



SMITHSONIAN INSTITUTION

FY 2024 Management Discussion & Analysis

 Smithsonian

Table of Contents

Message from the Secretary	3
Budget, Performance, & Financial Snapshot.....	4
Management’s Discussion & Analysis	9
Overview of the Smithsonian	10
Smithsonian Organization	10
The Strategic Plan and Five Focus Areas.....	11
Strategic Accomplishments.....	14
Financial Position	17
Looking Forward	17
Highlights of Financial Position.....	18
Overview of Financial Data	19
Balance Sheet.....	19
Statement of Operations	19
Attachments	21

Message from the Secretary

The Smithsonian Institution's Fiscal Year 2024 Management's Discussion and Analysis report presents the Smithsonian's financial, management, and programmatic results and highlights how federal investments help us meet our mission with a sampling of the breadth of work completed by Smithsonian staff. As we increase and diffuse knowledge, we provide museum visitors, educational programming participants, and digital guests with the expertise and information they need to learn about our past as they work to build a shared future.

We frame our efforts using the current strategic plan, *Smithsonian 2027: Our Shared Future*, centering around five distinct areas that:

- Ensure every home and classroom can access the Smithsonian's digital content.
- Help us to build a nimble and effective Smithsonian so we can better achieve our mission.
- Position the Smithsonian to serve as a trusted Source that explores and grapples with what it means to be American.
- Harness Smithsonian expertise to elevate science in the global discourse.
- Build and enrich a national culture of learning by engaging with educational systems nationwide.

The Smithsonian Institution serves as the steward of the nation's cultural, historical, and scientific treasures. Our facilities, programs, and digital resources ensure that all people have access to the wonder and knowledge our collections can provide. Because of the support from the administration and Congress, the Smithsonian can continue to fulfil its mission while working toward our strategic goals and objectives.

Like the previous year's Management's Discussion and Analysis report, this year's submission features a hybrid approach to present our performance results, integrating performance metrics with our focus area achievements and progress. This demonstrates how the Smithsonian is using America's investments to amplify our reach and impact. I invite you to read this report and learn the ways in which we are using our resources to be a hub of ideas, innovation, and knowledge.



Lonnie G. Bunch III
Secretary
Smithsonian Institution

FY 2024 MANAGEMENT DISCUSSION & ANALYSIS

Budget, Performance, & Financial Snapshot

Overview

MISSION

For 178 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge.” Today, we continue this mission through preserving heritage, discovering new knowledge, and sharing our resources with the world.

ORGANIZATION

The Smithsonian is a unique institution — a vast national research and educational center that encompasses 21 museums and the National Zoo, as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and more.

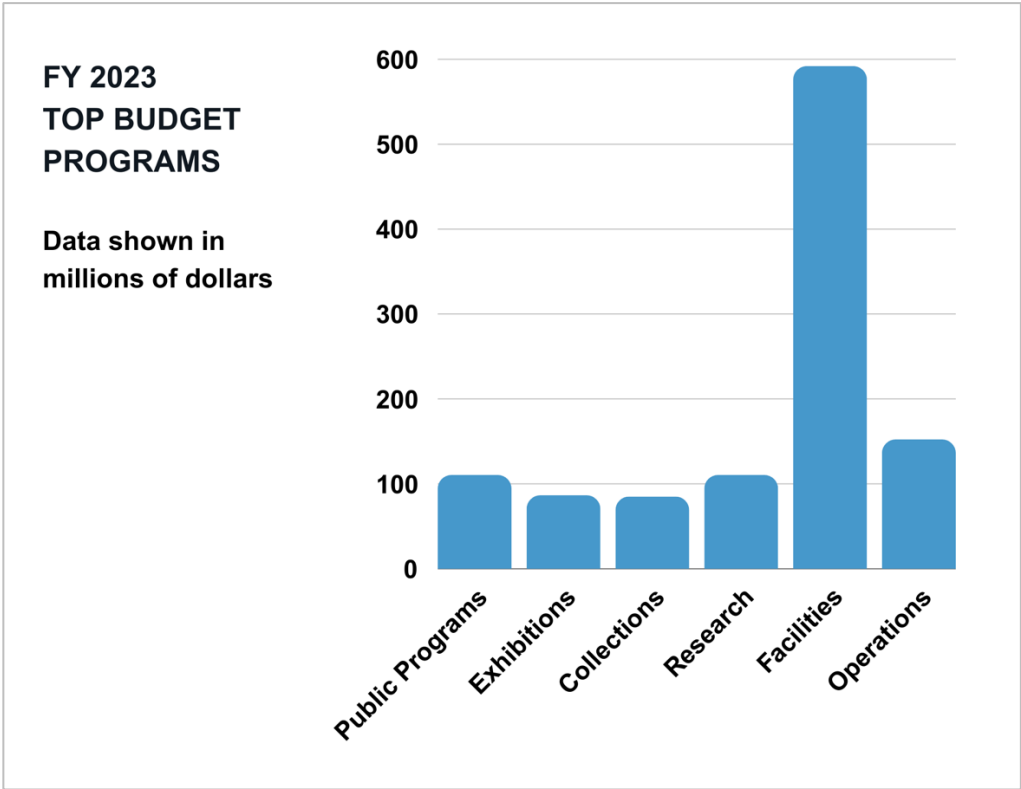
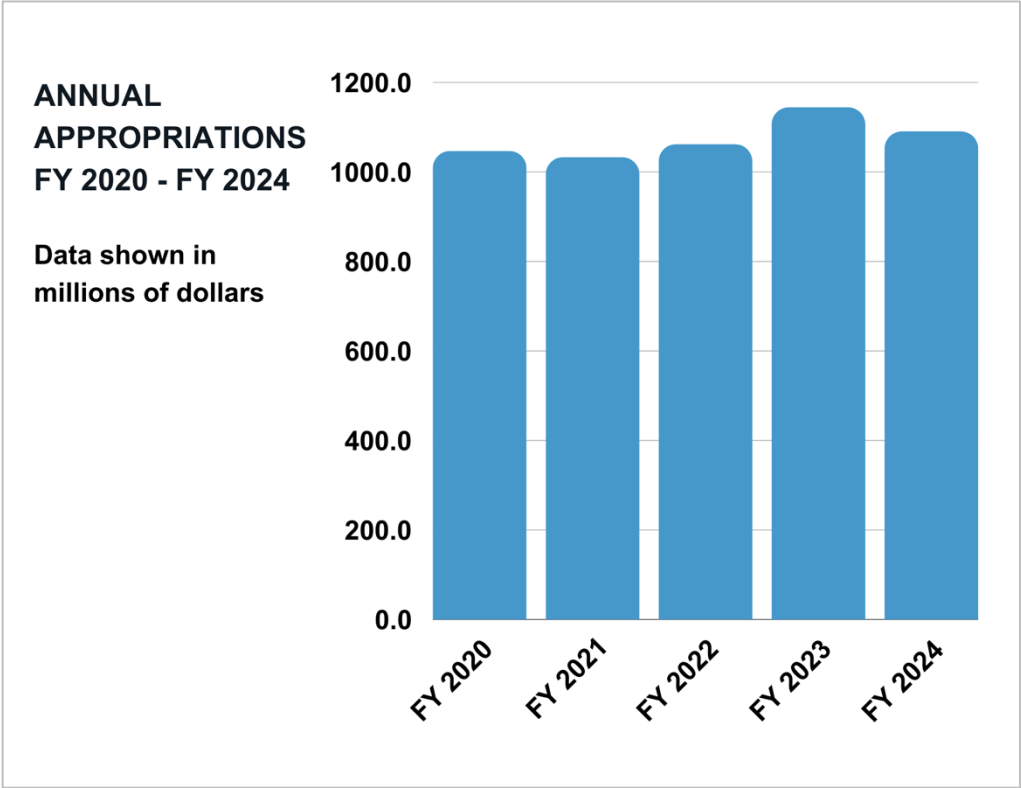
PERSONNEL

