

A Smithsonian for the Future

Smithsonian Institution Strategic Plan
Fiscal Years 2006 to 2011



Washington, DC
June 2006

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Smithsonian Institution Strategic Plan

FY 2006 – FY 2011

Revised May 2006

I. Overview of the Smithsonian Institution

The Smithsonian Institution has been in existence for 160 years, since James Smithson bequeathed his entire estate

...to the United States of America, to found at Washington, under the name of the Smithsonian Institution, an Establishment for the increase and diffusion of knowledge...

The U.S. Congress accepted Smithson's gift in 1836, and ten years later enacted the Organic Act of 1846, which established the Institution in its present form. The Congress provided for the trust to be administered by a Board of Regents and their designated Secretary, and gave them broad discretion to determine the most appropriate means of increasing and diffusing knowledge.

The Smithsonian is a unique institution—a vast national research and educational center that encompasses not only the museums for which it is famous, but also laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and more. It is now 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 metro area, seven states, the Republic of Panama, and Belize. Its operations are supported by a staff of over 6,300 federal and non-federal employees, and nearly 6,000 volunteers.

The Smithsonian plays a fundamental educational role in our society. To a greater extent than any other single institution, it allows Americans to experience their historical, cultural, and scientific heritages. It challenges them to ponder our democratic tradition and the rich diversity of this country. And it enables them to learn about other peoples and cultures—from ancient China, through all of Asia and the Middle East, across Africa and Europe, to the ancient civilizations and modern cities of Latin America.

The Smithsonian is also one of the world's foremost scientific research institutions. Smithsonian research is continually yielding new knowledge essential to the advancement of the human enterprise. And this knowledge is increasingly being disseminated to wider audiences.

Among the Smithsonian's collections are treasures of inestimable value to science, culture, and the American people: unique biological type specimens, the Hope diamond, original manuscripts by Isaac Newton and Albert Einstein, works of art spanning modern West to ancient East, the Apollo 11 command module, the 1814 Star-Spangled Banner flag, the Wright Flyer—the list could go on and on. Stewardship of these collections—136.9 million objects¹, 1.5 million library volumes, and 80,300 cubic feet of archival photographs and other documents—is arguably the Smithsonian's most fundamental responsibility.

The Smithsonian has been tightly woven into the fabric of American life for generations. Many of our visitors come for the first time with their parents as children, and in turn bring their own children. Moreover, unlike other prominent museums in this country and in Europe which often draw high percentages of their traffic from abroad, 90 percent of Smithsonian visitors are from the United States. Americans consider the Smithsonian theirs; it is a distinctly American institution filled with our nation's treasures.

Yet unfortunately, the Smithsonian also suffers from severely deteriorating infrastructure, outdated technology, and many aged, outmoded exhibitions. Infrastructure in more than half of the Institution's buildings has served beyond its normal useful life span and is in dire need of extensive renovation. A 2001 Congressionally mandated National Academy of Public Administration (NAPA) report set a course for facilities revitalization, and a 2005 report by the Government Accountability Office (GAO) further substantiated the compelling need for increased funding, pointing to \$2.3 billion in facilities revitalization requirement.

The state of the Smithsonian's collections has also reached a tipping point, with inadequate storage space, incomplete documentation, and insufficient staff to meet desired standards of care and access. The 2005 pan-Institutional report, *Concern at the Core: Managing Smithsonian Collections*, identified the most severe deficiencies in our collections program, and offered a disciplined approach to fixing them.

Over this strategic timeframe (FY2006-FY2011), we plan to make solid progress in revitalizing this great American institution. This strategic plan will guide the Institution in its efforts to transform itself into a truly 21st-century organization that lives up to the highest contemporary standards of management excellence.

The interconnections among the Smithsonian's mission, program outputs, people served, and long-term outcomes benefiting America and the world are depicted in Appendix 1.

¹ In 2004, the National Postal Museum completed one of the largest deaccessions in Smithsonian history when the Board of Regents approved the deaccession and disposal of 7.4 million duplicate revenue stamps.

II. Mission Statement

Our mission revolves around two key themes that date back to James Smithson's bequest: the *increase of knowledge* (through research) and the *diffusion of knowledge* (through exhibitions, educational activities, publications, public programs, access to collections and other means). For 160 years, the Smithsonian has remained true to this mission. Today, the Smithsonian is not only the world's largest provider of museum experiences, but an international leader in scientific research and exploration.

