facility improvements include new site utilities and replacement of HVAC equipment, storm and waste water management systems, and animal/human life-safety, electrical, plumbing, security, and data systems. Funded with \$51 million in federal funds and \$10 million in trust funds, the project is currently near the construction phase, with completion planned in 2021.

Freer Gallery of Art Humidification System Upgrade

\$14.6 Million Total Estimated Project Cost.

The Freer Gallery of Art closed in January of 2016 for a renovation project to upgrade its heating and humidification systems. Funded with \$13.2 million in federal funds and \$1.4 million in trust funds, the construction phase is nearing completion, with a reopening scheduled in October of 2017.



National Museum of American History (NMAH) Roof Repairs and Improvements

\$12 Million Total Estimated Project Cost.

This project includes various repairs and improvements for all levels of the NMAH building roofs and terraces, to address leaks, improve drainage, and eliminate tripping hazards from broken terrace pavers, as well as incidental repairs of the electrical service and lighting infrastructure and installation of additional security cameras on the upper levels. Funded with \$12 million in federal funds, the project is currently in the construction phase, with completion planned for September of 2018.



National Zoological Park Renew Police Station and Replace Public Restrooms, Pavilion & Utilities

\$22 Million Total Estimated Project Cost.

This project will replace failed/failing building infrastructure components and systems and provide egress and accessibility upgrades. In Phase 1, the public restrooms will be permanently relocated into a new two-level building housing restrooms and event space. Phase 2 will renovate the Police Station building and include reinstalling the Zoo's security control room and providing improved access to the first aid station. Funded with \$19.4 million in federal funds and \$2.6 million in trust funds, the project is currently in the construction phase, with completion planned for April of 2019.

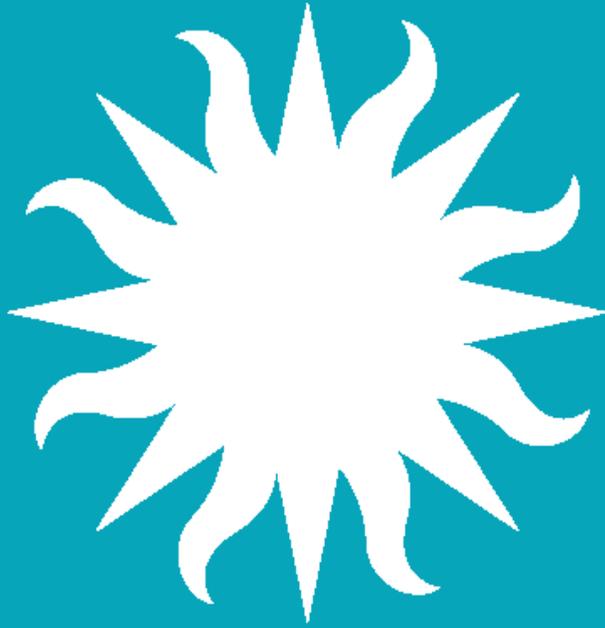


National Museum of Natural History Southside Improvements

\$31.4 Million Total Estimated Project Cost.

This project will make the south Museum entrance ADA compliant and abate mold, mildew, and tree root invasion in the vault area below the entrance. This project will upgrade the vault and address the refurbishment of all stone at the steps, plaza and portico, and will provide replacement of portico doors and windows and a new air-handling unit for the Baird Auditorium. Funded with \$31.4 million in federal funds, the project is nearing the construction phase, with completion planned for June of 2019.





Smithsonian





Smithsonian
Institution

Annual Performance Report
Fiscal Year 2017

ATTACHMENT C

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 2017 is based on the Institution's Strategic Plan, Fiscal Years 2010-2017. The Strategic Plan is built around four grand challenges, which provide an overarching strategic framework for Smithsonian programs and operations — Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. Strategic priorities, which will enable the Institution to lead national and global efforts in the four challenges, include conducting world-class research, broadening access, revitalizing education, crossing boundaries, strengthening collections, and achieving organizational excellence. Under each strategic priority are annual organizational goals and key performance indicators, which are used to assess Institutional performance. The organizational goals align with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system. This framework allows the Institution to focus on program results and organizational accountability as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards, which include having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the Institution to track program results, and 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/>.