The Smithsonian’s workforce consists of more than 6,812 federal and non-federal (trust) employees and thousands of volunteers.

BUDGETARY RESOURCES

The federal budgetary resources for FY 2024 totaled \$1,090.5 million, \$892.9 million (82 percent) were operating funds, while \$197.6 million (18 percent) were capital funds.

Budget Snapshot



Financial Snapshot

FY 2023 Financial Snapshot	
Clean opinion on financial statements	Yes
Timely Financial Reporting	Yes
Material Weakness	No

FY 2023	
Total Assets	\$2,843.6 M
Total Liabilities	\$932.9 M
Total Net Assets	\$1,910.7 M

Performance Snapshot

PERFORMANCE AREA: Research and Scholarship

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

Key Performance Indicator	Type	Prior Year Data	FY 24 Target	FY 24 Actual
Number of books, book chapters, and journal publications	Output.	FY 21: 2,734 FY 22: 2,730 FY 23: 2,242	2,500	3,023

PERFORMANCE AREA: Smithsonian Facilities

Preserve our natural and cultural heritage while optimizing our assets.

Key Performance Indicator	Type	Prior Year Data	FY 24 Target	FY 24 Actual
Number of capital projects meeting milestones	Output.	FY 21: 6/6 projects FY 22: 2/6 projects FY 23: 5/6 projects	3 projects	3/3 projects

PERFORMANCE AREA: People and Operations

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

Key Performance Indicator	Type	Prior Year Data	FY 24 Target	FY 24 Actual
Percentage of employees who are satisfied with working at SI on annual employee survey	Outcome. Standard indicator of a healthy organization.	FY 21: 82% FY 22: 78% FY 23: 79%	80%	80%
Dollar amount of private sources: Gifts	Input.	FY 21: \$480 M FY 22: \$320 M FY 23: \$361.9 M	\$300 M	\$352 M
Dollar amount of sponsored projects: Revenue	Input.	FY 21: \$146 M FY 22: \$162 M FY23: \$185 M	\$160 M	\$194 M

FY 2024 MANAGEMENT DISCUSSION & ANALYSIS

Management's Discussion & Analysis

Smithsonian Overview

The Smithsonian is unique among the world's institutions. It is not simply a museum, or even a cluster of museums, rather it is a vast national research and educational center that encompasses — in addition to its exhibition galleries — laboratories, observatories, field stations, scientific expeditions, classrooms, performing arts events, publications, and more. The Institution is an extensive museum and research complex comprised of 21 museums and galleries, the National Zoo and Conservation Biology Institute, and research centers around the nation's capital, eight states, and the Republic of Panama. In addition, the Smithsonian is the steward of more than 157 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, history, and various scientific disciplines. The Institution preserves and displays many of our nation's treasures and objects that speak to our country's defining inquisitiveness, bold vision, creativity, and courage.

Financially, the Institution depends on the federal government for approximately two-thirds of its funding. As a trust instrumentality of the United States, many of the laws and regulations applicable to federal agencies do not apply to the Smithsonian. The Institution is grateful for this support from the American public and will continue working with both the Office of Management and Budget (OMB) and Congress to provide the information they need to justify their continued support and to allocate limited resources in a cost-effective manner.

The Smithsonian continues to improve its day-to-day operations by strengthening its financial and human resource management and more closely integrating its budget with long-term performance goals. Specifically, the Smithsonian continues to conduct reviews with the Institution's directors to assess the Smithsonian's accomplishments against Institution-wide performance goals and integrate our budget with our performance objectives.