III. Strategic Goals

In support of its overall mission, the Smithsonian has developed a plan with four strategic goals. Our entire organizational effort is directed to achieving these 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's impact on its audiences.

The Institution has been spectacularly successful over the years in attracting audiences. Four Smithsonian museums, located just a few blocks apart on the National Mall, are among the most visited museums in the world: the National Air and Space Museum, the National Museum of Natural History, the National Museum of American History, Kenneth E. Behring Center, and the new National Museum of the American Indian. The challenge is to create extraordinary experiences for the millions of visitors who flock to these and other Smithsonian attractions.

Since the Smithsonian's 2003 Strategic Plan, we have given the public new reasons to visit the Institution, including two exciting new museums and several major new exhibition halls:

- The National Air and Space Museum's Steven F. Udvar-Hazy Center in Chantilly, Virginia (opened December 2003) and the Center's James S. McDonnell Space Hangar (opened November 2004).
- The National Museum of the American Indian on the National Mall, opened September 2004.
- Two remarkable permanent exhibition halls at the National Museum of American History, *The Price of Freedom: Americans at War* (opened November 2004) and *America on the Move* (opened September 2003).

- The critically-acclaimed *Kenneth E. Behring Family Hall of Mammals* (opened September 2003) at the National Museum of Natural History.

By the end of the first decade of the 21st century we will have done even more to expand and enhance our public offerings in Washington:

- In July 2006, we will reopen the dazzlingly renovated Patent Office Building—now the Donald W. Reynolds Center for American Art and Portraiture—which houses the National Portrait Gallery and the Smithsonian American Art Museum.
- The National Zoo’s Asia Trail project will upgrade nearly 25 percent of the developed area of the Zoo. Asia Trail I, scheduled to open in fall 2006, will provide new homes for the giant pandas, sloth bears, fishing cats, red pandas, giant salamanders, small clawed otters, and clouded leopards. Asia Trail II will renovate the historic elephant house and create an expanded outdoor environment for the elephants.
- The National Museum of American History will undergo a major architectural transformation, including a complete redesign of the museum’s central core, a state-of-the-art gallery for the Star-Spangled Banner, and a thorough renovation of the building’s infrastructure. The museum will close to the public for construction in September 2006, and is scheduled to reopen by summer 2008.



- At the National Museum of Natural History, the Ocean Hall exhibition will open in 2008, renovation of the Dinosaur Hall will start in the same year, and the Human Origins exhibition will open in 2009.

- The Board of Regents has designated a site for our newest museum, the National Museum of African American History and Culture, on the National Mall.

In the approaching years, we also intend to upgrade our exhibitions, ensuring that all of them

- Are of the highest quality;
- Provide accurate, up-to-date information;
- Focus on topics that are relevant to the public;
- Are accessible to all of our diverse audiences and take into account different learning styles and visitor preferences; and
- Tell compelling stories.

The Smithsonian belongs to all Americans, not just those who are able to physically visit our museums. For this reason, we are continually developing strategies to make the Smithsonian an increasing presence across the United States. We are extending the Institution's reach through partnerships with affiliated museums, associations with communities, more traveling exhibitions, and a stronger Internet presence. For example, the Smithsonian Affiliations Initiative now boasts 145 affiliates in 39 states, the District of Columbia, Puerto Rico, and Panama. The recent partnership with CBS/Showtime to create Smithsonian on Demand, a digital cable television channel to show Smithsonian-branded documentaries, will enable us to reach out to millions more visitors than we ever could before.

Further, we seek to attract younger and more ethnically diverse audiences by finding special ways to connect with them. We will strengthen our educational programs and integrate them more fully with other outreach activities. (See the Strategic Plan for Education in Appendix 3.) Our goal is not merely to attract greater numbers of visitors—both physically and virtually— but to surpass their expectations, inspire them, and enhance their understanding of our shared national heritage and identity.

Strategic Goal 2: Strengthened Research (Increase of Knowledge)

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

The great scientific tradition of the Smithsonian dates back to its very origins. We are immensely proud of our preeminent role in American science. With its vast collections, the Smithsonian leads the world in collections-based research.



Given the many critical science-based issues facing the public today, the Smithsonian has a pressing obligation to pursue its dual mission of seeking to answer key scientific questions and increasing the public's understanding of the latest scientific discoveries.