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

- **Unlocking the Mysteries of the Universe**

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

- **Understanding and Sustaining a Biodiverse Planet**

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

- **Valuing World Cultures**

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

- **Understanding the American Experience**

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

THE SMITHSONIAN'S STRATEGIC PRIORITIES

Sustaining Excellent Research

Broadening Access

Revitalizing Education

Crossing Boundaries

Strengthening Collections

Enabling Mission through Organizational Excellence

INDEX TO STRATEGIC PRIORITIES AND ORGANIZATIONAL GOALS

Overarching Strategic Framework: Grand Challenges			
Unlocking the Mysteries of the Universe	Understanding and Sustaining a Biodiverse Planet	Valuing World Cultures	Understanding the American Experience
STRATEGIC PRIORITY	ORGANIZATIONAL GOALS		
1. SUSTAINING EXCELLENT RESEARCH	<ul style="list-style-type: none"> Establish the Smithsonian as national leader in each Grand Challenge area by pursuing comprehensive strategies that build upon SI strengths in research, collections, exhibitions, education and outreach, and that emphasize interdisciplinary and collaborative activity 		
2. BROADENING ACCESS	<ul style="list-style-type: none"> Broaden access to and invite collaboration with new and diverse audiences, using a variety of tools of engagement 		
3. REVITALIZING EDUCATION	<ul style="list-style-type: none"> Clarify and expand SI's leadership role in education for learners of all ages 		
4. CROSSING BOUNDARIES	<ul style="list-style-type: none"> Move forward in stimulating interdisciplinary, pan-institutional scholarship and outreach 		
5. STRENGTHENING COLLECTIONS	<ul style="list-style-type: none"> Strengthen collections stewardship to ensure the vitality and accessibility of the Smithsonian's vast and diverse collections 		
6. ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE	<ul style="list-style-type: none"> Build financial strength and ensure accountability Optimize SI assets by developing and sustaining physical infrastructure, information technology, management capabilities and human capital Cultivate SI as a learning organization committed to openness, inclusion, innovation, continuous improvement and cost efficiency 		

STRATEGIC PRIORITY 1: SUSTAINING EXCELLENT RESEARCH

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Sustaining Excellent Research

Key Performance Indicators	Type	Prior-year data	FY 2017 target	FY 2017 actual	
Number of peer-reviewed publications	Output	FY 2014: 1,945 FY 2015: 2,295 FY 2016: 1,916	2,010 peer-reviewed publications	1,688 peer-reviewed publications	
Number of Fellows in residence	Output	FY 2014: 720 FY 2015: 761 FY 2016: 772	770	769 Fellows	
Number of Grant and Contract proposals submitted	Output	FY 2014: 614 FY 2015: 589 FY 2016: 588	590	593 Grant and Contract proposals submitted	

STRATEGIC PRIORITY 2: BROADENING ACCESS

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Broadening Access

Key Performance Indicators	Type	Prior- year data	FY 2017 target	FY 2017 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2014: 26.8 million FY 2015: 28.2 million FY 2016: 29.3 million	30 million visits	30.1 million visits 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2014: 99.9 million (revised counting method) FY 2015: 116.6 million (revised) FY 2016: 134 million	140 million website visitors	151 million website visitors 
Number of Social media followers <ul style="list-style-type: none"> • Facebook • Twitter 	Output. Indicator of level of public use of SI resources	FY 2014: Facebook 2.9 million; Twitter 2.6 million FY 2015: Facebook 4.0 million; Twitter 3.9 million FY 2016: Facebook 5.4 million; Twitter 4.3 million	5.7 million FB followers; 4.5 million Twitter followers	6.3 million FB followers; 5.4 million Twitter followers 
Number of Smithsonian traveling exhibition locations	Output. Indicator of outreach success and national access to SI resources	FY 2014: 263 locations in all 50 states and overseas (changed counting from venue events to locations) FY 2015: 386 locations in 49 states and overseas FY 2016: 760 locations in all 50 states and overseas	650 locations in all 50 states and overseas	142 locations in 50 states, DC and Guam + poster exhibits to 5,450 schools, museums and libraries* 
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2014: 197 Affiliates in 44 states, DC, PR, Panama FY 2015: 205 Affiliates in 45 states, DC, PR, Panama FY 2016: 209 Affiliates in 46 states, PR, Panama (revised)	215 Affiliates in 47 states	216 Affiliates in 46 states 

*Note: Locations of traveling exhibitions and smaller poster exhibits are reported separately in FY2017; they were combined in FY2016.