Smithsonian Organization

As an independent trust instrumentality governed by a Board of Regents, the Smithsonian is served by a staff of approximately 6,812 federal and trust employees and thousands of volunteers. Together, these individuals support the operations of the largest museum and research complex in the world.

The Strategic Plan and Five Focus Areas

For over 178 years, the Smithsonian has been a trusted source of knowledge and inspiration, not just for understanding our history, but also for looking toward the future. With a collaborative approach and a focus on complex and interconnected topics, the Smithsonian aims to lead communities in developing solutions that will benefit generations to come. Smithsonian 2027: Our Shared Future¹, the Institution's five-year strategic plan, builds on this foundation and outlines the Smithsonian's priorities and planned impact as it continues to transform to meet the challenges of a rapidly changing world.

Smithsonian 2027: Our Shared Future describes five focus areas where the Smithsonian will target our efforts to build a shared future for ourselves and the world around us over the next five years. Success in these areas, including work already underway, will ensure the Smithsonian's lasting impact on our rapidly changing world.

DIGITAL

Ensure every home and classroom has access to the Smithsonian's digital content.

The Smithsonian is working to bring the concept of a “virtual museum” to life by becoming a digitally empowered institution with an expanded reach. Every household, classroom, and community will have access to our shared knowledge. We invite the people we serve on a lasting journey to explore, learn, and find meaning together.

Our goal is to have our content not only reach people around the globe, but also to serve as a valued, trusted tool that enriches their lives. Going forward, our digital transformation will build a digital ecosystem where the Smithsonian's most valuable assets are accessible and can be deployed wherever, whenever, and however they are most needed. We also will deliver a connected, seamless experience focused on audience, informed by data, and driven by strategic goals. Finally, we will create impact by using innovative tools and platforms to form meaningful, lasting relationships with our audiences.

NIMBLE

Work together to build a nimble and effective Smithsonian.

We are at our best when we embrace innovation, promote integrated and efficient administrative functions, and create an environment where staff can bring their best talents to the workplace. The Smithsonian has a dedicated, resilient, creative, and caring workforce who are focused on service to the public. Yet, there remain many areas where we can do more to improve our operations.

Over the lifespan of the plan, the Smithsonian will focus on increasing the nimbleness of the organization's administrative functions, both those that are managed centrally and those that are embedded within the individual museums, research centers, and units. By building stronger connections within the

¹ <https://www.si.edu/strategicplan-2027>

Smithsonian, we will increase the efficiency of our processes and generate more effective and integrated solutions. Equally critical is the goal of fostering an environment for staff that promotes attributes such as safety, professional development, and individual accountability. We must achieve these objectives to ensure the Smithsonian remains an employer of choice for all staff.

TRUSTED SOURCE

Be a trusted source that explores and grapples with what it means to be an American.

Serving as a trusted source is vital to the vision of Our Shared Future. Based on the research that undergirds our efforts, the Smithsonian, as the world's largest museum, education, and research complex, has a unique and critical role in finding common ground and creating hope among the American people. The Smithsonian has a responsibility to use its exhibitions, educational programming, and digital content to foster dialogue and understanding of complex topics.

For example, we will explore the impacts of racial identification and racism in the United States and globally by providing historical context, innovative activations, and different visions through art. We will use the Smithsonian's diverse collections and expertise to amplify and disseminate an expansive and diverse historical record of the accomplishments of American women. And we will identify and collaborate with stakeholders to meet the needs of, and learn from, all the communities that we serve and whose collections we steward, including those who reside in rural and tribal communities in the United States.

SCIENCE

Harness Smithsonian expertise to elevate science in the global discourse.

The Smithsonian includes a robust science and research complex, with thousands of experts and rich partnerships with academia and the private sector. By integrating our research, collections, data sets, field stations, digital infrastructure, and communication platforms, we will bring our science to a broader public audience. The Smithsonian will work with communities to create sustainable and impactful solutions while expanding our understanding of life on Earth and our place in the universe.

Smithsonian scholars, researchers, and educators will generate global impact, pursue work on critical issues facing our oceans, and find ways to support environmental justice by meaningfully engaging a diversity of stakeholders in the development and implementation of environmental policy. We will continue our cutting-edge work in global health and animal-to-human virus transmission and our understanding of complex ecosystems. We will explore the tipping and turning points in the evolution of galaxies, solar systems, and planets, assessing the uniqueness of our place in the universe. Finally, we will inspire all generations to engage in scientific discovery; take advantage of science, technology, ingenuity, and culture; and contribute to a new era where people and nature can thrive.

EDUCATION

Build and enrich a national culture of learning by engaging with educational systems nationwide.

Education is at the core of the Smithsonian's mission, "the increase and diffusion of knowledge." Today, over 300 education professionals and 600 supporting volunteers work in more than 30 Smithsonian units to help learners build knowledge, foster inquiry, and cultivate creativity. Further, we have a large and

diverse internship and fellowship ecosystem, which brings students from across the world to contribute to the Smithsonian's mission. Working with partners, collaborators, colleagues, and education leaders, the Smithsonian will build a national culture of learning to ensure that everyone has the tools they need to understand and navigate the world around them.

The Smithsonian has an ambitious goal to reach every classroom in America. To achieve this, we will strategically leverage the work that is already occurring in the Smithsonian and scale up our signature offerings. Using the collections found in our art, science, and history museums, we can reach each discipline taught in the classroom. We will also reach out externally, working with stakeholders at local and state levels to implement a comprehensive education strategy that will allow Smithsonian education programming, tools, and resources to achieve greater reach, greater relevance, and profound impact. This strategy will foster dialogue and generate shared goals between the Smithsonian and teachers, students, partners, and donors across the nation.