A recent survey by the National Science Foundation revealed that 90 percent of Americans are moderately or very interested in learning about new scientific discoveries. Unfortunately, of the 90 percent, fewer than 60 percent knew that it takes 365 days for the Earth to revolve around the sun. As a nation, our level of scientific literacy remains abysmally low, especially in view of the momentous decisions we will have to make, as individuals and as a nation, in the 21st century.

The Smithsonian is uniquely qualified to educate the public about the scientific issues the nation faces. Not only do we have the collections, personnel, and facilities to perform important scientific studies, but we enjoy the public's trust and respect—not to mention 93 percent name recognition.

It is sometimes said that one of Washington's best-kept secrets is that the Smithsonian conducts scientific research that not only supports its museums, but goes far beyond. The Institution needs to raise public awareness about the nature and extent of our contributions to knowledge. (For example, the births at the National Zoo of the panda cub Tai Shan and two litters of cheetah cubs—the first in the Zoo's 116-year history—have heightened public appreciation of the Smithsonian's advances in reproductive biology.) We therefore seek to rededicate ourselves to communicating our scientific achievements to the public in understandable terms, so more Americans can learn about the science underpinning the issues of the day, and more young people may be encouraged to become involved in scientific endeavors themselves.

The Smithsonian has developed a Strategic Plan for Science (see Appendix 2). It encompasses the following goals, to be achieved by the end of the decade:

- Modernize our approach to science and allocate our human, financial, and physical resources to four specific areas of inquiry: the origin and nature of the universe; the formation and evolution of the Earth and

similar planets; the discovery and understanding of life's diversity; and the study of human diversity and cultural change.

- Reach further back into the history of the universe, and project its future.
- Become more confident in answering the question of whether we are alone in the universe.
- Publish the first edition of the *Encyclopedia of Life*.
- Better understand the origins of humankind.
- Deliver the results of our science to the public in inspiring, engaging, informative venues, using 21st-century technology.
- Increase recognition of Smithsonian science by the general public, the Congress, and the philanthropic community to a level comparable to that enjoyed by our museums.
- Increase financial support for Smithsonian science dramatically.
- Take the lead in educational strategies to help the American public make better use of scientific information in its exercise of democracy.

The Institution's reputation as a formidable scholarly body goes beyond science to include the highly respected collections-based art, history, and cultural studies research being done by Smithsonian curators, historians, social scientists, and other experts. The Smithsonian will continue to ground its exhibitions and other educational offerings in the finest scholarship and to provide the products of its research—such as exhibition catalogs, books, symposia, and gallery talks—to subject matter experts and the general public alike.

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.

To bring coherence, focus, and flexibility to the Institution's twofold mission and to strengthen its performance management and accountability structure, we have grouped the Smithsonian into five divisions:

- Office of the Secretary
- Office of the Deputy Secretary and Chief Operating Officer
- Office of the Under Secretary for Science
- Office of the Under Secretary for Art
- Smithsonian Business Ventures

Our greatest management challenge is to arrest the deterioration of the Institution's physical plant. The cost of our facilities maintenance backlog is now estimated at \$2.3 billion for the nine-year period of fiscal years 2005-2013. This figure includes upgrading heating, plumbing, air conditioning, electrical systems, fire alarms, sprinklers, security systems, and other systems; repairing structural damage; and addressing many more problems associated with aging buildings that have been neglected for far too long. One glaring example of the consequences of past neglect was the closure in 2004 of the Arts and Industries Building to the public because of safety concerns. We look to the Federal government to help solve our daunting facilities problems; without at least \$150 million annually for facilities revitalization, the Smithsonian cannot expect to get ahead of these problems. Although such funding has doubled since fiscal year 2000, it must grow another 50 percent to reach the levels recommended by NAPA and GAO.

In addition to the revitalization projects discussed above at the National Zoo, Donald W. Reynolds Center, National Museum of American History, and National Museum of Natural History, and the beginning stages of the new African American museum, major facilities projects occurring during this strategic timeframe include:

- Mothballing the Arts and Industries Building and relocation of staff and programs located there (\$34 million);
- Completing the Pod 5 specialized storage facility at the Museum Support Center in Suitland, Maryland, which will eliminate a major safety concern by removing collections preserved in approximately 365,000 gallons of alcohol from non-code-compliant facilities (\$42.7 million);
- Installation of permanent physical security barriers at Smithsonian facilities both on and off the National Mall (\$55 million).

