Smithsonian Institution

Detailed Performance Data Report

Fiscal Year 2005

Detailed Performance Data Report

INTRODUCTION

As outlined in the Smithsonian' Federal budget request, the Smithsonian undertook a restructure of its GPRA strategic and performance plans to align program performance goals with the program categories used in the Institution's Federal budget documents and ERP financial accounting system. The resulting framework allows the Institution to better meet the standards of success in the Budget and Performance Integration Initiative of the President's Management Agenda, including limiting the number of outcome-oriented goals and key performance indicators in the Institution's strategic plan, and more clearly demonstrating the relationship between dollars budgeted and results achieved. The Institution's fiscal year 2005 Performance Plan was re-ordered to align with the new program performance structure and is the basis for the detailed performance data in this report.

The four strategic goals of the Smithsonian: increased public engagement; strengthened research; enhanced management excellence; and greater financial strength, remain the framework of the Smithsonian's plans. Within those four goals, the 22 performance objectives in the Smithsonian's previous Performance Plans and Reports have been reduced to nine top-level programs – four mission-driven programs (public programs/education, exhibitions, collections, science and humanities research) and five infrastructure/support programs – that align with standard SI program categories. Fiscal year 2005 annual goals focus the Smithsonian's resources on priorities of the Institution including completing all major construction and revitalization projects, opening exhibitions that will have tremendous public impact, strengthening stewardship of the national collections, carrying out all recommendation of the Smithsonian Science Commission, and continued improvement of management functions and systems.

As part of the restructuring effort the Institution ensured that strategic and short-term goals and key performance indicators in its GPRA plans were consistent across all internal performance reviews, in particular the Secretary's annual Goals-at-a-Glance used in monthly and quarterly Operational Reviews, and included in 100% of senior manager performance plans.

MISSION STATEMENT

For 159 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. The Smithsonian offers the world a picture of America, and America a picture of the world.

THE SMITHSONIAN'S FOUR STRATEGIC GOALS

STRATEGIC GOAL 1: INCREASED PUBLIC ENGAGEMENT: DIFFUSION OF KNOWLEDGE

Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences.

STRATEGIC GOAL 2: STRENGTHENED RESEARCH: INCREASE OF KNOWLEDGE

Pursue scientific advances and discovery and scholarship in the arts, humanities, and social sciences by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms, and collections.

STRATEGIC GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH

Provide the financial support essential to achieving the Institution's goals

INDEX TO PROGRAM AND INFRASTRUCTURE PERFORMANCE GOALS

STRATEGIC GOAL	PROGRAM/ INFRAS. GOAL	TITLE
Increased Public Engagement: Diffusion of Knowledge	1.1	**Education:** Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture
	1.2	**Other Public Programs:** Provide reference services and information to the public
	2.1	**Exhibitions:** Offer compelling, first-class exhibitions at Smithsonian museums and across the nation
	3.1	**Collections:** Improve the stewardship of the national collections for present and future generations
Strengthened Research: Increase of Knowledge	4.1	**Smithsonian Science Research:** Engage in research and discovery focused on understanding the origin and evolution of the universe, earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate, and inspire a diverse audience
	4.2	**Art, History, and Cultural Studies Research:** Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs
Enhanced Management Excellence	5.1	**Facilities Capital:** Execute an aggressive long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition to support SI mission
	5.2	**Facilities Maintenance:** Implement an aggressive and professional maintenance program to reverse the impact of many years of under funding, and to achieve world-class upkeep of SI cultural and scientific facilities
	5.3	**Facilities Operations:** Improve the overall cleanliness and efficient operation of Smithsonian facilities
	6.1	**Security:** Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers
	6.2	**Safety:** Provide a safe and healthy environment to support Smithsonian programs

	7.1	**Information Technology:** Modernize the Institution's information technology (IT) systems and infrastructure
	8.1	**Performance Management:** Strengthen an Institutional culture that is customer-centered and results-oriented
	8.2	**Human Resources Management and Diversity:** Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse
	8.3	**Financial Management:** Modernize the Institution's financial management and accounting operations
	8.4	**Public and Government Affairs**: Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments
	8.5	**Procurement and Contracting:** Modernize and streamline the Institution's acquisitions management operations.
Financial Strength	9.1	**Development**: Secure the financial resources needed to carry out the Institution's mission
	9.2	**SBV and Unit Business Activities**: Increase the net income of Smithsonian businesses
	9.3	**Investment Management**: Improve the management of the Institution's Endowment

STRATEGIC GOAL 1: INCREASED PUBLIC ENGAGEMENT: DIFFUSION OF KNOWLEDGE

Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences.

PROGRAM GOAL 1: PUBLIC PROGRAMS *(ties to Program Code 1XXX in ERP)*

1.1: Education *(ties to Program Code 11XX in ERP)*
Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
1.1.a Number of visitor sessions to Smithsonian education Web sites	**FY2005 target:** Establish baseline for education web site visits	*Not rated* Review of web sites done in FY2005. Definition of education web site to be determined in FY2006 along with establishment of baseline data for visitor sessions.
1.1.b Number of participants in distance learning programs	**FY2005 target:** Field testing to begin 3/1/05	*Not rated* Distance Learning Program type operationally defined in last quarter of FY2005. Baseline data on participants will be established in FY2006.
1.1.c Number of people participating in education programs in Smithsonian facilities	**FY2005 target:** Field testing to begin 3/1/05	Output and outcome measures were developed for Smithsonian education by the SI Council of Education Directors with support from Georgetown University. SI units used the recommended data collection measures to document attendance at tours, hands-on learning centers, workshops, courses, and presentations. Georgetown University is continuing to provide guidance on data sampling to individual units. *Assessment: Target met.*
FY2005Goal: Show further progress on implementation of the Education Strategic Plan. Introduce approved metrics into 2006 individual performance plans by 11/4/05.		Of the 29 units represented in the SI Education Council, all but 4 have submitted education plans to SCEMS. Two of these are ODS units (NMAI and NMAH) and two are Science units (SAO and SCMRE). Four units have been exempted from preparing plans (SEEC, OGR, Affiliations, and SIL). Standardized education performance metrics were developed and forwarded to OHR. *Assessment: Common metrics were to have been introduced into directors' performance plans no later than 4/15/05. Standardized metrics have been developed and are ready for full implementation in Directors' 2006 performance plans. Many of the current performance plans incorporate an element related to education.*

1.2: Other Public Programs *(ties to Program Codes 1200, 1300 & 1400 in ERP)*
Provide reference services and information to the public.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
1.2.a Number of Web site visitor sessions	FY2002: 62.4 M FY2003: 75.8 M FY2004: 97.7 M **FY2005 target:** 105 million visitor sessions	109.3 virtual visits (visitor sessions.) *Assessment: virtual visits were up by 12%.*
FY2005Goal: Complete an analysis of National Programs and related units, resulting in recommendations for organizing SI non-museum education and outreach programs by end of FY 2005.		The Acting Director of Smithsonian National Programs assessment is still under review. *Assessment: The analysis was prepared, but the assessment and final recommendations were not completed in FY 2005.*
FY2005Goal: Show further progress on managerial improvements in library and archive services.		An assessment of the feasibility of consolidating library and archive functions, initiated in Feb 05 is still underway. Customer satisfaction survey of SI Archives completed Jan 05. In response to survey results, the reference team developed two topical finding aids in FY 2005. The Records Management team held a retreat in May 05; identified and implemented several improvements to its website. SIL, with heavy involvement of SI researchers, conducted an intensive serials review to identify most critical serials to ensure that limited resources are applied appropriately. SIL purchased a "Web of Science" subscription, a major online resource for citation searching. SIL staff conducted a "trial" visitor learning assessment of its *Chasing Venus* exhibit in Sep. *Assessment: Progress is being made.*
FY2005Goal: Show further progress on continued improvement of content and accessibility of the Smithsonian's web sites.		The following websites received public recognition/awards: • NMAH *America on the Move* (featured site of the day on www.techlearning.com) • *Doodles, Drafts and Designs* (named "hot site" by USA Today, site of the day by Freelists, and pick of the day by Yahoo!) • Latino virtual gallery presentation (selected for 2005 National Board for Professional Teaching Standards conference) • NSRC (awarded the SI Transformation Grant for an electronic literacy supplement)