Strategic Accomplishments

The Smithsonian Institution is pleased to present a selection of notable accomplishments from FY24 across the five pillars of our strategic plan. These achievements exemplify our commitment to expanding the Smithsonian's reach and influence on both a national and global scale. Through digital initiatives that make our resources accessible in homes and classrooms, operational improvements that enhance efficiency, partnerships that reinforce our role as a trusted source on American identity, scientific advancements that contribute to global discourse, and educational programs that support a culture of lifelong learning, we are steadfast in our mission to engage diverse audiences and foster knowledge, exploration, and understanding. The following highlights illustrate the progress we have made in realizing our strategic vision.

DIGITAL FOCUS AREA

Ensure every home and classroom has access to the Smithsonian's digital content.

The Smithsonian reaches many people in their homes and classrooms through social media engagement. To better serve our audiences, and maximize our resources, Smithsonian has fostered internal support for our community of social media managers resulting in the adoption of an agency-wide social media management platform and shared digital assets, the development of an internal cultural of respect for the still-burgeoning professional field, and the increased consideration of social media elements alongside other projects and efforts.

The Smithsonian understands that many Americans will never make it to our museums. To reach them, the Smithsonian has developed blueprints for a new approach to virtual museums. These blueprints will be used to pilot new content produced by our museums and bring virtual museum visits into the digital age, offering both a complementary visit to our facilities and a stand-alone experience.

NIMBLE FOCUS AREA

Work together to build a nimble and effective Smithsonian.

Smithsonian has completed a number of improvements to its hiring processes that have resulted in a significantly lowered days-to-hire metric. Over the past two years, the Office of Human Resources has educated hiring staff on position descriptions and implemented standardization procedures, reduced the time spent in classification, and promoted the re-use of certifications to hire additional staff. Together with other improvements, our hiring time has decreased while raising our ability to bring in the best-qualified candidates.

Over the past couple of years, the Smithsonian has established and implemented various elements of an Enterprise Risk Management (ERM) program. The program engages risk champions from around the organization to raise risks for consideration, and employs an advisory council to evaluate, prioritize, and present them to leadership for action.

The Office of Contracting and Personal Property Management's focus on training, automated forms, and policy revisions exemplifies our dedication to operational efficiency and supports Smithsonian staff in their efforts to effectively serve the public. These improvements include an AI-driven how-to video on performance agreement templates, guidance for digital filing on our cloud platform, and new resources such as the Digital Asset Request and Use Form. Updated templates and policies, including enhanced purchase order terms and cybersecurity requirements, further streamline processes.

TRUSTED SOURCE FOCUS AREA

Be a trusted source that explores and grapples with what it means to be an American.

In preparation for America's 250th, one of the Trusted Source focus areas, the Smithsonian is taking a strategic approach to partnering with other federal agencies, planning for programming in Washington, D.C., and around the country, and engaging the American public in our history and future. With a focus on programming in both 2025 and 2026, planning and fundraising has started in earnest to include special exhibitions at our museums and affiliates around the country, a new digital Smithsonian experience, and an expanded Folklife Festival to be held on the National Mall.

The Smithsonian is also engaging with rural communities and rural Americans to better serve those communities. As part of that work, we are hosting community needs-sensing focus groups to identify ways in which Smithsonian programs or resources can best support the needs and priorities of rural communities, including how such programs could be scaled.

SCIENCE FOCUS AREA

Harness Smithsonian expertise to elevate science in the global discourse.

Launched in 2022, Life on a Sustainable Planet (LSP) is part of the Smithsonian's overall strategic vision for our science and research. In FY24, one of the pillars of LSP, the Ocean Strategy, supported major advances in the availability of biodiversity data, including the publishing of a National Aquatic Environmental DNA Strategy, developed in conjunction with the National Oceanic and Atmospheric Administration, the Office of Naval Research, and many other federal agencies.

Smithsonian science educators published a study of K-12 educators in the U.S. and four other peer countries to understand the attitudes toward and demand for education resources related to sustainable development. The report shows that educators, parents, and students believe education for sustainable development is important, but there are barriers in schools to teaching these topics, and they look to educational, scientific, and cultural organizations, like the Smithsonian, to provide educational experiences aligned with LSP topics.

EDUCATION FOCUS AREA

Build and enrich a national culture of learning by engaging with educational systems nationwide.

Academic appointments at Smithsonian are designed to support individuals as part of their academic trajectories and support their transition into careers. In FY24, the Smithsonian implemented process improvements to enable the hiring of fellowship awardees as temporary employees. This follows a trend across many disciplines and peer federal organizations to hire these post-graduate professionals into

temporary roles. Smithsonian also maintains stipend fellowship opportunities should the circumstances require.

Since 2022, the Smithsonian has held its annual National Education Summit showcasing signature programs and resources from Smithsonian educators, highlighting collaborations with state teachers of the year, and sparking key conversations that help PreK-12 educators advance their efforts to ensure access and equity for all students. The 2024 summit illustrated the value of this annual event and cemented its role as a place where the community can come together, share ideas, and broaden its influence.

Financial Position

The Smithsonian’s financial statements are prepared from the Institution’s official financial accounting records and are audited annually. The Smithsonian Institution’s management and financial controls systems provide reasonable assurance that the Institution’s programs and resources are protected from fraud, waste, and misuse, and that its financial management systems conform to government-wide requirements. Although the Smithsonian is not a department or agency of the Executive branch, the Institution has achieved the intent of the Federal Managers’ Financial Integrity Act (FMFIA) (P.L. 97-255) to prevent problems by systematically reviewing and evaluating the Smithsonian’s management of financial controls and financial management systems. Previous independent audits have found no material weaknesses in the Smithsonian’s internal controls or non-compliance with laws and regulations.