Another management priority has been and continues to be the modernization of the Institution's management systems—many of which are unwieldy and out of date—and its administrative and communications offices, to bring them all to a level of sophistication appropriate for an organization of the Smithsonian's size and complexity. Work on enhancing security, modernizing telephone systems and computers, and upgrading financial control infrastructure continues, despite considerable staff shortfalls due to insufficient federal funding. The Institution's collections management system faces similar challenges as collections grow, standards in preservation rise, new technologies create new demands, and demands for greater access mount.

The Smithsonian is aggressively working to improve its performance in line with the President's Management Agenda. It has numerous initiatives under way to advance financial management, implement e-government, improve

human capital planning and management, integrate budgeting with long-term performance goals, and identify functions to study for possible competitive sourcing.

Strategic Goal 4: Greater Financial Strength

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

Finally, to provide the financial support that is essential to implement this plan, we will seek funding from diverse sources. This plan includes strategies for expanding private support, increasing competitively awarded grants and contracts, and raising the profitability of our own business activities. We will also continue to manage the Institution's endowment intelligently, and will strengthen efforts to work with the Congress and the President to increase federal funding.

IV. Key External Factors

Federal support. Because of the federal budget deficit, emergency funding in the aftermath of recent major natural disasters, and the administration's focus on homeland security and improving the situation in Iraq, the outlook for sizeable increases in federal appropriations remains poor for the immediate future.

Nevertheless, securing funding for the revitalization and maintenance of the Smithsonian's physical plant remains our highest priority. Without such support, our maintenance backlog threatens to continue to drain the intellectual capital of the Institution. It forces us to shift federal dollars used to support curators, conservators, scholars, and researchers to pay for electricians, plumbers, carpenters, and roofers. The danger is that we are cutting out the intellectual soul of the Smithsonian in our efforts to restore its body. This is a huge issue that we must confront, and we believe the nation has a stake in its favorable resolution.

Post 9-11 Tourism. The external environment in which the Smithsonian operates changed dramatically following September 11, 2001. Initially, we expected attendance levels to be down about 10 percent in 2002, and to regain pre-September 11 levels by 2004. However, visits remained down by 25 percent or more in the succeeding three years. Attendance levels did make a comeback in 2005 owing to the Smithsonian's new museums and major exhibition halls; however, the prospect of increasing attendance levels will become much slimmer in the event of protracted war, a major recession, or another terrorist attack.

The Smithsonian can be a key player in binding the nation together in these difficult times. While some people will be reluctant to visit the nation's capital because of concerns about terrorism, the Smithsonian remains one of the

nation's most compelling destinations. And as discussed above, we are determined to expand our programs throughout the United States for the benefit of those who cannot or will not visit Washington.

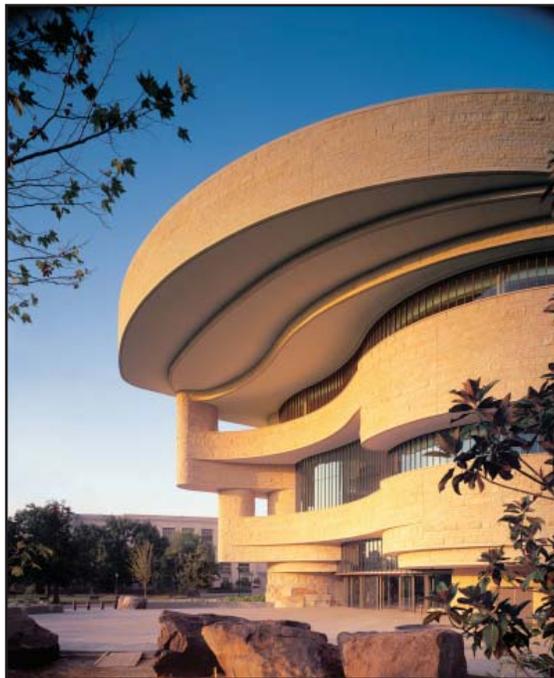
The Smithsonian's international museums and collections, as well as its annual Folklife Festival, are windows to better understanding other peoples and cultures. For example, the 2005 festival spotlighted an Arab country, Oman. The Institution will continue to provide programming that meets the strategic issue of *International Focus* identified in the American Association of Museums' Strategic Framework adopted in 2005, which states:

In our increasingly fragmented world, museums have an obligation to engage their great resources in working with communities to foster an examination of America's worldwide cultural and natural connections and to promote increased understanding, tolerance, and sophistication.

