DETAILED PERFORMANCE DATA REPORT

Fiscal Year 2008

MISSION STATEMENT

For 162 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.

INTRODUCTION

The Smithsonian's strategic and annual performance plans are based on the Institution's four strategic goals: increased public engagement; strengthened research; enhanced management excellence; and greater financial strength. Under those four goals, the Smithsonian tracks institutional performance according to nine top-level program goals that align with the program categories used in the Smithsonian's Federal budget documents and ERP financial accounting system. This framework allows the Institution to meet the standards of success in the Performance Improvement Initiative of the President's Management Agenda, including having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved.

The Institution ensures that strategic and short-term goals and key performance indicators in its GPRA plans are consistent across all internal performance reviews – in particular the Secretary's annual Goals-at-a-Glance used in Operational Reviews. 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'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, 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.

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 PERFORMANCE GOALS

STRATEGIC GOAL	PROGRAM 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 and construction program to ensure facilities are appropriate for the mission, satisfy requirements, are in excellent condition, and support the SI mission
	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 SI cultural and scientific facilities
	5.3	**Facilities Operations:** Improve the overall cleanliness and operational efficiency 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 Program
	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. Demonstrate support of the Smithsonian's commitment to diversity and equal employment opportunity during the hiring process and throughout the employees' careers.
	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)*

PROGRAM GOAL 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 FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
1.1.a Number of educational resources available on Smithsonian Education.org	FY 2007: Baseline established of 1,500 education resources available on SmithsonianEducation.org. A user feedback mechanism was launched in April 2007. **FY 2008 target:** Add 200 new resources to SmithsonianEducation.org. Monitor and report on user feedback	1700 education resources available on SmithsonianEducation.org aligned to state standards of learning in all 50 states and the District of Columbia. Presented user feedback report to Smithsonian Council of Education Directors on August 11, 2008. Assessment. Goal met.
1.1. b Number of people participating in Smithsonian education programs.	FY2007: Baseline data established. 4.3 million participants/users in six program types: Tours; Audience Driven Inquiry; Workshops; Presentations; Special Events; and Educational Publications **FY 2008 target:** 5 million participants in six identified program types plus three new types: Courses; Distance Learning; and Traveling Exhibitions	Total: 5.2 million participants. Tours, Audience Driven Inquiry, Workshops, Presentations, Special Events, Courses, Distance Learning, and Traveling Exhibitions: (3.7 million); Users of educational publications: (1.5 million). Assessment. Goal met.
Develop a focused, high impact and fundable pan-SI education initiative		• In conjunction with the Smithsonian's partnership with the Council of Chief State School Officers (CCSSO) to co-develop nationwide teacher use of SI educational resources, completed quarterly update of alignment of SI resources to standards of all 50 states through the website (smithsonianeducation.org). • Developed strategic plan and budget for the Smithsonian-CCSSO collaboration that describes a five-year project to make the Smithsonian's extraordinary resources available to all schools and to improve students' critical-thinking skills. • Developing an initiative with U.S. Dept. of Education. • Recruited CCSSO teachers of the year in almost all states as Smithsonian Teacher Ambassadors to promote the use of SI materials. • Developed science education initiatives in 8 states through CCSSO partnerships.

		Assessment. SI initiatives are making great strides ensuring the Institution's resources are available to schools and students. However, a fundable pan-Institutional education initiative was not ready for inclusion in the FY 2010 Federal budget.
Launch Smithsonian Channel; generate 50 new and 15 mission-critical programs		• Launched Smithsonian Channel on DirecTV on 10/07. • Signed distribution agreements to extend outreach to nearly 10 million active homes with immediate access to the channel. • Generated 134 new programs for broadcast. • The Smithsonian Channel was nominated for three Emmy awards and received its first Emmy for Outstanding Individual Achievement. Assessment. Exceeded Goal of 50 new programs by a significant margin. Quality of programming exhibited by receipt of first Emmy award.