		- STRI (finalist for the 2004 Golden Arroba Award)
		- SERC "Visit the Mangal Cay Virtual Mangrove Trail" (NSF feature of the week)
		- SAO Astrophysics Data System (praised by the UN General Assembly)
		- NZP (identified as best Conservation Central website by National Association for Interpretation)
		- SAAM *Ask Joan of Art* (2005 recipient of American Library Association Thomson Gale Award for Excellence)
		- NMAH *Price of Freedom* website (American Association of Museum Muse Awards: honorable mention)
		- Launch of SI Global Sounds website called "the ethnographic answer to iTunes" by NY Times
		- NMNH (9th Annual Webby Award for "Best Cultural Institution Web Site" given *to Lakota Winter Counts*)
		- NMNH *Lakota Winter Counts* (won United Nations World Summit Award in the e-culture category)

Launching of an improved Art & Design section of the SI Web delayed until late Fall 2005. Page design underway, testing by SI Art Webmasters to be completed in FY 2006/Quarter 1.

Ask Joan of Art staff responded to queries from individuals whose art works were damaged by Hurricanes Katrina and Rita flood waters (Sep 05).

Following the birth of the panda, NZP's website was used to conduct the panda naming contest and it provided hugely popular live web feeds for the public to monitor the panda cub and his mother. Over 7.3 million visitor sessions were logged from the time the cub was born (July) through end of FY 2005. This is an increase of 5.1 million visitor sessions (or +230%) over the same time period in FY 2004.

SERC co-sponsored (with Ball State University) the electronic field trip, "Biological Invasions: The Introduction of Non-Native Species Worldwide" in May 05 and had more than 15 million children, teachers and parent participants.

The SI Web Content achievements included improving SI's media website (http://newsdesk.si.edu) with publication of a new design consistent with the SI Web template in Jul 05, and securing the Google search appliance to make SI public websites more useful for visitors.

Assessment: The number of public recognitions/awards is evidence that SI websites are on-target and providing interesting/thought-provoking information to the general public.

PROGRAM GOAL 2.1: EXHIBITIONS *(ties to Program Code 2XXX in ERP)*
Offer compelling, first class exhibitions at Smithsonian museums and across the nation.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
2.1.a Number of physical visits to SI museums and the National Zoo	FY2002: 25.0 M FY2003: 25.2 M FY2004: 19.6 M **FY2005 target:** 24.9 million [revised]	24.2 million physical visits to Smithsonian museums and Zoo. *Assessment: Physical visits were up by 24%.*
2.1.b Number of visitors to Smithsonian traveling exhibitions circulated by SITES, SAAM and NPG	FY2002: 6.3 M FY2003: 4.8 M FY2004: 4.2 M **FY2005 target:** 3.64 million visitors (SITES: 3M; SAAM: 90,000; NPG: 552,000)	5.3 million visits to traveling exhibits organized by NPG (406,300); SAAM (286,000); and SITES (4.6 million). *Assessment: Traveling exhibits were up by 26%.*
2.1.c Number of states and territories with Smithsonian traveling exhibitions circulated by SITES	FY2002: 38 states/territories FY2003: 42 states/territories FY2004: 46 states/territories **FY2005 target:** 47 states/territories	SITES presented 56 traveling exhibitions at 211 locations in 43 states, the District of Columbia, and Puerto Rico. *Assessment: Fell slightly short of target of 47 states/territories.*
FY2005Goal: Show the public's access to the Smithsonian has been expanded by increasing the number of physical and virtual visits over the prior year. [Combines web visits tracked under Goal 1.2 and physical visits to SI museums and traveling exhibits tracked under Goal 2.1]	See KPIs 1.2.a, 2.1.a, and 2.1.b	See KPIs 1.2.a, 2.1.a, and 2.1.b above. Launch of SIguide delayed as the contractor continues to seek funding to complete the launch at the 5 pilot venues. Content development is 90% complete for 4 of the 5 venues, and technical challenges (locationing) are being addressed. *Assessment: Public access exceeded prior year visits by 17.3 million total visits, or an increase of 14%. Physical visits were up by 23%; traveling exhibits by 26%, and virtual visits by 12.*

FY2005Goal: Open *The Price of Freedom: Americans at War* on 11/11/04.		*The Price of Freedom* opened on time. ***Assessment: Goal met.***
FY2005Goal: Make all scheduled progress on Ocean Hall.		35% exhibit design approved by NOAA and NMNH in Oct 04. *Journey Through Time* (paleo part of the Ocean Hall) completed in Jan 05. *Entry Experience* completed in Mar 05. *Whale* and *Open Ocean* completed in Apr 05. *Global Systems* completed in Apr 05. Ocean Exhibit Hall infrastructure second phase construction contract awarded on 9/21/05. First phase construction contract was 50% complete on 9/30/05 (meeting all FY 2005 milestones). A total of $1.5 million was raised, against the goal of $1.4 million, for this project. ***Assessment: All scheduled milestones were met.***
FY2005Goal: Make all scheduled progress on Butterfly Exhibit.		Preliminary design report (20% design status) received from contractor in Mar 05. Design cost below budget. Final report submitted in Apr 05. Renderings of design for fundraising were completed in Mar 05. ***Assessment: All scheduled milestones were met.***
FY2005Goal: Implement the Exhibition Guidelines and Standards, including introduction of specific metrics into performance plans.		Final draft of standards distributed to SI museum directors in Jan 05. Standards presented to Secretary in Mar 05. Additional input solicited and final approval reached in Apr 05 by Deputy and Under Secretaries. Employee performance standards approved by Deputy Secretary. Standards were not incorporated in unit director 2005 performance plans, but will be in 2006. ***Assessment: Metrics were to have been introduced into directors' performance plans no later than 4/15/05. Standardized metrics have been developed and are ready for full implementation in Directors' 2006 performance plans. Most of the FY 2005 performance plans currently incorporate an element related to exhibitions.***
FY2005Goal: Show further progress on continued implementation of the National Museum of American History Blue Ribbon Commission report.		Phase I of NMAH public spaces renewal program (PSRP) completed with opening of Price of Freedom and new third floor east public space on 11/11/04. Phase II of the PSRP continues. Schematic design, providing a blueprint for all remaining phases, completed in Oct 04. Turner/SOM issued Notice to Proceed with 35% design development in Nov 04. NMAH Director approved major elements of Phase II design development in Dec 04 (Star Spangled Banner Gallery, improved visitor orientation/ circulation, opening up central atrium, new museum store, and central spine building systems). The 35% design development and cost estimate was completed in Apr 05. The cost estimate was higher than the schematic estimate, and OFEO contracted with the Smith Group for value engineering (VE) study in May 05 and the A&E firm completed its own cost/scope reduction study. VE savings will be incorporated into the 35% design. Decision to proceed with full design or design an infrastructure only project hinges on successful fundraising.