Changing Demographics. Between 2005 and 2025, the U.S. population is projected to increase by 18 percent, from 296 million to 349 million. During that period, the population will become somewhat older and more diverse, and it will shift towards the South and West. Most notably, Latinos (of all races) will increase from 14 percent to 19 percent of the population—nearly one in five Americans. Asians will increase from 4 percent to 6 percent of the population, while the percentage of African Americans in the population is also projected to increase, if somewhat less rapidly, from 13 percent to 14 percent. With the aging of the Baby Boom generation, persons 65 years old and above will increase from 12 percent to 18 percent of the population.

Minority Americans, older Americans, and persons living in the fastest growing regions of the United States are currently under-represented in audiences visiting Smithsonian museums. They will continue to be underserved unless we develop new approaches to reaching them. Therefore, we will reach out to them in compelling ways, using new kinds of expertise and technology.

As an institution that plays a critical role in defining our nation's perception of itself, the Smithsonian will meet its obligation to represent the role all Americans have played in shaping our nation.



V. Strategic Plan with Strategic and Program Goals and Performance Indicators

As detailed above, the Smithsonian's strategic and annual performance plans are based on four strategic goals:

- Increased public engagement
- Strengthened research
- Enhanced management excellence
- Greater financial strength

Within those four strategic goals, the Smithsonian tracks performance under nine top-level program goals that align with standard Smithsonian program categories used in its Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system. This framework meets the standards set out in the Budget and Performance Integration Initiative of the President's Management Agenda, including focusing on a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted to results achieved.

The short-term goals listed in this Plan focus resources on priorities such as

- Completing all major construction projects;
- Securing funding to address the maintenance backlog threatening the Institution's historic buildings;
- Opening new exhibitions and updating others;
- Strengthening stewardship of the national collections;
- Measuring the impact of Smithsonian scholarship in the natural and physical sciences, arts, humanities, and social sciences; and
- Continual improvement of management functions and systems.

Performance indicators are integrated throughout the Institution, with linked performance metrics in individual performance plans—for example, standardized performance metrics for education, exhibitions, and collections in all museum director performance plans.

The Institution seeks to ensure that the strategic and short-term goals in its Government Performance and Results Act (GPRA) plans are consistent across all internal performance reviews—in particular, the Secretary's annual Goals-at-a-Glance used in quarterly operational reviews—and included in all senior

manager performance plans. Major decisions related to resources and priorities will be made in alignment with these plans, and the results reported regularly.

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's impact on its audiences.

Program Goal 1: Public Programs

Program Goal 1.1 Education: Engage and inspire diverse audiences in a life-long exploration and understanding of art, history, science, and culture.

Short-term Education program goals

- ◆ Continue to implement the Education Strategic Plan, with specific metrics to be included in individual performance plans
- ◆ Implement restructuring of National Programs and related units, resulting in recommendations for organizing Smithsonian non-museum education and outreach programs

Key Performance Indicators for Education

- ✓ Number of visitor sessions to Smithsonian educational websites
- ✓ Number of people participating in Smithsonian education programs.

Program Goal 1.2 Other Public Programs: Provide quality experiences and information to the public, both online and in Smithsonian museums

Short-term Other Public Programs goals

- ◆ Begin a review of visitor services throughout the Institution, with the goal of instituting best practices and creating a quality visitor services program
- ◆ Increase the number of virtual visits

Key Performance Indicator for Other Public Programs

- ✓ Number of website visitor sessions

Program Goal 2.1: Exhibitions: Offer compelling, first-class exhibitions at Smithsonian museums and across the nation.

Short-term Exhibitions program goals

- ◆ Plan and schedule the first exhibition of the Disney/Tishman African art collection
- ◆ Open the Donald W. Reynolds Center for American Art and Portraiture in July 2006
- ◆ Implement exhibition standards, including measurement and evaluation of specific metrics in museum directors' performance plans
- ◆ Start construction of the Butterfly exhibition
- ◆ Increase the number of physical visits

Key Performance Indicators for Exhibitions

- ✓ Number of physical visits to Smithsonian museums and the National Zoo
- ✓ Percent of large exhibitions that meet exhibition standards
- ✓ Percent of target audience rating their experience "superior" or "excellent" on a scale of poor-fair-good-excellent-superior for all large exhibitions.
- ✓ Percent of large exhibitions that open on time and within budget
- ✓ Number of visitors, venues, and states/territories with Smithsonian traveling exhibitions organized by SITES