PROGRAM GOAL 1.2: OTHER PUBLIC PROGRAMS *(ties to Program Codes 12XX, 13XX & 14XX in ERP)*
Provide reference services and information to the public.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
1.2.a Number of physical visits to SI museums and the National Zoo	FY 2005: 24.2 M FY 2006: 23 M FY 2007: 24.6 M **FY 2008 target:** 24.3 million	The number of physical visits (excluding SITES traveling exhibits) for FY 2008 was 24.0 million. Assessment. Goal not met.
1.2.b Number of visitors to Smithsonian (SITES) traveling exhibitions	FY 2005: 4.6 M visitors FY 2006: 4.5 M visitors FY 2007: 5.6 M *due to special poster exhibit with 200 copies circulating **FY 2008 target:** 4.5 million visitors	The number of visitors to SITES traveling exhibits was 5.15 million visitors Assessment. Exceeded goal.
1.2.c Number of SI website visitor sessions	FY 2005: 109.3 M FY 2006: 144.6 M FY 2007: 183.5 M **FY 2008 target:** 175 M visitor sessions	The number of virtual visits was 172.7 million. Assessment. Goal not met.
1.2.d Number of Smithsonian Affiliates and geographic distribution	FY2005: 144 Affiliates in 40 states/terr FY2006: 152 Affiliates in 39 states/PR/ Panama FY2007: 156 Affiliates in 39 states/PR/ Panama **FY 2008 target:** 160 Affiliates in 40 states/PR/ Panama	2008 actual: 162 affiliates in 40 states/Puerto Rico/Panama Assessment. Exceeded goal.
Increase visitation, involvement & quality experiences with exhibits, programs, websites		• The number of physical visits (excluding SITES traveling exhibits) for FY 2008 was 24.0 million as compared to 24.6 for FY 2007 – a decrease of 2.2%. • The number of visitors to SITES traveling exhibits was 5.15 million visitors to 58 exhibitions on view in 510 locations in all 50 states plus the District of Columbia,

		Guam, and American Samoa.
		• The number of virtual visits for FY 2008 was 172.7 million as compared to 183.7 million for FY 2007 – a decrease of 6%. • The quality of visitor experience with Smithsonian exhibitions has remained relatively stable year-over-year. In FY 2008, 71% of SI visitors gave exhibitions a rating of either superior or excellent. Assessment. Although quality of visitor experiences remains high based on exhibition ratings and national-level awards for websites, both physical and virtual visitation are down compared to FY 2007.
Develop coordinated pan-SI Web Strategy; complete "SI Across America" portal		• Initiated a pan-Institutional project to develop a web strategy for the Smithsonian. • Presented 8 recommendations for the continuation of web strategy. • Hired new Director of Web and New Media Strategy. Assessment. Although progress has been made in implementing a coordinated web strategy, a full web strategy was not funded.
Increase diversity of perspectives in exhibitions and public programs		• Numerous museums worked with local, state, and national organizations to increase diversity in exhibitions and public programs throughout the Institution. Assessment. Goal met.

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 FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
2.1.a Number of Smithsonian (SITES) traveling exhibitions and geographic distribution	FY 2005: 56 exhibits at 211 venues in 45 states/territories FY 2006: 53 exhibits at 201 venues in 44 states/territories FY 2007: 50 exhibits at 409 venues in 50 states/DC/Guam/Canada **FY 2008 target:** 48 exhibits at 200 venues in 45 states	The number of visitors to SITES traveling exhibits was 5.15 million visitors to 58 exhibitions on view in 510 locations in all 50 states plus the District of Columbia, Guam, and American Samoa. Assessment. Exceeded goal.
2.1.b Average of percent of surveyed audiences rating their experience in SI exhibitions as "superior" or "excellent" on a scale of poor-fair-good-excellent-superior	FY 2006: for surveyed audiences, average "superior" rating of 19.5% and "excellent" rating of 47% FY 2007: for 15 surveyed audiences, average "superior" rating of 22% and "excellent" rating of 50.6% **FY 2008 target:** 70% or greater of surveyed audiences rate experience as "excellent" or "superior"	The quality of visitor experience with Smithsonian exhibitions has remained relatively stable year-over-year. In FY 2007, 72.6% of SI visitors gave exhibitions a rating of either superior or excellent. In FY 2008, 71% of SI visitors gave exhibitions one of these two ratings. Assessment. Goal met.