		Assessment: Most efficient PSRP central spine work contingent on closing museum and integrating PSRP work with SSB gallery; both projects need more private financing that has not yet been raised. Because of the funding situation, the planned project's fate remains uncertain.
FY2005Goal: Show further progress on launching a Virtual Center for Smithsonian Photography and a major exhibit at an appropriate venue.		RFP issued on 2/3/05 to develop the Smithsonian Photography Initiative (SPI) website. Cabengo selected on 4/22/05. Site on track to launch in early Oct 05. Concept planning underway for opening of a Photography exhibition in 2008. Guest curator Marvin Heiferman hired Oct 05 to support this effort. Assessment: The online exhibit site launch has been delayed until late 2005.
FY2005Goal: Show further progress on establishing a Commission to evaluate the SI's art museums.		A list of potential Commission members was developed in Jan 05. These candidates and background material were discussed with art directors in Mar 05. Review by Regent Readers completed in Jul 06. Six members of this Commission are now "on board." Assessment: Progress is slower than planned.

PROGRAM GOAL 3.1 COLLECTIONS *(ties to Program Code 3XXX in ERP)*
Improve the stewardship of the national collections for present and future generations

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
3.1. a Number of collecting units with an up-to-date, approved collections management policy	**FY2005 target:** New indicator -establish baseline for collections management policies	Standardized metric has been developed. Baseline data being established as part of FY 2006 unit directors' performance plans. *Assessment: Delayed incorporation of standards into directors' performance plans.*
3.1.b Number of collecting units with an up-to-date, approved collecting plan	**FY2005 target:** New Indicator -establish baseline for collecting plans	Standardized metric has been developed. Baseline data being established as part of FY 2006 unit directors' performance plans. *Assessment: Delayed incorporation of standards into directors' performance plans.*
3.1.c Number of collection objects/specimens documented in units' electronic collections information systems (CIS)	FY2002: 29.28 M FY2003: 30.84 M FY2004: 31.45 M **FY2005 target:** 32 million items	*Not rated* FY 2005 collections statistics being compiled from all collecting units.

3.1.d Number of collection objects/specimens available in electronic form to the public	FY2002: 12.39 M FY2003: 12.96 M FY2004: 12.44 M (reflects reporting reconciliation) **FY2005 target:** 19.8 million collection items	*Not rated* FY 2005 collections statistics being compiled from all collecting units.
FY2005Goal: Issue "SD 600 Implementation Manual," with revisions to reflect the findings and recommendations of the Collections Management Study		The approved Collections Study recommendations were issued to all SI museum directors, along with baseline information compiled by the Director, National Collections Program, on January 28, 2005. Smithsonian Collections Advisory Committee appointed February 2005. Website is under development and the charter was approved in October 2005. The Committee completed its review of the revised SD 600 in June 05 and directive is expected to be issued in FY 2006 / Quarter 1. Revision of Implementation Manual completed in June 05. Will be issued to senior leadership and the Collections Advisory Committee for review in November 2005. Collections performance standards were developed and approved and will be incorporated into the directors' performance plan template for 2006. *Assessment: Delayed incorporation of standards into directors' performance plans. Standardized metrics have been developed and are ready for full implementation in Directors' 2006 performance plans. Most of the FY 2005 plans currently in place incorporate an element of collections management. All other scheduled milestones are on track. Additionally, the Implementation Manual was not issued in FY 2005.*

STRATEGIC GOAL 2: STRENGTHENED RESEARCH: INCREASE OF KNOWLEDGE

Pursue scientific advances and discovery and scholarship in the arts, humanities, and social sciences by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms, and collections.

PROGRAM GOAL 4: RESEARCH *(ties to Program Code 4XXX in ERP)*

4.1: Smithsonian Science Research *(ties to Program Codes 41XX, 42XX, 43XX, 4400, 45XX, 4610 & 4620 in ERP)*
Engage in research and discovery focused on understanding the origin and evolution of the universe, earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate, and inspire a diverse audience.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
4.1.a Annual total dollar level of external grants and contract awards	FY2004 = $130.6 M **FY2005 target:** $132 M	Total FY 05 awards: $127.029M *Assessment: 96% of target*
4.1.b Number of applications for SI funded fellowships	FY2004 = 312 **FY2005 target:** 317	Total applications: 868 *Assessment: Substantially exceeded target of 317*
4.1.c Number of awards for SI funded fellowships	FY2004 = 65 **FY2005 target:** 70	Total awards: 105 *Assessment: Substantially exceeded target of 7*
4.1.d Number of science units meeting requirements for biennial visiting committee reviews	New performance indicator **FY2005 target:** 2	Total reviews: 3 (SERC, CCRE and SMFS) *Assessment: Exceeded target*
4.1.e Number of publications in high impact journals such as *Science* and *Nature*	FY2004 = 124 **FY2005 target:** 134	Total publications: 555 articles, papers and other publications in high publications *Assessment: Substantially exceeded target of 134*
4.1.f Exceed average citation rates per scientist for papers published in strategic plan theme areas	New performance indicator **FY2005 target:** Establish baseline for citation rates	Established through use of Web of Science Citation Index *Assessment: Met target*

4.1.g Number of published contribution series	FY2004 = 4 **FY2005 target:** 10	Total Contributions Series published: 3 (delay in establishing new SI Scholarly Publications Office affected publication production) *Assessment: Target not met*
FY2005Goal: Show further progress on continued implementation of the Science Commission's recommendations.		70 (92%) of the 76 recommendations are implemented with 6 currently underway. The Under Secretary for Science Visiting Committee met in December 2004 to evaluate progress since the issuance of the Science Commission Report. The Committee found that excellent progress had been made in response to the Science Commission Report. Specifically, the new leadership is complementing the excellent staff already in place, and the whole science effort has a change in mood. The Strategic Plan was a valuable and necessary effort and there has been good success in working with Congress. *Assessment: Substantial progress has been made. Future priorities focus on accomplishing activities in the Science Strategic Plan.*
FY2005Goal: Show further progress on improved management of all aspects of the National Zoological Park.		Complied with NAS metrics for preventive medicine, policies and procedures, and pest control by: hiring a clinical nutritionist entered on duty in Apr 05; awarding a pest control contract; and by following all animal welfare policies and procedures. Team training completed in Aug 05.
		The OSP-developed SI Animal Welfare Assurance plan was approved by NIH in Nov 03. Additionally, the annual report on SI care and use of animals was submitted by OSP to NIH's Office of Laboratory Animal Welfare by the Jan 05 deadline.
		Completed position paper on the future of elephants at NZP in Feb 05. Letter of commitment regarding the future of elephants at NZP was sent to AZA on 6/8/05. Elephant workshop held Jun 05 to develop elements of case statement for fund raising and public relations. Workshop for key constituents conducted in Aug 05. New NZP Director is conducting re-evaluation of architectural design with goal to re-use existing elephant house, save cost, expedited funds obligation and improve animal habitat. *Assessment: Zoo is aggressively correcting management issues raised during various oversight body reviews.*

4.2: Art, History, and Cultural Studies Research *(ties to Program Code 4700 in ERP)*
Ensure the advancement of knowledge in the humanities through original research, including research on the collections, which is reflected in publications, exhibitions/displays, and public programs.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
4.2.a Number of high impact publications, including exhibition catalogs, scholarly monographs, and books	New performance indicator **FY2005 target:** Establish baseline for publications	11 major publications have been produced by the Art museums (Cooper-Hewitt, 2; Freer-Sacker, 1; Hirshhorn, 3; African Art, 1; Portrait Gallery, 2; and American Art Museum, 2). 28 publications have been produced by ODS museums (Anacostia, 1; Asia Pacific Program, 1; Folklife, 4; NMAH, 5; NMAI, 6; NPM, 1; SITES, 8; and SCLI, 2) and 10 key documentary recordings were produced by Folkways.
4.2.b Number of subscribers to SI art journals	New performance indicator **FY2005 target:** Establish baseline for subscribers to art journals	In FY2005, Art units established their baseline number for journal subscribers in peer-reviewed journals: AAA *Art Journal* (baseline: 480 subscribers); SAAM *American Art Journal* (909 subscribers); and F/S *Ars Orientalis* (426 subscribers).
FY2005Goal:Demonstrate there is an increase in the number of peer-reviewed publications based on Smithsonian research		*Assessment: The SI units are reporting all publications in high-impact journals, not just peer-reviewed publications. Additionally, this is the first year arts/humanities publications are being tracked, so no baseline has been established for comparative analyses. Therefore, this specific goal cannot be measured until next fiscal year, after a baseline for peer-reviewed journals is in place.*

STRATEGIC GOAL 3: ENHANCED MANAGEMENT EXCELLENCE

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

INFRASTRUCTURE GOAL 5: FACILITIES *(ties to Program Code 5XXX in ERP)*
Provide and sustain world-class cultural and scientific facilities.