Program Goal 3.1 Collections: Improve the stewardship of the national collections for present and future generations

Short-term Collections program goals

- ◆ Show that plans are developed and progress is being made on rationalizing collections storage space requirements
- ◆ Issue Smithsonian Directive 600 Implementation Manual, which is being revised to reflect the approved recommendations of the collections management study

Key Performance Indicators for Collections

- ✓ Number of collecting units with an up-to-date, approved collections management policy
- ✓ Number of collecting units with an up-to-date, approved collections plan

- ✓ Number of collecting units with an up-to-date, approved cyclical inventory plan appropriate to the unit's collections and available resources
- ✓ Number of collecting units with a current digitization plan
- ✓ Number of collection objects/specimens documented in units' electronic collections information systems (CIS)
- ✓ Number of collection objects/specimens available in electronic form to the public

STRATEGIC GOAL 2: STRENGTHENED RESEARCH (INCREASE OF KNOWLEDGE)

Pursue scientific advances, discovery, and scholarship in the natural and physical sciences, 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

Program Goal 4.1: 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 diverse audiences.

Short-term Science Research program goal

- ◆ Implement processes to measure the impact of Smithsonian science

Key Performance Indicators for Science Research

- ✓ Total dollar amount of external grants and contract awards
- ✓ Number of applications for Smithsonian-funded science fellowships
- ✓ Number of awards for Smithsonian-funded science fellowships
- ✓ Number of science unit annual visiting committee reviews
- ✓ Number of publications in high-impact journals such as *Science* and *Nature*
- ✓ Citation rates per scientist for papers published in strategic plan theme areas
- ✓ Number of published contribution series

Program Goal 4.2: Art, History, and Cultural Studies Research: Ensure the advancement of knowledge in the arts and humanities through original research (including research on the collections) that is reflected in publications, exhibitions/displays, and public programs.

Short-term Art, History, and Cultural Studies Research program goal

- ◆ Demonstrate an increase in the number of scholarly publications/other outputs by Smithsonian research staff

Key Performance Indicator for Art, History, and Cultural Studies Research

- ✓ Number of scholarly publications/other outputs of four types: (1) exhibition catalogs; (2) monographs; (3) books; and (4) lectures and symposia

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.

Program Goal 5: Facilities: Provide and sustain world-class cultural and scientific facilities.

Program Goal 5.1 Facilities Capital: Execute an aggressive, long-range revitalization and construction program to ensure facilities are appropriate for the mission, satisfy requirements, and are in excellent condition and support the Smithsonian mission.

Short-term Facilities Capital goals

- ◆ Complete design work and raise funds for construction of the National Museum of American History's central core revitalization and Star Spangled Banner exhibition
- ◆ Construct the National Museum of Natural History's Ocean Hall on schedule and budget
- ◆ Open the National Zoological Park Asia Trail I on schedule
- ◆ Construct Pod 5 on schedule and on budget
- ◆ Complete relocation of all staff from the Arts and Industries Building
- ◆ Reduce 10 percent of revitalization backlog annually, subject to available funding (NAPA Report, July 2001, and Museums and Facilities: Critical Assessment and Improvement Objectives, September 2001)

- ◆ Defend the requirement for \$2.3 billion in additional funds for maintenance, and revitalization and launch an initiative to achieve dramatically increased funding

Key Performance Indicators for Facilities Capital

- ✓ Percent of available capital funds obligated compared to funds available
- ✓ Number of major capital projects meeting milestones
 - Revitalization of Reynolds Center
 - Revitalization of public space at National Museum of American History
 - Construction of Asia Trail I, and design of Asia Trail II at National Zoo
 - Revitalization of National Museum of Natural History space for Ocean Exhibit and ongoing building renovation
 - Relocation of Arts and Industries Building staff and programs, and closure of building
 - Design and construction of Pod 5
 - Site evaluation for the National Museum of African American History and Culture
- ✓ Percent of revitalization projects designed to 35 percent prior to request for construction funding
- ✓ Progress in reduction to \$1.5 billion backlog of revitalization requirements
- ✓ Percent of major projects completed within budget compared to initial government estimate at construction start
- ✓ Percent of square footage in Smithsonian structures with an overall average facilities condition index (FCI) of 3 or higher
- ✓ Number of major projects whose change from the 35 percent design cost estimate to final project completion cost is within ± 15 percent tolerance per Construction Industry Institute (CII) standards

Program Goal 5.2: Facilities Maintenance: Execute an aggressive and professional maintenance program to reverse the impact of many years of under funding, and to achieve world-class upkeep of Smithsonian cultural and scientific facilities.