Open the Kogod Courtyard at the Reynolds Center and reopen American History		• Construction/landscaping for Kogod courtyard completed on time Nov. 2007 • Reopening of NMAH delayed until Nov. 2008 (FY 2009). • NMAH perimeter barriers initiated in Jan. 2008 is 33% complete as of Sept. 2008. Assessment. Reopening of NMAH delayed until Quarter 1, FY 2009.
Initiate programming and exhibit master plan for the NMAAHC		• EIS/Section 106 reviews conducted and followed by public comment. No major roadblocks encountered. • Developed numerous public programs in collaboration with other SI units • Raised $9.6M in FY 2008 • RFQ issued to architectural firms for design of the NMAAHC. Assessment. Goal met.
Open America by Air/Butterflies/ Ocean Hall; 30 temporary exhibits, 50 traveling exhibits		• *America By Air* opened Nov. 2007, on time and on budget. • Butterflies opened Feb. 2008, on time and on budget. • Ocean Hall opened on schedule in Sept. 2008. • 50 Temporary exhibits reported for FY 2008. • 58 traveling exhibits at 510 locations in all 50 states plus DC, Guam, & Am. Samoa Assessment. Goal met for major exhibit openings; goal exceeded for temporary and traveling exhibits.

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 FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
3.1.a Number of collecting units meeting goals for current policies/plans of four types: collections management policy; collections plan; cyclical inventory plan; and digitization plan	FY 2005: Standardized measure developed FY 2006: performance measures incl in directors' performance plans FY 2007: Individual performance goals met based on FY 2006 baselines **FY 2008 target:** Meet individual performance targets based on FY 2007 baselines for each policy/plan	Individual performance targets met. Assessment. Goal met.
3.1.b Number of collection objects/specimens documented in units' electronic collections information systems (CIS)	FY 2005: 32.9 million FY 2006: 32.9 million FY 2007: 33 million **FY 2008 target:** 33.5 million	FY 2008: 33.5 million Assessment. Goal met.
3.1.c Number of total collection objects/specimens available in electronic form to the public	FY 2005: 12.2 million FY 2006: 14.5 million FY 2007: 25 million **FY 2008 target:** 26 million	FY 2008: 29.5 million Assessment. Goal exceeded.

Develop plan for digitizing Smithsonian collections and the DAM infrastructure		• Established Central Digitization Office (CDO) and detailed a Director • Raised $400K to fund digitization efforts • Completed several key accomplishments, including hiring a full-time DAM project manager; developing unit digitization approach; obtaining approval of the Board of Regents on the digital vision; upgraded software, database and operating system. Assessment. Definitive plan for the digitization of collections not developed.
Continue collections planning process; develop collections assessment and space plan		• Completed the process of defining the goals of the collections assessment program. • Drafting preliminary performance measures and indicators; developing an assessment tool for collections stewardship. • Awarded $1.2M to 11 units from the Collections Care and Preservation Fund. Assessment: A method to assess the state of Smithsonian collections to guide future decisions has not been established. This is key to collections stewardship planning.

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 *(ties to Program Code 4XXX in ERP)*

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
Re-establish scholarly studies program for science, history, art and culture		• Re-established program and made 22 awards. Assessment. Goal met

Develop three new large-scale pan-Institutional research efforts		• The Regents approved including two research efforts in the FY 2010 Federal budget request for the following:
		  − *SI Global Earth Observatories*
		  − *Encyclopedia of Life*
		• A third research initiative in the area of human ecology and a fourth research initiative in the area of history, art, and culture were identified for future development.
		Assessment. Goal not met

Establish new program of Smithsonian research awards		• Nine recipients received the Secretary's 2008 award for excellence in research. Assessment. Goal met