5.1 Facilities Capital *(ties to Program Code 5500 in ERP (Construction) and 53XX & 5400 (Revitalization, Facilities Planning & Design)*
Execute an aggressive long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the SI mission.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
5.1.a Percent of square footage in SI structures with an overall average facilities condition index (FCI) of 3 or higher	New performance indicator; Long-term goal is 50% by 2016 **FY2005 target:** 38%	FY2005 Actual: 38% *Assessment: Target met.*
5.1.b Meet individual capital project milestones that result in safer environment, safer collections, state-of-the-art research space, and more and better visitor experiences	FY 2004: 5 of 5 milestones – target and actual (Hazy, NMAI, Pod 5, POB & NMAH) **FY2005 target:** 8 of 8 milestones	2 projects (VERITAS and Asia Trail) delayed due to circumstances beyond SI control: *Assessment: FY2005 Actual: 6 of 8*
⇨ 5.1.b (1) Progress in revitalization of POB	**FY2005 target:** Complete 80% of the revitalization of POB	Achieved 87% completion of the POB physical plant renewal through Sep 05.
⇨ 5.1.b (2) Progress in revitalization of public space at NMAH	**FY2005 target:** Complete construction of *The Price of Freedom* and Phase I revitalization by 10/30/04 (*revised target*)	Phase I of NMAH public spaces renewal program (PSRP) completed with opening of *Price of Freedom* and new third floor east public space Nov 04.
⇨ 5.1.b (3) Progress in construction of Asia Trail Phase	**FY2005 target:** Complete 75% construction of Asia	Phase I construction was 67% complete at the end of FY05, short of the milestone. Construction was delayed by 4 months by the birth of the panda cub and the addition of the

I, and design of Phase II at NZP	Trail Phase I Complete design of Phase II	otter habitat to the scope of work. Completed 35% design drawings for Elephant House; further progress was delayed by the necessary change in design team and strategy.
⇨ 5.1.b (4) Progress in revitalization of NMNH space for Ocean Exhibit	**FY2005 target:** Complete 40% of Ocean Exhibit space revitalization	Construction of Ocean Exhibit Hall infrastructure was 40% complete at the end of FY05, meeting the FY05 milestone.
⇨ 5.1.b (5) Progress in relocation of A&I staff and programs and closure of building	**FY2005 target:** Complete relocation of SEEC and Discovery Theater; complete designs and award construction contracts and leases for relocation of 75% of staff	SEEC and Discovery Theater were successfully relocated on schedule: SEEC opened Jan 05; Discovery Theater began performances in their new space in Nov 04. Office space for all AIB tenants identified. Leases signed for space in Herndon and Capital Gallery Mar 05. Construction contracts were awarded in Sept 2005.
⇨ 5.1.b (6) Progress made in design and construction of Pod 5 at the Museum Support Center	**FY2005 target:** Complete design and award construction contract for Pod 5	Pod 5 Construction contract awarded in Aug 05, meeting the FY05 goal. .
⇨ 5.1.b (7) Progress made in design and construction of VERITAS support building	**FY2005 target:** Award construction contract	Satisfactory bid for construction received. Bid not acted upon due to stop work order issued by the National Science Foundation in response to a lawsuit.
⇨ 5.1.b (8) Progress made in site evaluation for the National Museum of African American History & Culture (NMAAHC)	**FY2005 target:** Award site evaluation contract	Site analysis contract awarded; the final report was distributed in Nov 2005.
5.1.c Percent of capital funds obligated compared to funds available	**FY2005 target:** 85%	FY2005 Actual: 91% *Assessment: Target exceeded.*
5.1.d Percent of major projects within budget compared to estimate at construction start	New performance indicator **FY2005 target:** 100%	FY2005 Actual: 100% *Assessment: Target met.*
5.1.e Percent of major revitalization projects designed to 35% prior to request for construction funding	FY 2004: ~60% **FY2005 target:** 65%	FY2005 Actual: 67% *Assessment: Target exceeded.*

5.1.f Major projects whose change from the 35% design cost estimate to final project completion cost is within ± 15% tolerance per industry standards	FY 2004: 2 of 2 – target and actual (Hazy/NMAI) **FY2005 target:** 0 of 0 (no major projects to be completed in 2005)	FY2005 Actual: 0 of 0 *Assessment: Target met.*
5.1.g Average FCI for buildings with major revitalization funding	FY 2004: 1.9 **FY2005 target:** 1.9	FY2005 Actual: 1.9 *Assessment: Target met.*
FY2005Goal: Show further progress on continued implementation of the National Academy of Public Administration's report on Smithsonian Facilities.		Despite higher funding for revitalization in FY 2005 and aggressive obligation of available funds, progress in reducing the $1.5 billion backlog of revitalization was below the level needed to correct the problem within a decade, as recommended by NAPA. *Assessment: Execution of funding met planned milestones, but overall funding for facilities revitalization and maintenance remains inadequate to meet need.*

5.2: Facilities Maintenance (*ties to Program Code 5200 in ERP*)
Implement an aggressive and professional maintenance program to reverse the impact of many years of under funding, and to achieve world-class upkeep of SI cultural and scientific facilities.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
5.2.a Planned maintenance as percent of total annual maintenance costs	FY 2003: 44% FY 2004: 58% *NOTE: based on partial data only* **FY2005 target:** 50%	Actual: 49% planned and 51% unplanned. *Assessment: Target nearly met*.
5.2.b Percent of customers satisfied with maintenance service	FY 2003: 97.7% FY 2004: 98% **FY2005 target:** 90%	Maintenance customer satisfaction remained 98% for FY 05. Over 3.7k customer surveys collected. *Assessment: Target met*.
5.2.c Progress in achieving 2% of current replacement value (CRV) as minimum maintenance budget ($90M/year)	New performance indicator **FY2005 target:** 2% of CRV ($90M) *NOTE: at FY05 level, can only achieve .95% of CRV*	FY 05 funding for maintenance program less than 50% of the funding required per NAPA. 5-year Maintenance and Minor Repair plan developed at $90 million/year. *Assessment: Funding for facilities maintenance remains inadequate to meet need.*

5.2.d Progress in improving overall system reliability	New performance indicator	*Assessment: Target partially met*
⇨ 5.2.d (1) Percent of time temperature and humidity levels are within the target range	**FY2005 target:** 80%	Actuals: Temperature in control band 78% of the time. Relative humidity in control band 76% of the time.
⇨ 5.2.d (2) Mean time between repairs of vertical transportation units	**FY2005 target:** Mean time greater than 45 days	Maintained a mean-time between repairs of vertical transportation of approximately 62 days (the national average is 60 days). Assessment: Target met.
⇨ 5.2.d (3) Progress in applying RCM to all building systems	**FY2005 target:** Complete inventory of all building systems and equipment and create PM schedules utilizing RCM	90% of equipment baselined 100% of critical equipment covered by Failure Modes and Effects Analysis 60% of equipment balanced and aligned 80% of electrical distribution equipment has received thermography survey 50% of critical motors tested 100% of appropriate critical equipment covered by oil analysis 50% of steam traps surveyed using airborne ultrasonics NASM condition assessment performed using RCM methodology
FY2005Goal: Show further progress on managerial improvements in building maintenance		Processes further developed but severe funding limitations hindering significant progress. Despite limited funding, customer satisfaction high Comprehensive 5-year maintenance plan developed *Assessment: Funding for facilities maintenance remains inadequate to meet need.*