Looking Forward

The Smithsonian is a cornerstone of the nation’s educational, research, and cultural identity. In FY 2025, we will continue to implement our Strategic Plan. As set forth above, the plan sets forth the following goals to be a more unified Institution: **Digital:** Ensure every home and classroom has access to the Smithsonian’s digital content; **Trusted Source:** Be a trusted source that explores and grapples with what it means to be American; **Science:** Harness Smithsonian expertise to elevate science in the global discourse; **Education:** Build and enrich a national culture of learning by engaging with educational systems nationwide; **Nimble:** Work together to build a nimble and effective Smithsonian.

In FY 2025, with the backing of the Administration and Congress, the Smithsonian will continue to proactively tackle our challenges and seize available opportunities. Relying on the commitment of our staff and the efficiencies brought by new technology, we aim to fulfill our enduring mission to “increase and diffuse knowledge.

FY 2024 MANAGEMENT DISCUSSION & ANALYSIS

Highlights of Financial Position

Overview of Financial Data

The Smithsonian's FY 2023 financial statements (e.g., balance sheet and statement of operations), Treasury reporting, and related footnotes were prepared by the Institution. These financial statements can be considered complete and reliable as evidenced by the report provided by the independent audit firm of KPMG LLP. These statements represent the results of all activities supported by federal appropriations granted to the Smithsonian. Additional non-federal financial activity is not included in the financial information and discussions noted herein.

Balance Sheet

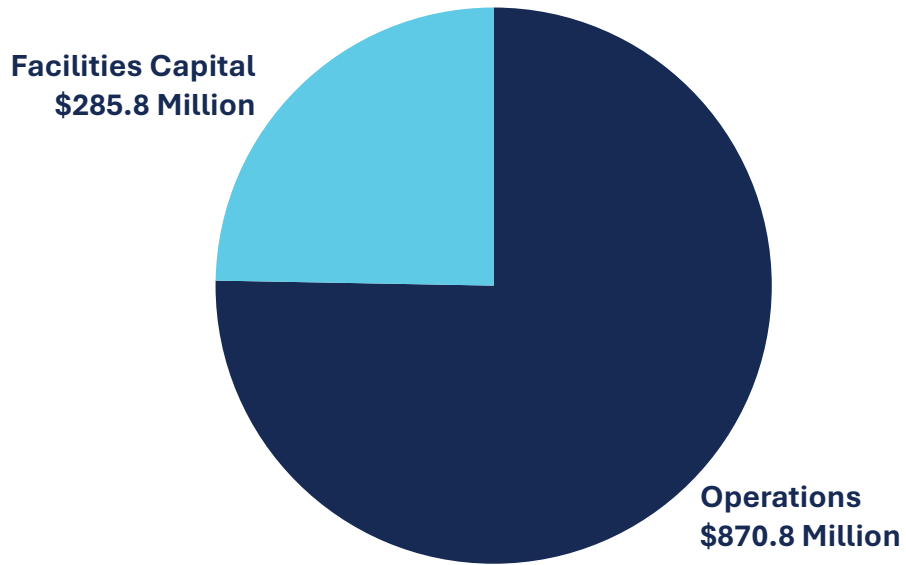
The Balance Sheet reflects total assets of \$2,843.6 million, a 5.9 percent increase over the previous year. Approximately 71.5 percent of these assets are invested in property and equipment, with the balance of assets (approximately 28.5 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable, accrued expenses, and environmental remediation obligations) comprise approximately 25.3 percent of the Smithsonian's liabilities. The environmental remediation obligations were \$53 million at the end of the fiscal year. The remaining liabilities (approximately 74.7 percent) consist of unexpended federal appropriation balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$141.2 million or 8 percent in FY 2023.

Statement of Operations

Federal appropriations recognized in FY 2024 are \$1,090.5 million. Of the total appropriation recognized in FY 2023, approximately \$870.8 million (75.3 percent) were operating funds, while \$285.8 million (24.7 percent) were construction funds, as shown in the graph below. Comparable recognized appropriation amounts from FY 2022 were \$822.5 million for operating costs and \$227.2 million for construction projects. Fiscal year 2023 total expenditures amounted to \$1,082.5 million.