PROGRAM GOAL 4.1: 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 FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
4.1.a Dollar amount of external grants and contract awards	FY 2005: $127 M FY 2006: $117.8 M FY 2007: $119.4 M **FY 2008 target:** $114 million	A total of $119.3 million was raised in Government grants and contracts. Assessment. Goal met
4.1.b Number of awards for Smithsonian- and Unit-funded science fellowships *Increase the number and diversity of fellows and interns*	FY 2005: 62 SI FY 2006: 289 (99 SI + 190 Unit) FY 2007: 216 (without SAO) **FY 2008 target:** Increase number of awards for SI-funded and Unit-funded Fellows over FY 2007 level	• SI Fellowship Program received 13% more applications in FY08 than in FY07. 374 applications were received for FY08 and 89 awards were made. Of the 89 Fellowships awarded, 6 awards were made to minorities. • Received 162 applications for the Minority Awards Program (MAP) and 30 were awarded (4% higher than last year) Assessment. Goal met on number of awards. However, difficulties in comparative analyses hinder evidence of any increases in diversity.
4.1.c Number of publications resulting from science research in high impact journals *Increase peer-reviewed and high quality publications (print and digital)*	FY 2005: 555 FY 2006: 782 FY 2007: 696 **FY 2008 target:** Increase number of publications in high impact journals over FY 2007 level	• SI Research Bibliography now contains 24,500 publications. • NSRC oversaw the publication of Sound, the 15th in the series of 24 Science and Technology for Children's (STC) BOOK series. • The Hinode satellite was launched in September to study the sun's magnetic field. One of three instruments on board was developed and built by SAO. *Science* devoted one issue and its cover to first results. Assessment. Viable methods for determining the impact of scholarly work and for demonstrating increases in high-quality, peer-reviewed publishing are still not in place.
Complete collections move to Pod 5		• Collections move to Pod 5 completed on schedule. • Pod 3 renovation contract awarded July 2008; pre-construction meeting held Aug. 4 Assessment. Goal met.

PROGRAM GOAL 4.2: ART, HISTORY, AND CULTURAL STUDIES RESEARCH *(ties to Program Code 4700 in ERP)*
Ensure the advancement of knowledge in the arts and humanities through original research, including research on the collections, which is reflected in publications, exhibitions/displays, and public programs.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
4.2.a Number of scholarly research outputs: (1) print publications and (2) electronic publications *Increase peer-reviewed and high quality publications (print and digital)*	FY 2007: Baseline output data established (H&C) <u>Print publications:</u> APA: 1; CFCH: 29; NMAAHC: 4; NMAH: 34; NMAI: 11; NPM: 9; SIA: 5; SIL: 7; SITES: 3. <u>Electronic pubs:</u> NMAAHC: 1; NMAH: 8; NMAI: 7; NPM: 2; SIA: 3; SIL: 15; SITES: 1. **FY 2008 target:** Set target using FY 2007 baseline	• SISP and SIL completed the digitization for online access of all legacy volumes of Smithsonian Contributions Series (107,000 pages; 1,072 volumes). • The newly redesigned/expanded Archives of American Art Journal was nominated for a prestigious publishing award by the Society of Publication Designers. Assessment. Viable methods for determining the impact of scholarly work and for demonstrating increases in high-quality, peer-reviewed publishing are still not 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.

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

PROGRAM GOAL 5.1 FACILITIES CAPITAL *(ties to Program Code 5500 [Construction] and 53XX & 5400 [Revitalization, Facilities Planning & Design] in ERP)*

Execute an aggressive long-range revitalization and construction program to ensure facilities are appropriate for the mission, satisfy requirements, are in excellent condition, and support the SI mission.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
5.1.a Percent of available capital funds obligated compared to funds available	FY 2005: 91% FY 2006: 93% FY 2007: 87% **FY 2008 target:** 85%	FY 2008: 87% Assessment. Goal met.
5.1.b Number of major capital projects meeting milestones	FY 2006: Achieved 6 of 8 individual capital projects FY 2007: Met milestones of 9 of 10 major projects **FY 2008 target:** Meet milestones of 9 major projects	Achieved milestones on 6 of 9 major projects. Assessment. Goal partially met.
5.1.b (1) Revitalization of public space, National Museum of American History	FY 2006: Revitalization targets met FY 2007: Design 100% complete. Construction 30-35% complete. **FY 2008 target:** Complete 100% of Phase II revitalization -- central core	Not met: Project delayed because of discovery of additional asbestos in building and contractor scheduling problems
5.1.b (2) Phase I of Asia Trail II and ongoing revitalization at National Zoological Park	FY 2006: Construction completed on time FY 2007: Federally funded scope for AT II on schedule and budget **FY 2008 target:** Complete 25% construction of new barn & habitat 2 & 3 for Asia Trail II – Elephant Trails; complete emergency structural repairs at General Services Building	Not met: Asia Trail II delayed because of longer design period required to resolve budget/scope issues