Short-term Facilities Maintenance goal

- ◆ Defend the requirement for \$2.3 billion in additional funds for maintenance and revitalization, and launch an initiative to achieve dramatically increased funding

Key Performance Indicators for Facilities Maintenance

- ✓ Planned maintenance cost as percent of total annual maintenance costs
- ✓ Percent of funding available for maintenance compared with current replacement value (CRV) of Smithsonian facilities
- ✓ Number of systems meeting reliability targets
- ✓ Percent of applicable building systems evaluated according to Reliability Centered Maintenance (RCM) compared with total systems
- ✓ Percent reduction in growth of maintenance backlog compared to prior year

Program Goal 5.3: Facilities Operations: Improve the overall cleanliness and operational efficiency of Smithsonian facilities.

Short-term Facilities Operations goals

- ◆ Begin relocation of staff from the Victor Building
- ◆ Achieve APPA: The Association of Higher Education Facilities Officers appearance level 3 (Casual Inattention) in Smithsonian facilities

Key Performance Indicators for Facilities Operations

- ✓ Progress towards improving level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale
- ✓ Percent of customer work orders completed within 120 days

Program Goal 6: Security & Safety: Ensure a safe, secure and healthful environment in all Smithsonian facilities; protect collections from theft, fire, and environmental threats.

Program Goal 6.1: Security: Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers.

Short-term Security goal

- ◆ Demonstrate further progress on improving the Institution's security measures

Key Performance Indicators for Security

- ✓ Number of security system upgrade projects meeting milestones
- ✓ Crime rate (per million visitors) and intentional loss/damage to collections

Program Goal 6.2: Safety: Provide a safe and healthy environment to support Smithsonian programs.

Short-term Safety goal

- ◆ Demonstrate further progress on improving the Institution's safety measures

Key Performance Indicators for Safety

- ✓ Percent reduction in the number of new and repeat facilities safety deficiencies
- ✓ Percent reduction in the number of new and repeat programmatic safety deficiencies
- ✓ Percent reduction in occupational injuries and illnesses
- ✓ Percent reduction in number of production days lost per 100 employees

Program Goal 7.1: Information Technology: Modernize the Institution's information technology (IT) systems and Program.

Short-term Information Technology goals:

- ◆ Complete scheduled IT upgrades and install human resources automated systems
- ◆ Continue the implementation and support of ERP system, including an upgrade to the latest PeopleSoft release, completion of the accounts receivable and billing modules, and the time and labor module
- ◆ Replace 1500 obsolete desktop work stations

Key Performance Indicators for Information Technology

- ✓ Network availability
- ✓ Telephone call manager and voice mail availability
- ✓ Customer satisfaction with quality and timeliness of IT services
- ✓ Cost reduction for voice services through Voice over Internet Protocol (VoIP) telephony

Program Goal 8: Management Operations

Program Goal 8.1: Performance Management: Strengthen an Institutional culture that is customer-centered and results-oriented.

Short-term Performance Management goals

- ◆ 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 plans
- ◆ Complete decision-making for Cooper-Hewitt real estate strategy
- ◆ Convene Smithsonian Arts External Review Committee

Key Performance Indicators for Performance Management

- ✓ Percent of Smithsonian executives, managers, and employees with performance plans that
 - Link to Smithsonian mission, goals, and outcomes
 - Hold employees accountable for results appropriate to their level of responsibility
 - Effectively differentiate between various levels of performance
 - Provide consequences based on performance

Program Goal 8.2: Human Resource Management and Diversity/Equal Employment Opportunity (EEO): Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse. Demonstrate a commitment to diversity and equal employment opportunity during the hiring process and throughout employees' careers.

Short-term Human Resource Management and Diversity/EEO goal

- ◆ Show an improved percentage of women and minorities in the Smithsonian workforce, with a focus on the top 200 positions. Show improvements in percentages of minorities in grades 13 and above.