5.3: Facilities Operations (*ties to Program Code 5100 in ERP*)
Improve the overall cleanliness and efficient operation of Smithsonian facilities.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
5.3.a Progress towards improving level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale	New performance indicator **FY2005 target:** In the absence of additional resources, maintain	Appearance level of SI facilities remains at Level 4 (moderate dinginess) due to funding/staffing shortfalls. *Assessment: Target met*

	current level of Moderate Dinginess	
5.3.b Percent of responses to work requests that are within time limits established in SI operations and maintenance handbook (30 minutes for emergencies and 2 weeks for regular work requests)	New performance indicator **FY2005 target:** 90%	*Not rated at this time*. Information being assembled and reviewed
5.3.c Percent of work orders that are completed within 120 days	New performance indicator **FY2005 target:** Establish method of capturing data	Metric new in FY 05. Process established to collect data against the metric and actual progress to be reported in FY 06. *Assessment: Target met*
FY2005Goal: Show further progress on managerial improvements in facilities operations and support		Completed studies of outsourcing security and operations/maintenance at POB based on Hazy experience. Recommendation is to use in-house staff for both POB security and operations/maintenance. Conclusions based on cost savings. Completed facilities integration study for STRI facilities in Apr 05. Decided against integration at SAO on basis of STRI results that documented little benefit in consolidating support at either geographically-separated location. Supported GAO's study and studies of facilities operations and mall-wide security. Conducted studies to benchmark SI horticulture against other local government and cultural organizations with respect to special events, plant deliver, snow removal, and turf maintenance. Based on these studies, outsourced turf maintenance and spring mulching. *Assessment: Resource constraints and the temporary hiring freeze hindered progress. Facilities remain at moderate level of dinginess from an appearance and cleanliness perspective.*

INFRASTRUCTURE GOAL 6: SECURITY & SAFETY *(ties to Program Code 6XXX in ERP; incorporates old Objective 3.9)*
Ensure a safe, secure and healthful environment in all Smithsonian facilities and protect collections from theft, fire and other environmental concerns.

6.1: Security *(ties to Program Code 61XX in ERP)*
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
6.1.a Progress in installing or upgrading security systems, including mitigation against terrorism	New performance indicator **FY2005 target:** Initiate construction of permanent perimeter barriers at NASM	Construction of permanent perimeter barriers at NASM is underway. *Assessment: Target met.*
6.1.b Percent of time security systems operate as intended	New performance indicator **FY2005 target:** 99%	Security systems operational 99% of the time. *Assessment: Target met.*
6.1.c Progress in implementing Disaster Management Plans	**FY2005 target:** Initiate revisions of SI-wide Disaster Management Master Plan and complete unit plans	Unit disaster management plans on course and are to be completed Jan 06. *Assessment: Target met.*
6.1.d Crime rate	New performance indicator **FY2005 target:** Crime rate less than 10 per million visitor; intentional loss/damage to collections rate 0	Crime rate less than 100 per million visitors with no instances of intentional loss of damage to collections. *Assessment: Target met.*
6.1.e Rate of visitor complaints about security staff and procedures	New performance indicator **FY2005 target:** Visitor complaints less than 7 per million	Rate of visitor complaints about security staff and procedures less than 1 per million. *Assessment: Target exceeded.*

6.2: Safety *(ties to Program Code 62XX in ERP)*
Provide a safe and healthy environment to support Smithsonian programs.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
6.2.a Progress in reducing occurrence of facilities- related Risk Assessment Code (RAC) 1 and 2 findings	New performance indicator **FY2005 target:** Establish baseline for facilities-related RAC 1 and 2 findings	Metric new in FY 05. Process established to collect data against the metric and actual progress to be reported in FY 06. *Assessment: Target met*
6.2.b Progress in reducing occurrence of programmatic related RAC 1 and 2 findings	New performance indicator **FY2005 target:** Establish baseline for programmatic-related RAC 1 and 2 findings	Metric new in FY 05. Process established to collect data against the metric and actual progress to be reported in FY 06. *Assessment: Target met*
6.2.c Progress in reducing occupational injuries and illnesses	**FY2005 target:** 6% reduction from FY 2003 numbers per 2004 Presidential (SHARE) Initiative goals	The OFEO recordable injury and lost workday injury rates dropped from 174 in FY 2003 to 113 in FY 2005 (10-month reporting period), a reduction of 35%—exceeding the Presidential SHARE Initiative goal of 6%. *Assessment: Target met*
FY2005Goal: Show further progress on improved security and safety measures		*Assessment: Target met*

INFRASTRUCTURE GOAL 7.1: INFORMATION TECHNOLOGY *(ties to Program Code 7XXX in ERP)*
Modernize the Institution's information technology (IT) systems and infrastructure.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
7.1.a Network Availability	FY2004: 99.99% **FY2005 target:** Email, OA, and Directory servers will maintain system availability of 99.98% during normal business hours	Maintained 99.994% system availability of e-mail, OA, and directory servers during normal business hours. *Assessment: Target met.*
	FY2004: 99.986% **FY2005 target:** Network servers, switches, an routers will maintain system availability of 99.98% during normal business hours	Network servers, switches, and routers maintained system availability of 99.999% during normal business hours. *Assessment: Target exceeded.*
7.1.b Telephone Call Manager availability	FY2004: 99.99% **FY2005 target:** VoIP Call Manager will maintain system availability of 99.99% during normal business hours	Maintained the VoIP Call Manager at 99.999% system availability during normal business hours. *Assessment: Target exceeded.*
7.1.c Voice Mail Availability	FY2004: 99.99% **FY2005 target:** VoIP Voice Mail will maintain system availability of 99.99% during normal business hours	Maintained the Voice Mail system availability at 100% during normal business hours. *Assessment: Target exceeded.*
7.1.d Customer satisfaction with quality of IT services	FY2004: 97% of customers rated the quality of IT services satisfactory or better **FY2005 target:** At least	96.6% of IT customers rated the quality of IT services satisfactory or better. *Assessment: Target exceeded.*

	90% of customers rate the quality of IT services satisfactory or better	
7.1.e Customer satisfaction with timeliness of IT services	**FY2005 target:** At least 90% of customers rate the timeliness of IT services satisfactory or better	95.4% of IT customers rated timeliness satisfactory or better. *Assessment: Target exceeded.*
7.1.f Cycle time for telephone moves and adds	**FY2005 target:** 95% of all VoIP moves and adds completed in 5 work days	Completed 99.9% of all VoIP telephone moves and adds in 5 work days. *Assessment: Target exceeded.*
7.1.g Cycle time for telephone configuration changes	95% of non-VoIP telephone configuration changes completed in 2 to 6 weeks **FY2005 target:** 95% of all VoIP telephone configuration changes completed in one work day	Completed 100% of all VoIP telephone configuration changes in 1 work day. *Assessment: Target exceeded.*
FY2005Goal: Make all scheduled progress on planned PeopleSoft modules and training	**FY2005 target:** ERP financials – deploy asset management and procurement management modules; ERP HRMS – deploy base benefits, training administration, health and safety, compensation tracking, labor relations, employee relations, core competencies, career planning, and succession planning modules.	Procurement management module: The complex contracting system was completed in Jul 05, three months ahead of schedule. Asset management module: Deployment of this module delayed until May 06 to provide for more critical user testing prior to deployment. The first round of physical inventories of fixed assets at 14 organizations was completed, representing 93% in acquisition costs of recordable personal property. HRMS Phase I: Personnel action processing, payroll interface, departmental security, and awards processing completed in Dec 04. HRMS Phase 2: Labor/employee relations module for tracking grievances and expanded workflow functionality to units went live in Apr 05. Base Benefits modules implemented in May 05. HRMS Phase 3: Worker compensation, training administration, health & safety, and benefits administration deployment completed in Jul 05. HRMS Phase 4: Succession planning, career planning, competencies, and performance management implemented in Sep 05.