STRATEGIC PRIORITY 3: REVITALIZING EDUCATION

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicator—Revitalizing Education

Key Performance Indicator	Type	Prior year data	FY 2017 target	FY 2017 actual
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2014: 5.3 million (revised) FY 2015: 5.4 million (revised) FY 2016: 6.0 million (revised)	6.1 million people served	6.3 million people served 

STRATEGIC PRIORITY 4: CROSSING BOUNDARIES

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

TIES TO PROGRAM CATEGORIES IN ERP:

- **PUBLIC AND GOVERNMENT AFFAIRS** (*Program Code 8400*)

STRATEGIC PRIORITY 5: STRENGTHENING COLLECTIONS

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

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Strengthening Collections

Key Performance Indicators	Type	Prior-year data	FY 2017 target	FY 2017 actual
<p>Percentage of museum collections (objects and specimens) that meets/exceeds 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 2014: 138 million objects / specimens FY 2015: 154 million objects / specimens FY 2016: 155 million objects / specimens</p>	<p>Outcome. Indicator of established standards and sound management practices for collections</p>	<p>FY2014:</p> <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 68% • Storage Equipment: 66% • Physical Accessibility: 86% <p>FY2015:</p> <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 69% • Storage Equipment: 69% • Physical Accessibility: 87% <p>FY2016:</p> <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 68% • Storage Equipment: 70% • Physical Accessibility: 87% 	<p>Increase over prior year</p>	<p>Data not available until 2nd Q FY18</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 Total with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2014: 138 million objects / specimens FY 2015: 154 million objects / specimens FY 2016: 155 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 2014: # of prioritized objects: 13 million FY 2015: # of prioritized objects: 13 million FY 2016: # of prioritized objects: 15 million</p>	<p>Outcome. Indicator of public access to SI collections</p>	<p>FY2014:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 25 M (18%) • Digital Images: # Completed: 2.0 M (15%) <p>FY2015:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 26 M (17%) • Digital Images: # Completed: 2.5 M (19%) <p>FY2016:</p> <ul style="list-style-type: none"> • Digital Records: # Completed: 28 M (18%) • Digital Images: # Completed: 2.9 M (19%) 	<p>Increase over prior year</p>	<p>Data not available until 2nd Q FY18</p>

STRATEGIC PRIORITY 6: ENABLING OUR MISSION THROUGH ORGANIZATIONAL EXCELLENCE

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

TIES TO PROGRAM CATEGORIES IN ERP:

- **FACILITIES** (Program Code 5XXX)
- **PERFORMANCE MANAGEMENT** (Program Code 81XX)
- **HUMAN RESOURCES MANAGEMENT** (Program Code 8200)
- **DIVERSITY/EEO** (Program Code 8210)
- **PROCUREMENT AND CONTRACTING** (Program Code 8600)
- **INFORMATION TECHNOLOGY** (Program Code 7XXX)
- **FINANCIAL MANAGEMENT** (Program Code 8300)

Key Performance Indicators—Organizational Excellence

Key Performance Indicators	Type	Prior-year data	FY 2017 target	FY 2017 actual																								
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2014: 143.6 days FY 2015: 95.3 days FY 2016: 104.6 days	Goal of 80 days	94.73 average days 																								
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2014: 97.0% FY 2015: 96.0% FY 2016: 95.3%	96%	96.08% 																								
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 2014: 81% FY 2015: 79% FY 2016: 80%	80%	81% 																								
Percent of workforce diversity by race/ethnicity	Output	<table border="1"> <thead> <tr> <th></th> <th>FY 2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.5</td> <td>1.5</td> <td>1.3</td> </tr> <tr> <td>Asian</td> <td>5.4</td> <td>5.8</td> <td>5.8</td> </tr> <tr> <td>NHPI</td> <td>0.1</td> <td>0.14</td> <td>0.1</td> </tr> <tr> <td>Black</td> <td>28.0</td> <td>28.3</td> <td>28.8</td> </tr> <tr> <td>Hispanic</td> <td>9.8</td> <td>10.1</td> <td>10.2</td> </tr> </tbody> </table>		FY 2014	2015	2016	Nat Am	1.5	1.5	1.3	Asian	5.4	5.8	5.8	NHPI	0.1	0.14	0.1	Black	28.0	28.3	28.8	Hispanic	9.8	10.1	10.2	<u>Meet or exceed</u> <u>DC Metro CLF</u> <u>standard</u> Nat Am 0.4 Asian 9.6 NHPI 0.1 Black 25.4 Hispanic 13.2	Nat Am 1.3 Asian 6.0 NHPI 0.1 Black 28.4 Hispanic 10.2 
	FY 2014	2015	2016																									
Nat Am	1.5	1.5	1.3																									
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Black	28.0	28.3	28.8																									
Hispanic	9.8	10.1	10.2																									

Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2014: Quality 99.4% Timeliness 98.4% FY 2015: Quality 97.5% Timeliness 97.7% FY 2016: Quality 98.6% Timeliness 97.9%	Quality 98% Timeliness 98%	Quality 98.98% Timeliness 98.13% 
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TIES TO PROGRAM CATEGORIES IN ERP:

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

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

Key Performance Indicators	Type	Prior-year data	FY 2017 target	FY 2017 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 2014: 91.6% FY 2015: 91.1% FY 2016: 93%	85%	88% 
Number of major capital projects meeting milestones (see below):	Output	FY 2014: Met milestones on 5 of 7 projects FY 2015: Met milestones on 4 of 6 projects FY 2016: Met milestones on 6 of 6 projects	Meet milestones on all 10 major projects	Met milestones on 8 of 10 major projects 
Repair National Museum of American History roof	Output	New project (FY 2017-2018)	Renovation 50%	49%
Revitalization of National Museum of Natural History, Paleo Halls	Output	FY 2014: 65% design complete FY 2015: Award complete FY 2016: Renovation 45%	Renovation 75%	98%
Revitalization of National Museum of Natural History, South Entrance	Output	New project (FY 2017-2019)	Design 95%	100%
Revitalization of National Zoological Park Bird House – Swing Space	Output	New project (FY 2017-2021)	Design 100% Award Construction	Design 100% Contract awarded
Revitalization of National Zoological Park Police Station	Output	New project (FY 2016-2019)	Renovation 30%	36%

Revitalization of Freer Gallery Humidification System	Output	New project (FY 2014-2017) FY 2015: Contract awarded FY 2016: Renovation 71%	Renovation 100%	100%
Revitalization of National Air and Space Museum building envelope and infrastructure	Output	New project (FY 2016-2022)	Design 95%	100%
Construct National Air and Space Museum – Udvar Hazy Center Dulles Collections Storage Module 1	Output	New project (FY 2017-2018)	Award Construction	Contract awarded
Replace Museum Support Center roof, Phase 1	Output	New project (FY 2017-2020)	Renovation 70%	90%
Construct Museum Support Center Pod 6	Output	New project (FY 2016-2020)	Design 35%	20
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 2014: Target not met due to lack of planning funds FY 2015: Target not met due to lack of planning funds FY 2016: 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 2018 capital program	Target not met due to lack of planning funds 
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2014: 69.4% FY 2015: 69% FY 2016: 67%	70%	68.9% 
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2014: 53% FY 2015: 54.4% FY 2016: 50.4%	52%	52% 
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2014: Achieved 89% Level 3 FY 2015: Achieved 75% Level 3 FY 2016: Achieved 90% APPA Level 3	Maintain 90% APPA Level 3	90% 

Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2014: 2.36 FY 2015: 2.07 FY 2016: 2.41	<2.07	1.87 
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Financial Strength

TIES TO PROGRAM CATEGORIES IN ERP:

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

Key Performance Indicators—Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2017 target	FY 2017 actual
Dollar amount of Private Sources: Gifts	Input	FY 2014: \$222.4 million FY 2015: \$230.0 million FY 2016: \$296.0 million	\$200 million	\$233 million 
Dollar amount Private Sources: Sponsored Projects Revenue	Input	FY 2014: \$153 million FY 2015: \$152 million FY 2016: \$170 million	\$160 million	\$139.3 million 
Dollar amount of Private Sources: Business Revenue	Input	FY 2014: \$166 million FY 2015: \$179 million FY 2016: \$181 million	\$181 million	Data not available until 2 nd Q FY18