Key Performance Indicators for Human Resource Management and Diversity/EEO

- ✓ Number of workdays to complete recruitment action following Office of Personnel Management (OPM) model
- ✓ Percent of employees who are satisfied with working at the Smithsonian on annual employee survey
- ✓ Percent of minorities in the Smithsonian workforce

- ✓ Percent of minorities in the Smithsonian workforce in grades 13 to 15
- ✓ Percent of women and minorities in the Institution's executive ranks (i.e., top 200 positions) by salary

Program Goal 8.3: Financial Management: Modernize the Institution's financial management and accounting operations.

Short-term Financial Management goals

- ◆ Fill director of investments position
- ◆ Establish a financial analysis branch and a new relationship with a banking partner(s)
- ◆ Strengthen internal controls and improve financial data made available to units
- ◆ Achieve a modest surplus in the unrestricted Trust budget

Key Performance Indicators for Financial Management

- ✓ Number of business days after month-end to close out monthly financial activities
- ✓ Number of business days to process unit service requests

Program Goal 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.

Short-term Public and Government Affairs goal:

- ◆ Maintain mutually beneficial relations with the media and government entities

Program Goal 8.5 Procurement and Contracting: Modernize and streamline the Institution's acquisitions management operations.

Short-term Procurement and Contracting goals:

- ◆ Show continued improvement in Smithsonian supplier diversity
- ◆ Demonstrate improvement in the timeliness of contract and procurement actions, with emphasis on supporting critical facilities capital projects

Key Performance Indicators for Procurement and Contracting

- ✓ Percent of total prime contracts (entered into by a contractor with the government) awarded to minority- and woman-owned businesses as set out in Smithsonian supplier diversity program

- ✓ Percent of Smithsonian contract actions completed within federal standards timeframes

STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH

Program Goal 9: Financial Strength: Secure the financial support essential to achieving the Institution's goals

Program Goal 9.1: Development: Secure the grants, contracts, and private gifts needed to carry out the Institution's mission.

Short-term Development goals:

- ◆ Raise annual targeted amounts in government grants and contracts and in non-government grants and contracts
- ◆ Raise annual targeted amounts in private sector philanthropic contributions
- ◆ Complete fundraising for T-Rex expedition

Key Performance Indicators for Development

- ✓ Total dollar amount of voluntary support (gifts) to Smithsonian
- ✓ Total dollar amount of non-government grants and contracts
- ✓ Total dollar amount of federal, state, local, and international government grants and contracts

Program Goal 9.2: Smithsonian Business Ventures and Unit Business Activities: Increase the net income of Smithsonian businesses.

Short-term SBV and Unit Business Activities goal:

- ◆ Achieve annual targeted amounts in SBV net gain

Key Performance Indicator for SBV and Unit Business Activities

- ✓ Total dollar amount of SBV net gain

Program Goal 9.3: Investment Management: Improve the management of the Institution's Endowment.

Short-term Investment Management goal:

- ◆ Demonstrate the Smithsonian's Endowment was invested according to the approved asset allocation

Key Performance Indicator for Investment Management

- ✓ Total dollar value of annual Endowment payout
- ✓ Total dollar value of Endowment portfolio

VI. Conclusion

The Smithsonian plays a vital role in our country's civic, educational, and cultural life. Using art, cultural artifacts, history, and science, the Smithsonian tells the story of our nation. To reach more Americans with this story, the Smithsonian must transform itself into a truly 21st century institution that will serve the public with engaging exhibitions, innovative programs, and groundbreaking scholarship, research, and exploration.

This strategic plan reflects a set of ambitious objectives for the Smithsonian as we move into the 21st century. To succeed, the Institution counts on continued Federal, as well as private, support. With a sense of concerted purpose, the goals in this plan will be attained. They will guide the execution of our daily responsibilities in all Smithsonian units. Through clarity of purpose and focus, the Smithsonian will continue to honor the spirit of James Smithson's gift in the years to come.

VII. Appendices

Appendix 1: Connecting the Smithsonian Institution's Mission to Social Outcomes: the Logic of the Strategic Plan

Appendix 2: *Science Matters: Priorities and Strategies 2005-2010* (Smithsonian Science Strategic Plan) http://www.si.edu/research/sci_strat_plan.pdf

Appendix 3: *Explore, Discover, Learn: Smithsonian Education Strategic Plan 2004-2009* <http://prism.si.edu/sigroups/sced/strategicplan.pdf>

Appendix 1

Connecting the Smithsonian Institution's Mission to Social Outcomes: the Logic of the Strategic Plan