		Assessment: Planned milestones for all HR modules and the simplified acquisition system were achieved. The HRMS project was 11% under budget for all 4 phases. Deployment of the ERP Asset Management module has slipped 7 months into FY 2006.
FY2005Goal: Replace 1,400 desktop workstations	**FY 2005 target:** Replace 1400 obsolete desktop workstations.	Replaced 1,486 obsolete desktop workstations and 127 graphics workstations. *Assessment: Goal met.*
FY2005Goal: Make all scheduled progress on digital telephone installation	**FY2005 target:** Implement telephone call accounting system and replace telephone systems at NY facilities, Suitland, MD facilities, Anacostia Museum, National Zoo, and other selected units.	Telephone systems were replaced at SI Magazine, AAA, Cooper-Hewitt, NMAI Heye Center, CRC, MSC, NZP, North Capital Street, Apollo Art Storage, Aerospace, NMAAHC, Walter Reed Greenhouse, and the Garber Facility. Deployed Telephone Call Accounting System on August 9, 2005. Reduced the cost of voice services by $2,189,000 annually through use of VoIP telephony. *Assessment: All milestones met.*
FY2005Goal: Show further progress on managerial improvements in information technology		All 14 major IT systems have been certified and accredited. Exercised disaster recovery plans of all 14 major IT systems. Incorporated procedures for preparing Plan of Action and Milestones to remediate security weaknesses and preparing privacy impact assessments into the IT Security Planning Manual and . Established configuration standards for Windows and Unix operating systems, Oracle and SQL databases, and IIS and Apache web servers. 87% of SI network users completed revamped computer security awareness training – up from 72% in FY 2004. Established policy and procedures for performing earned value analysis for selected major IT projects. *Assessment: Planned milestones achieved.*

INFRASTRUCTURE GOAL 8: MANAGEMENT OPERATIONS *(ties to Program Code 8XXX in ERP)*

8.1: Performance Management *(ties to Program Code 81XX in ERP)*
Strengthen an Institutional culture that is customer-centered and results-oriented.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
8.1.a Percent of SI executives, managers, and employees with performance appraisal plans, that: link to SI mission, goals and outcomes; hold employees accountable for results appropriate to their level of responsibility; effectively differentiate between various levels of performance; and provide consequences based on performance	100% linkage for senior level employees **FY2005 target:** Maintain 100% linkage for senior level employees. Baseline linkage percent for non-senior level employees	100% of senior leadership performance plans are linked to the Institution's performance objectives and goals. *Assessment: Target met*
FY2005Goal: Demonstrate further progress on the development and implementation of process management and performance indicators throughout the Institution and ensure performance metrics are consistent and integrated into individual performance goals.		Monthly metrics reviews ongoing for 12 units: OFEO, OCFO, OCIO, OHR, NZP, NMNH, NASM, STRI, SERC, OEEMA, NMAH, and NMAI. Three operational reviews were conducted in FY 2005: in Nov 04, Apr 05, and Jul 05. As of Sep 05, 88.8% of senior level appraisals for the period ending 9/30/04 were completed and 89.1% of non-senior level appraisals were completed for the period ending 12/31/04. The target goal for both sets of appraisals was 75%. Integration of PAEC and employee performance standards was completed with SEC in Jun 05. The requirement has been incorporated into the PAEC Smithsonian Directive, and this directive is going through the clearance process. *Assessment: Target met -- Use of organizational and individual performance metrics is expanding and becoming part of the SI culture.*

8.2: Human Resource Management and Diversity/EEO *(ties to Program Codes 8200 & 8210 in ERP)*
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative and diverse. Demonstrate support of the Smithsonian's commitment to diversity and equal opportunity during the hiring process and throughout the employees' careers.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
8.2.a Number of workdays to complete Recruitment Action	New performance indicator **FY2005 target:** Establish baseline number of work days to complete Recruitment Action per OPM's timeliness model	A 45-day hiring model was instituted by OHR as the new business practice in Mar 05. Using HR ERP data reporting tools, actual job-announcement-to-job-offer cycle time was established at just over 50 days. *Assessment: Baseline of 45 work days to complete Recruitment Action established*
FY2005Goal: Show further progress on managerial improvements in human resources: demonstrate improvements in HR processes and customer service through new automated systems		Quickhire software package purchased to automate rating and ranking of applications for selected job vacancies. The August survey reported overall customer satisfaction with OHR at 64.5%. An intensive assessment of the Institution's trust health benefit coverage was performed, and cost savings and coverage improvement for employees appears likely as a result of the RFP process. *Assessment: Progress is being made to expedite recruitment/selection process and improve customer service, although implementation of an improved new employee orientation program has been delayed until early FY 2006.*
8.2.b Percent of employees who are satisfied with working at the Smithsonian on biennial employee survey to rate level of job satisfaction	FY2003: 56% (results of 2002 employee survey) FY2004: 67% (average for four units; exceeded target of 55%) **FY2005 target:** 60%	64% average for the four surveyed units in 2005: NASM, SIL, NMAI, and F/S. Town Hall meetings will be conducted with staff to discuss results following senior leadership review of results in November or December 2005. *Assessment: Target exceeded.*
8.2.c Percent of underrepresented minorities in the Smithsonian Institution's workforce *FY2005Goal: Show continued improvement in the Smithsonian's diversity efforts.*	FY 2004: Hispanic 4.6% Asian 4.4% African American 2.3% (senior level) **FY2005 target:** Demonstrate incremental progress toward meeting	Compared with the local National Capital Region Federal Civilian Workforce, SI is exceeding the Native American and African American diversity goals but remains below the Asian and Hispanic goals. SI's workforce percentages: Hispanic: 4.5% Asian: 4.8% Native American: 1.8%

	or exceeding NCRFCW levels: Hispanic 8.1%; Asian 7.0%; Native American 0.5%; African American 24.0%	African American: 31.5% Significant efforts were made to expand candidate pool through focused recruiting at universities, job fairs, focused advertising, and partnerships with Latino networks/youth centers and African American internship programs. *Assessment: The SI-wide federal and central trust hiring freezes slowed refilling of positions. Little progress made in improving overall number of minorities at the Institution. Although Latino diversity in the Top 200 is up to 7.0%, overall SI Latino population has not improved over the past year.*
8.2.d Percent of women and minorities in the Institution's top 200 jobs *FY2005Goal: Improve percent of women and minorities (with focus on top 200 positions*	FY 2004: Women – 33.2% Nat Am – 1.4% Afr Am – 2.3% Hispanic – 4.7% Asian – 3.3% **FY2005 target:** Demonstrate incremental progress	Top 200 Managers: SI has exceeded its FY 2004 diversity leadership levels for Women, Hispanics, and African Americans and remains constant for Native Americans, but is not meeting the goal for Asians: Women: 39% Native American: 1.4% African American: 3.5% Hispanic: 7.0% Asian: 2.8% *Assessment: Progress demonstrated. Latino diversity in the Top 200 is up to 7.0%.*
8.2.e Percent of Federal SI procurement contract dollars awarded to small, minority, women-owned, and other under-utilized businesses	**FY2005 target:** Meet or exceed the statutory government-wide baseline	GSA reported that SI failed to achieve its FY 2004 small business participation goal, and a current assessment projects that SI will again fail to meet this goal in FY 2005. To improve supplier diversity business practices within the Institution, OCon and OEEMA jointly revised Smithsonian Directive 216, Supplier Diversity Program (Aug 05), and OCon developed a plan for utilizing service-disabled veteran-owned small businesses pursuant to Executive Order 13360 (May 05). *Assessment: Target not met.*
FY2005Goal: Revitalize Human Resources Function		The financial management workforce analysis completed, with competency analysis earning high praise from OPM as part of President's Management Agenda (PMA) scoring. Completed second focused analysis of IT area. A training needs assessment was completed as part of the effort to improve delivery of training and career development across the Institution. Action plan will be integrated into SI succession management program in FY06/Qtr 2. Three succession management models were developed and discussed with the HR Coordinating Committee. The recommended succession management design was presented to the Board of Regents in Jun 05, approved, and implementation is scheduled for FY 2006. Completion of the business process reengineering analysis of HR procedures and practices