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

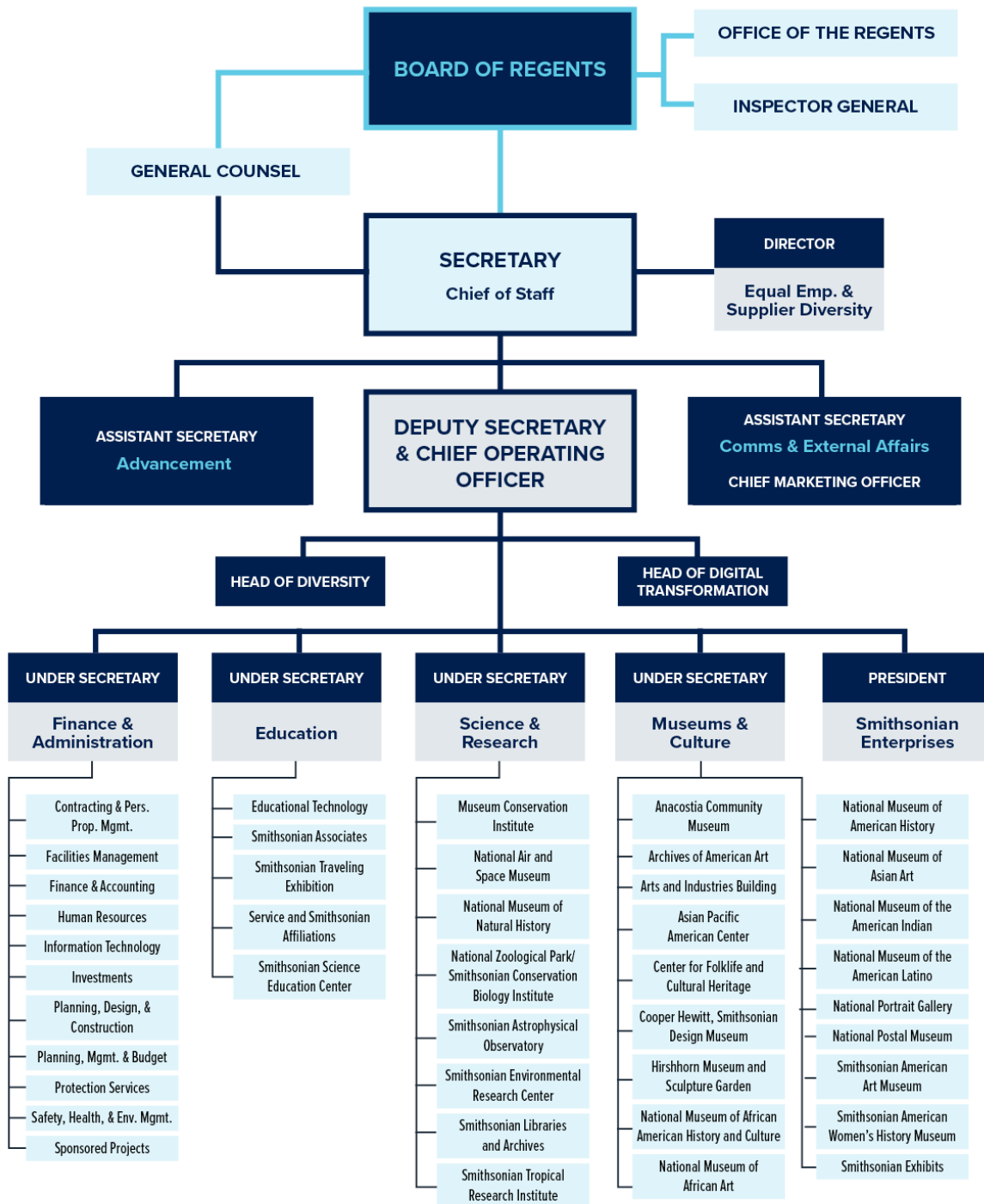
FY 2023 Federal Appropriations



FY 2024 MANAGEMENT DISCUSSION & ANALYSIS

Attachments

Attachment A: Smithsonian Organization Chart



Attachment B:
Smithsonian Annual Performance Report
Fiscal Year 2024

Our Purpose

The increase and diffusion of knowledge

Our Mission

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

Our Vision

Through our unparalleled collections and research capabilities, and the insight and creativity we foster through art, history, and culture, the Smithsonian strives to provide Americans and the world with the tools and information they need to forge **Our Shared Future**.

Introduction

Our latest strategic plan, Smithsonian 2027: Our Shared Future, was unveiled in November of 2022 after almost three years of dedicated efforts. This report will be the first to fully integrate the performance metrics of the new strategic plan.

The Smithsonian's Mission Goals

The Institution's Strategic Plan for 2023-2027 describes five broad focus areas where the Smithsonian will target our efforts to build a shared future among ourselves and the world around us over the next five years:

- Ensure every home and classroom can access the Smithsonian's digital content.
- Work together to build a nimble and effective Smithsonian so we can better achieve our mission.
- Be a trusted source that explores and grapples with what it means to be American.
- Harness Smithsonian expertise to elevate science in the global discourse.
- Build and enrich a national culture of learning by engaging with educational systems nationwide.

Annual Performance Plan for Fiscal Year 2024

To ensure that our ambitious goals will be successfully implemented throughout the life of the plan, a dedicated Strategic Plan Implementation team is working to develop key performance indicators that align with the five focus areas of our new strategic plan. This year, we will continue to track core metrics of performance results and organizational accountability across the major programs and functions of the Institution as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards. Our Annual Performance Plan and Report align with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system, enabling us to relate dollars budgeted and results achieved. The Smithsonian has made great progress in integrating performance indicators throughout the Institution to track program results and incorporating linked performance metrics in individual performance plans. The Smithsonian Dashboard shares metrics related to its core activities and performance with the public at <http://dashboard.si.edu/>.

Index to Strategic Goals by Programmatic and Functional Performance Areas

PERFORMANCE AREAS
RESEARCH AND SCHOLARSHIP: We will create knowledge through high-impact research in science, art, history, and culture.
PUBLIC ENGAGEMENT: We will share knowledge with the public onsite, online, and across the nation and world through compelling exhibitions, educational programs, and media products.
NATIONAL COLLECTIONS: We will preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.
SMITHSONIAN FACILITIES: We will maintain our historic and diverse infrastructure that is essential to the care of fragile collections, support for critical scientific research, and hosting millions of visitors.
PEOPLE AND OPERATIONS <ul style="list-style-type: none">• Operational Efficiency and Effectiveness: We will institute nimble and cost-effective pan-Institutional administrative processes.• Diversity and Inclusion: We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution.• Financial Strength

RESEARCH AND SCHOLARSHIP

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

- Ties to Program Category in ERP:
 - RESEARCH (Program Code 4XXX)

KEY PERFORMANCE INDICATORS: RESEARCH AND SCHOLARSHIP

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Number of Book, Book Chapter, and Journal Publications*	Output.	FY 2021: 2,734 FY 2022: 2,730 FY 2023: 2,242	2,500	3,023
Number of Fellows in residence	Output.	FY 2021: 778 FY 2022: 857 FY 2023: 851	800	819
Number of Grant and Contract proposals submitted	Output.	FY 2021: 559 FY 2022: 481 FY 2023: 542	528	587

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

PUBLIC ENGAGEMENT

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

- Ties to Program Categories in ERP:
 - PUBLIC PROGRAMS (Program Code 1XXX)
 - WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
 - IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
 - EXHIBITIONS (Program Code 2XXX)
 - EDUCATION (Program Code 11XX)