5.1.b (3) Revitalization of National Museum of Natural History space for Ocean Exhibit and ongoing building renovation	FY 2006: Revitalization targets met FY 2007: Construction 100%. Turned over to NMNH for exhibit installation in Apr 07. Target -- Sep 08 opening. **FY 2008 target:** Complete 60% of west wing basement revitalization; complete 30% of SW 3rd Floor Main Building revitalization; complete 10% of window renovation & elevator replacement; complete 75% of air towers renovation; initiate next phase of HVAC renovations on Ground Floor of NE Main Building and first phase of LAB on First Floor of West Wing.	Milestones met
5.1.b (4) Explore development options for Arts and Industries Building REVISED KPI *Determine options for the Arts and Industries Building*	New goal for FY 2008 **FY 2008 target:** Establish and oversee team to review RFQ responses and analyze internal ideas for AIB (OUSFA)	Milestones met • Evaluated 11 RFQ submissions; the Board of Regents approved the Institution's decision to conclude the RFQ process, not proceed with the RFP process, and to explore other options. • Started effort to develop "possibility study" of restoration and revitalization based on several possible options for building use. Identifying schedule and funding requirements. Assessment. Goal met
5.1.b (5) Design and construct National Museum of African American History & Culture REVISED KPI	FY 2006: Museum site selected 1/30/06 FY 2007: Public hearing held Jan 07. Draft environmental impact statement issued Dec 07 **FY 2008 target:** Complete 50% programming for new museum	Milestones met
5.1.b (6) Renovation of Museum Support Center Pod 3 for collections storage	FY 2007: Design of Pod 3 renovation awarded November 06. **FY 2008 target:** 20% construction	Milestones met
5.1.b (7) Construct Donald W. Reynolds Center courtyard	**FY 2008 target:** Complete construction and landscaping on time for November 17, 2007 opening	Milestone met
5.1.b (8) Construction of replacement greenhouses	**FY 2008 target:** Award construction contract	Milestone met
5.1.b (9) Replace electrical system at the National Air and Space Museum	**FY 2008 target:** Complete 75% of the replacement	Not met: Project took longer than anticipated to resolve conflicts in the specifications and produce shop drawings, which also delayed initial equipment procurement

5.1.c Percent of revitalization projects designed to 35% prior to request for construction funding	FY 2005: 67% FY 2006: 70% FY 2007: 47% designed to 35% (FY09 projects). Target not met due to lack of resources for Planning & Design, and changing priorities accelerated construction plans. **FY 2008 target:** Complete 35% designs prior to OMB budget submission for 70% of major projects in the FY 2010 capital program	35% designs completed for 50% of the planned FY2010 program, due in part to changes in priorities (which accelerated some projects into FY2010 after FY 2008 design funds were spent); lack of adequate funding in Facilities Planning & Design also contributed. Assessment. Goal not met, but improved over FY 2007 results.
5.1.d Percent of major projects completed within budget compared to initial government estimate at construction start	FY 2005: 100% FY 2006: 100% FY 2007: 100% **FY 2008 target:** 100%	 Assessment. Goal met.
5.1.e Progress in improving average Facility Condition Index (FCI) of SI facilities	FY 2006: Indicator restated; data for all buildings to be completed July 2007 FY 2007: Survey of all SI facilities completed; results indicate an FCI of 84%. **FY 2008 target:** 85%	2008 FCI = 86.1% Assessment. Goal met.
5.1.f Number of major projects whose change from the 35% design cost estimate to final project completion cost is within ±15% per industry standards	FY 2007: Accomplished 2 of 3 (NMNH Ocean Hall & Pod 5). DWRC Courtyard project not yet complete. **FY 2008 target:** 2 of 4: DWRC Courtyard, NMNH Butterfly, NMAH Central Core; VERITAS	2 of 4: DWRC Courtyard & NMNH Butterfly completed (NMAH and VERITAS were not completed in FY 2008 and thus cannot be measured) Assessment. Goal met.
Complete relocation of SISC and consolidate collections at Pennsy Drive		• Pennsy Drive construction and move completed on schedule and under budget. Assessment. Goal met.
Complete facilities master plans (SERC/NZP) and show progress on other major projects		• Two master plans were affirmed by the Regents in Sept. 2008: SERC and NZP. • Master Plan for NMNH completed, but not yet affirmed by Regents. • Greenhouses, Hazy II, Pod 3, NASM Electric, and STRI Gamboa Lab projects are on schedule and on budget. • Pod 3 contract awarded 7/11 on schedule. Construction begun in Aug. 2008. • Asia Trail II on schedule for 2011 opening. • SI Archives Conservation Lab completed (Oct. 2008).