		has been delayed until early FY 2006.
		Human Capital Plan issued in Sep 05, and contributed to SI receiving a "yellow" PMA status score for human capital.
		Assessment: While great progress is being made, completion of HR business process reengineering review has slipped into next fiscal year.
FY2005Goal: Show further progress on organizational development by filling key management positions	**FY2005 target:** Director of NMAAHC Zoo Director Anacostia Director Inspector General	Director NMAAHC selected on 3/15/05
		IG: new IG entered on duty 3/7/05
		NZP Director: new Director entered on duty 10/1/05
		SCLI Director: new Director entered on duty 8/22/05
		Anacostia Director: Selection made, but not announced by fiscal year-end
		Assessment: Key vacancies were filled.

8.3: Financial Management *(ties to Program Code 8300 in ERP)*
Modernize the Institution's financial management and accounting operations.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
8.3.a Number of business days after month-end to close out monthly financial activities	New perf.indicator **FY2005 target:** 8 business days	FY 2005 performance : 8 business days
		Assessment: Target met.
8.3.b Number of business days to process unit service requests	New perf. indicator **FY2005 target:** 5 business days	FY 2005 performance : 5 business days
		Assessment: Target met
FY2005Goal: Implement the high-priority recommendations of the recent banking study to improve banking practices		New Banking Manager, to implement study recommendations, was hired in Aug 05.
		Requirements for commercial banking services have been developed. Engagement strategy to identify a banking partner(s) is being implemented by the Office of Development.
		Achievement of more than 50% of the banking study recommendations is contingent upon establishing an effective/successful banking partnership.
		Assessment: Filling of Banking Manager position was delayed and implementation of study recommendations is deferred while the search for banking partner(s) continues.
FY2005Goal: Show the FY 2004 financial statement audit was accelerated, internal controls were		FY 2004 KPMG audit was completed 12/22/04, 6 weeks earlier than the prior year audit. The 2004 audit generated only 15 adjustments, compared to 30 in FY 2003.
		The Memorandum of Agreement (MOA) between the CFO/US Science/SAO was signed in

strengthened, and selected accounting practices were improved		Jan 05 to clarify financial reporting and business procedures. A standardized methodology for reporting SAO's bottom-line overhead recovery status was implemented to enable accurate and reconciled monthly monitoring. A process was established for collecting interest from SAO on unrecovered overhead beginning in FY 2006.
		In response to STRI audit issues, five key financial reforms were identified and implemented. Bank reconciliations are now performed routinely and STRI is complying with monthly accounting deadlines and reporting requirements.
		Pledges are now being recorded monthly in the financial system.
		Phases I and II of the internal control study by PriceWaterhouseCoopers (PWC) were completed in Dec 04. Phase III of the PWC study was completed in spring 2005. Three of the six recommended actions have been addressed and closed, the remainder is on track.
		Assessment: Financial practices are being improved.
FY2005Goal: *Take all appropriate actions required to meet Federal and trust budgets for fiscal year 2005*		WHAP: (Workforce Hiring Action Plan): The WHAP Executive Group conducted an intensive and strategic review of key programs and individual unit hiring plans. The Group realigned $3.4 million of Federal S&E and $0.2 million of central trust funds to meet critical shortfalls in facilities operations and maintenance, finance and accounting, and human resources; to support the reopening of the Patent Office Building; and to address longstanding shortfalls associated with library subscriptions, the annual Folklife Festival, and internal audit support.
		These increases were possible because of efficiencies gained through the restructuring of several organizations (National Programs, Policy and Analysis, Center for Materials Research and Education, Freer/Sackler, Archives of American Art, Cooper-Hewitt, and OFEO zone coordinators); the re-scoping of programs at the Hazy Center, American Indian Museum, and SAO; and the identification of alternative funding sources to complete publication of the North American Indian handbook.
		Federal:
		• The $11.6 million pay shortfall was covered through a combination of FTE reductions, a hiring freeze, workforce restructurings and holding many previously bought-out-positions vacant.
		• The FY 2007 budget request to OMB was submitted on time. To produce this budget, senior leadership evaluated 42 Federal issue papers.
		• Thirteen option papers were developed and used by the Regents ad hoc committee on facilities revitalization in Sep 05 to implement a strategy for addressing the Institution's $2.3 billion facilities funding shortfall.
		• The SI Press commercial publications activity was transferred to SBV in Jan 05, and the

		contributions series component of SI Press realigned to the Under Secretary for Science. An interim Editorial Board was established and a contact for the scholarly publications distribution partner was awarded to NBN in Sep 05.
		Central Trust:
		• The trust budget is forecasted to produce a $4 million surplus in FY 2005.
		• The one-for-two hiring freeze was sustained throughout the fiscal year. The total net savings from the hiring freeze in FY 2005 was $1.3 million.
		• Senior leadership established a new SI business practice for recovering administrative support and project oversight (AS/PO) costs on private grants and contracts. This practice will result in a new unrestricted revenue "source" for units and the Center. The new policies will be effective on 1/1/06. Collection of the AS/PO recoveries will begin later in FY 2006.
		Trust (General): OS, CFO, and OGC implemented a disengagement strategy for Reading is Fundamental administration.
		Assessment: Federal shortfall resolved. Trust budget produced second surplus in two consecutive years.
FY2005Goal: Show a division manager was hired to lead the financial team supporting ERP implementation and that focused training was provided to financial system users.		Bruce Turner, Director of OC Financial Systems Integration Div, entered-on-duty on 5/1/05.
		11 training segments were developed. Training began in Jun 05.
		Assessment: Division Director is on board, and training is underway.

8.4: Public and Government Affairs *(ties to Program Code 8400 in ERP; incorporates old Objective 3.6)*
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
FY2005Goal: Gain Administration and Congressional approval for year-over-year increases in the Smithsonian's Federal appropriation for facilities capital, maintenance, and operations expenses		FY 2006 budget request was submitted to Congress on time (Jan 05). Budget briefings have been provided to the Regents, new SNB members, House and Senate committee members and member staffs. FY 2005 S&E appropriation showed an increase of less than 1% over the prior year, and the FY 2006 budget request includes an increase of 7% from current year levels. FY 2005 Facilities Capital appropriation showed an increase of 17% over the prior year, but the FY 2006 budget request represents a decrease of 28% from current year levels. Funding for facilities maintenance and operations in FY 2005 is level with the prior year; while the FY 2006 budget request includes a $5.5 million increase. *Assessment: FY 2006 budget for facilities capital decreased from FY 2005.*
FY2005Goal: Show mutually beneficial relations with the media and government entities have been maintained		A number of congressional briefings and activities were conducted as follows: • 5 briefings for key NMAAHC congressional sponsors and key congressional staff • 5 congressional and Administration tours of NMAH • 4 detailed funding briefs for congressional staff: ERP, OFEO, NZP and SBV • 6 Congressional members and 17 staff attended the SI Affiliations Congressional reception at NMAI in May 05. • 33 budget briefings on FY 2006 request • 3 Congressional open houses for Price of Freedom, Noguchi, and Close-Up in Black Contact with media groups continuing on a daily basis. Two major press conferences were held in Sep/Oct 05 to announce the Walt Disney Company donation of the Tishman African Art collection and receipt of the $45 million gift from the Reynolds Foundation. *Assessment: Goal met*

STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH

INFRASTRUCTURE GOAL 9: PROVIDE THE FINANCIAL SUPPORT ESSENTIAL TO ACHIEVING THE INSTITUTION'S GOALS *(ties to Program Codes 8310, 9XXX & 01XX in ERP)*

9.1: Development *(ties to Program Code 9XXX in ERP)*
Secure the financial resources needed to carry out the Institution's mission.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
9.1.a $ Amount of voluntary support (gifts) to Smithsonian	FY 2002: $141.6 M FY 2003: $75 M FY 2004: $128 M (exceeded target of $110 million) **FY2005 target:** $90 million (revised)	Raised $141.8 million in voluntary support in FY 2005. Keynote voluntary donations included: $45 million from the Reynolds Foundation for the Patent Office Building; $11.9 million for Udvar-Hazy Phase II; $10.2 million associated with the Lunder Challenge; $1.5 million for Ocean Hall; and $1 million for the Star Spangled Banner. Unrestricted Smithsonian National Board fundraising totaled $727,000 in FY 2005, exceeding the goal of $625,000 by $102,000. The new "Donate Now" button on 15 SI websites has produced $23,300 in donations since Dec 04. *Assessment: In spite of concerns from the impact of tsunami relief donations, all fundraising goals were exceeded.*
9.1.b $ Amount of non-government grants and contracts	FY 2002: $22.9 M FY 2003: $11.0 M FY 2004: $12.5 M (exceeded target $11.6 M) **FY2005 target:** $13 million	Raised $17.5 million in non-government grants and contracts in FY 2005 (134% of annual goal). *Assessment: Goal was exceeded.*
9.1.c $ Amount of federal, state, local and international grants and contracts	FY 2002: $141.6 million FY 2003: $75 million FY 2004: $144 million (exceeded target of $120 million) **FY2005 target:** $125 million (revised)	Raised $126.2 million in government grants and contracts (101% of annual goal) in FY 2005 (134% of annual goal). Efforts to expand National Science Foundation grant awards have not been successful. OGR and USS met with staff from Senator Frist's office in advance of meeting with the Senator to discuss NSF/SI issues. *Assessment: Goal was exceeded.*

9.2: SBV and Unit Business Activities *(ties to Program Code 01XX in ERP)*
Increase the net income of Smithsonian businesses.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
9.2.1 $ Amount of SBV net gain	FY 2004: $26.7 M (exceeded target of $23M) **FY2005 target:** $30 million	FY 2005 net gain: $36.1 million *Assessment: Goal exceeded*
FY2005Goal: Implement a plan under SBV to improve the Smithsonian's travel business		Strategic reduction of vendors from 30 to 12 accomplished. Outsourcing of sales and customer call center functions transitioned to EF Travel in Jun 05. Passengers booked, and associated revenue through May, exceeding prior year results for same period by 8%.
FY2005Goal: Show further progress on managerial improvements in business ventures		CEO's organizational assessment and management plan approved by Secretary and SBV Board. New executive to lead travel business recruited. Other management searches underway. SBV finalized the closure of SI Press commercial operations in Jan 05. Secured a strategic partner in HarperCollins Publishers (HCP) for trade book publishing under Smithsonian Books. Executed agreement in Feb 05 to publish over 100 co-branded titles and to distribute commercially viable SI Press backlist of nearly 250 titles. Restructured commercial trade book operation with direct costs and overhead transferred to the venture. Inventory of SI Press backlist successfully transferred to HCP for distribution. Four person SI editorial team ensconced in NY to review and acquire new material. *Assessment: SBV continues to work at streamlining operations.*

9.3: Investment Management *(ties to Program Code 8310 in ERP)*
Improve the management of the Institution's Endowment.

KPIs and FY2005 goals	Baseline data and performance targets	Actual Performance
9.3.a $ Value of annual Endowment payout	FY 2003: $34.0 M FY 2004: $34.9M (exceeded target $34.5M) **FY2005 target:** $35.6 million	FY 2005: $36.5M *Assessment: Exceeded target*
9.3.b $ Value of the Endowment portfolio	FY 2003: $622M FY 2004: $697M (exceeded target $634M) **FY2005 target:** $714.4 million (revised)	FY 2005: $779.3M *Assessment: Exceeded target*
FY2005Goal:Take steps to implement a strategy for "alternative investments," including appointment of a group of experts to provide focused oversight of the Institution's investments under the auspices of the Regents' Finance and Investment Committee		Members of the new Investment Committee were appointed. Three committee meetings were conducted during FY 2005: on 3/28/05, 6/9/05 and 9/20/05. An Investment Analyst was hired in Jul 05. Recruitment for Director of Investments is underway. The purchasing power of the Endowment is continuing to keep pace or exceeding inflation. Through Jun 05, the 10-year real return was 7.1% (down from 8.4% in Mar 05) compared to target return of 5.5%. Five-year average return of the Endowment, through Jun 05, was 3.5% compared to market return of 2.1%. Through Jun 05, the Institution's annual return on short-term investments was 2.7%, compared to 2.2% for the 91-day T-Bill. *Assessment: There is evidence of steady momentum towards changing investment strategies.*

Acronym or Abbreviation	Full Text
AAA	Archives of American Art
A&I	Arts and Industries Building
Anacostia	Anacostia Museum
CHNDM	Cooper-Hewitt National Design Museum
DS&COO	Deputy Secretary and Chief Operating Officer
ERP	Enterprise Resource Planning
FSG	Freer Sackler Gallery
GGHC	George Gustav Heye Center
HMSG	Hirschhorn Museum and Sculpture Garden
HR	Human Resources
HRMS	Human Resources Management System
LAN	Local Area Network
NASM	National Air and Space Museum
NMAAHC	National Museum of African American History and Culture
NMAfA	National Museum of African Art
NMAH	National Museum of American History
NMAI	National Museum of the American Indian
NMNH	National Museum of Natural History
NPG	National Portrait Gallery
NPM	National Postal Museum
NSRC	National Science Resources Center
NZP	National Zoological Park
OC	Office of the Comptroller
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCON	Office of Contracting
OD	Office of Development
OEEMA	Office of Equal Employment and Minority Affairs
OFEO	Office of Facilities, Engineering and Operations
OFM	Office of Facilities Management
OFSI	Office of Financial Systems Integration

OGC	Office of the General Counsel
OHR	Office of Human Resources
OP&A	Office of Policy and Analysis
OPA	Office of Public Affairs
OPMB	Office of Planning, Management and Budget
OSP	Office of Sponsored Projects
POB	Post Office Building
RCM	Reliability Centered Maintenance
SAAM	Smithsonian American Art Museum
SAO	Smithsonian Astrophysical Observatory
SBV	Smithsonian Business Ventures
SCED	Smithsonian Council of Education Directors
SCEMS	Smithsonian Center for Education and Museum Studies
SCMRE	Smithsonian Center for Materials Research and Education
SEEC	Smithsonian Early Enrichment Center
SERC	Smithsonian Environmental Research Center
SI	Smithsonian Institution
SIA	Smithsonian Institution Archives
SIL	Smithsonian Institution Libraries
SISC	Smithsonian Institution Service Center
SITES	Smithsonian Institution Traveling Exhibition Service
STRI	Smithsonian Tropical Research Institute
TSA	The Smithsonian Associates
UHC	National Air and Space Museum: Steven F. Udvar-Hazy Center
US/A	Under Secretary for Art
US/S	Under Secretary for Science
VERITAS	Very Energetic Radiation Imaging Telescope Array System
VoIP	Voice over Internet Protocol