KEY PERFORMANCE INDICATORS: PUBLIC ENGAGEMENT

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Participations in Smithsonian educational programs.	Output.	FY 2021: 5.9 million FY 2022: 4.3 million FY 2023: 8.2 million	31 million**	30.1 million
Number of social media engagements** Number of social media video views***	Output. Indicator of level of public use of SI resources.	FY 2023: 32.3M Engagements; 44.0M Video Views	No target	37.1M Engagements; 78.5M Video Views

* New metric in FY 2024; Including publication distributions with total number of program participations

** Number of times users engaged with (e.g., commenting, sharing, saving, reacting, etc.) Smithsonian content on Instagram, Facebook, YouTube, LinkedIn and X

*** Number of times users on Instagram, Facebook, YouTube, LinkedIn and X viewed Smithsonian videos

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Number of states and territories with Smithsonian Traveling Exhibitions and poster exhibits	Output. Indicator of outreach success and national access to SI resources.	FY 2021: SITES exhibitions in 151 venues + poster exhibits in 6,911 locations reaching 50 states, D.C., Puerto Rico, and worldwide FY 2022: SITES exhibitions in 156 venues + poster exhibits in 4,136 locations reaching 50 States, D.C., Puerto Rico, and worldwide FY 2023: SITES exhibitions in 146 venues + poster exhibits in 5,614 locations reaching 50 States, D.C., Puerto Rico, and worldwide	SITES exhibitions in 149 venues + 1,500 poster exhibits requests reaching all 50 States, D.C., Puerto Rico, and worldwide	SITES exhibitions in 149 communities in 37 states and Canada + 2,059 poster exhibit requests reaching all 50 states, D.C., and 34 countries.
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections.	FY 2021: 213 Affiliates in 46 states, Panama, and Puerto Rico FY 2022: 210 Affiliates in 48 states, Panama, and Puerto Rico FY 2023: 209 Affiliates in 48 states, Panama, and Puerto Rico	212 Affiliates	209 Affiliates in 49 states, Panama, and Puerto Rico

NATIONAL COLLECTIONS

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

- Ties to Program Categories in ERP:
 - COLLECTIONS (*Program Code 3XXX*)

KEY PERFORMANCE INDICATORS: PRESERVE OUR NATURAL HERITAGE COLLECTION

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
<p>Percentage of museum collections (objects and specimens) that meet/exceed unit standards for:</p> <ul style="list-style-type: none"> • Physical Condition: Measures the need for intervention to prevent further or future deterioration of the collections. • Housing Materials: Measures the appropriateness and stability of the materials used to house or contain collections. • Storage Equipment: Measures the appropriateness of equipment intended to provide long-term protection of the collection. • Physical Accessibility: Measures the extent to which the collection is organized, arranged, located, and retrieved for intended use. <p><i>Collections Totals:</i> FY 2020: 155.5 million objects/specimens FY 2021: 157.1 million objects/specimens FY 2022: 157.2 million objects/specimens</p>	<p>Outcome. Indicator of established standards and sound management practices for collections.</p>	<p>FY 2021:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% <p>FY 2022:</p> <ul style="list-style-type: none"> • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% <p>FY 2023*:</p> <ul style="list-style-type: none"> • Physical Condition: 90% • Housing Materials: 88% • Storage Equipment: 75% • Physical Accessibility: 88% 	<p>Increase over prior year</p>	<p>Data currently not available</p>

<p>Percentage of museum collections (objects and specimens) that are digitized:</p> <ul style="list-style-type: none"> • Digital Records: Measures percentage of Collections Totals with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2020: 155.5 million objects/specimens FY 2021: 157.1 million objects/specimens FY 2022: 157.2 million objects/specimens</p> <ul style="list-style-type: none"> • Digital Images: Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards <p><i>Collections Prioritized for Digitization:</i> FY 2020: # of prioritized objects: 18.7 million FY 2021: # of prioritized objects: 23.2 million FY 2022: # of prioritized objects: 23.3 million</p>	<p>Outcome. Indicator of public access to SI collections.</p>	<p>FY 2021:</p> <ul style="list-style-type: none"> • Digital Records: • # completed: 35 M (22%) • Digital Images: • # completed: 7 M (30%) <p>FY 2022:</p> <ul style="list-style-type: none"> • Digital Records: • # completed: 37.1 M (21%) • Digital Images: • # completed: 7.6 M (30%) <p>FY 2023:</p> <ul style="list-style-type: none"> • Digital Records: • # completed: 36.7 M (23%)** of 157.3 museum collections • Digital Images: • # completed: 7.7 M (33%) of 23.5 M prioritized museum collections 	<p>Increase over prior year</p>	<p>Data currently not available</p>
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*The increase in % of museum collections that meet/exceed unit standards for physical care is due to an improvement in a formula used at the National Museum of Natural History (NMNH) to calculate the number.

** The FY 2023 decrease in the percentage of collections with standard digital records is largely due to work done at NMNH in FY 2023. The NMNH report states: "...a severe decrease in representation [digital descriptive records] due to [Invertebrate Zoology] removal and reconciliations of duplicative records from Mollusk Inventory – 825,065 drop in specimen count."

SMITHSONIAN FACILITIES

- Ties to Program Categories in ERP:
 - FACILITIES (Program Code 5XXX)
 - SECURITY & SAFETY (Program Code 6XXX)

KEY PERFORMANCE INDICATORS: SMITHSONIAN FACILITIES CAPITAL/MAINTENANCE AND SAFETY/SECURITY

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Percent of available capital funds obligated compared to funds available	Efficiency. Obligation rate is indicator in initiating capital work in a timely manner.	FY 2021: 91% FY 2022: 82% FY 2023: 63%	85%	68%*
Number of major capital projects meeting milestones (see below):	Output.	FY 2021: Met milestones on all 6 major projects FY 2022: Met milestones on 3 of 6 major projects FY 2023: Met milestones on 5 of 6 major projects	Meet milestones on all 3 major projects	Met Milestones on 3 of 3 major projects
Revitalize Historic Core (SIB)	Output.	FY 2021: Design 5% complete FY 2022: Design 35% complete FY 2023: Design 65% complete	Design 85% complete	Design 100% complete
Renew Bird House and Great Flight Aviary - National Zoological Park	Output.	FY 2021: Renovation 89% complete FY 2022: Renovation 96% complete FY: 2023 Renovation is 99% complete	Renovation 100% complete	Renovation 100% complete

Repair Building Envelope, Roof, and Exterior Panels - Hirshhorn Museum Building	Output.	FY 2022: Renovation 65.5% complete FY 2023: Renovation 97% complete	Renovation 100% complete	Renovation 100% complete
Revitalize Building Envelope and Infrastructure - National Air and Space Museum – National Mall Building	Output.	FY 2021: Renovation 55% complete FY 2022: Renovation 68% complete FY 2023: Renovation 85% complete	Renovation 85% complete	Renovation 95% complete
Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Restore Exterior Envelope and Replace Roof - National Air and Space Museum - Udvar Hazy Center	Output.	FY 2021: Renovation 77% complete FY 2022: Renovation 87% complete FY 2023: Renovation 99% complete	Renovation 100% complete	Renovation 100% complete
Construct Pod 6 - Museum Support Center	Output.	FY 2021: Design 75% complete FY 2022: Construction awarded FY 2023: Construction 19% complete	Construction 25% complete	Construction 85% complete
Percent of revitalization projects designed to 35% prior to request for construction funding	Efficiency. 35% design prior to funding improves cost estimates; early award avoids cost escalation and project delays.	FY 2021: Target not met due to lack of planning funds FY 2022: Target not met due to lack of planning funds FY 2023: Target not met due to lack of planning funds	Complete 80% design prior	Target not met due to lack of planning funds and staffing
Percentage of buildings with Facilities Condition Index (FCI) above 70%	Output. Higher % shows improvement of buildings condition.	FY 2021: 61% FY 2022: 57.5% FY 2023: 81%**	85%	84%

Planned maintenance cost as percent of total annual maintenance costs	Efficiency. A higher proportion planned vs. unplanned is indicator of more efficient use.	FY 2021: 49% (impacted by COVID19: minimum staffing, buildings closed) FY 2022: 54.5% FY 2023: 58%	62%	64%
100% of facilities at level 3 “managed 1” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness.	FY 2021: 33% APPA Level 3*** FY 2022: Achieved 85% APPA Level 3 FY 2023: Achieved 70% APPA Level 3****	85% APPA Level 3	Achieved 70% APPA Level 3
Safety: total recordable case rate (injuries per 100 employees)	Output. Annual basis.	FY 2021: 1.16 FY 2022: 3.35***** FY 2023: 2.70	<2.5	1.91

*This number includes carry-over from SIB and NASM 74% without carry-over.

**Switched to Federal Real Property Profile (FRPP) scoring.

*** COVID-19 impacted this number with minimum staffing and buildings closed.

****Impacted by staffing challenges.

*****Increase was due to return to work/COVID-19 cases.

PEOPLE AND OPERATIONS

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

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

OPERATIONAL EFFECTIVENESS

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

KEY PERFORMANCE INDICATORS: ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency.	FY 2021: 132 average days FY 2022: 174 average days FY 2023: 98 average days	Match prior year metric	100 average days
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency.	FY 2021: 87% FY 2022: 92% FY 2023: 91.6%	92%	89%
Customer satisfaction with quality and timeliness of IT services	Outcome.	FY 2021: Quality 97.73%; Timeliness 97.30% FY 2022: Quality 97%; Timeliness 95% FY 2023: Quality 97.12%; Timeliness 96.74%	Quality: 95%; Timeliness: 95%	Quality: 97.81%; Timeliness: 97.74%
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. Employee satisfaction is a standard indicator of a healthy organization.	FY 2021: 82% FY 2022: 78% FY 2023: 79%	80%	80%

DIVERSITY AND INCLUSION

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

KEY PERFORMANCE INDICATORS: DIVERSITY AND INCLUSION

Key Performance Indicators	Type	Prior year data (%)	FY 2024 target	FY 2024 actual
Percent of workforce diversity	Output.	FY 2020 2021 2022 2023	Meet or exceed DC Metro CLF standard Nat Am 0.4 Asian 9.6 NHPI 0.1 Black 25.4 Hispanic 13.2	Nat Am 1.5 Asian 6.9 NHPI 0.1 Black 30.3 Hispanic 11.6
		Nat Am 1.4 1.3 1.4 0.4		
		Asian 6.1 5.9 6.3 6.1		
		NHPI 0.1 0.2 0.1 0.1		
		Black 29.1 28.9 29.7 29.7		
		Hispanic 10.7 10.6 10.9 10.9		

FINANCIAL STRENGTH

KEY PERFORMANCE INDICATORS: FINANCIAL STRENGTH

Key Performance Indicators	Type	Prior year data	FY 2024 target	FY 2024 actual
Dollar amount of Private Sources: Gifts	Input.	FY 2021: \$480 million FY 2022: \$320 million FY 2023: \$361 million	\$300 million	\$352 million
Dollar amount of Sponsored Projects Revenue	Input.	FY 2021: \$146 million FY 2022: \$162 million FY 2023: \$185 million	\$160 million	\$194 million
Dollar amount of Private Sources: Business Revenue	Input.	FY 2021: \$89 million FY 2022: \$134 million FY 2023: \$169 million	N/A	\$175 million