		• NASM Electrical contract option awarded under budget. • NMAH Security – north, east, and west sides – on time and on budget. South side scheduled for FY 2009 to construct with garage infill project. • The financing arrangements to fund fit-out and leased space for Cooper-Hewitt renovation was finalized in Sept. 2008. Assessment. Master plans completed as planned. Progress made on all major projects.

PROGRAM GOAL 5.2: FACILITIES MAINTENANCE (*ties to Program Code 5200 in ERP*)
Execute 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 FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
5.2.a Planned maintenance cost as percent of total annual maintenance costs	FY 2005: 49% FY 2006: 50% FY 2007: 52% **FY 2008 target:** 55%	Actual for FY 2008: 53% Assessment. Goal not met, however increased over FY 2007
5.2.c Systems meet reliability targets	FY 2007: Targets met for 5 systems **FY 2008 target:** Meet for 5 systems	Assessment. Goal met for 5 of 5 systems
5.2.c (1) Percent of time temperature and humidity levels are within the target range	FY 2007: Average of buildings' temperature within acceptable 87.6% band. Average of buildings' humidity within acceptable 82.7% band **FY 2008 target:** 85%	Goal met: Percent of time buildings are within acceptable temperature band is 91.5%. Percent of time buildings are within acceptable humidity band is 91.9%.
5.2.c (2) Mean time between repair calls of vertical transportation units	FY 2007: Average mean time between repair calls for all DC facilities was 76.6 days; 5 facilities did not meet goal. **FY 2008 target:** > 70 days	Goal met: Actual mean time between repair calls for DC facilities is 85 days; three facilities did not meet the goal. Industry standard for mean time between repair calls is 60 days.
5.2.c (3) Number of leaks per 200 squares of roof (1 sq=100 sq ft)	FY 2007: Target was met with .03 leaks per 200 squares of roofing. **FY 2008 target:** 1 leak per 200 squares	Goal met: Actual: .02 leaks per 200 squares.
5.2.c (4) Percent of time critical electrical power is available	FY 2007: Target was met in terms of unplanned outages. Actual availability during FY07 was 99.8%, including 280 planned outage hours for maintenance activities, during which generator power was available for 120 hours. **FY 2008 target:** 99.9%	Goal met: Percent of time critical electrical was available: 99.9%

5.2.c (5) Percent of time fire alarm and suppression systems are available	FY 2007: 99.8% availability; 6 facilities experienced unplanned unavailability or extended unavailability, with fire watches dispatched to provide protection during the outage. **FY 2008 target:** 99.9%	Goal met: Percent of time fire alarm and suppression systems were available: 99.9%
Update plan and develop funding strategy to address facilities requirements		• Despite significant work, the Institution did not succeed in convincing Congressional committees that it met the fund raising matching challenge for the Legacy appropriation. • Began discussion on infrastructure assessment and preliminary strategy for conducting a National Campaign and how funding priorities will be identified via the strategic planning process. Assessment. Funding, while increasing, is short of requirement. Have not had success in obtaining release of Legacy appropriation funds.

PROGRAM GOAL 5.3: FACILITIES OPERATIONS (*ties to Program Code 5100 in ERP*)
Improve the overall cleanliness and operational efficiency of Smithsonian facilities.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
5.3.a Improve level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale	FY 2005: APPA level 4 FY 2006: Approaching APPA level 3 SI-wide FY2007: Turnover and lack of maintenance funds limited ability to achieve level 2 in all facilities. **FY 2008 target:** Maintain APPA Appearance level 3 (Casual Inattention)	Maintained APPA level 3 Assessment. Goal met
5.3.b Percent of customer work orders that are completed within 120 days	FY 2006: accomplishment of target of 75% required extension into FY 2007 FY 2007: 90% **FY 2008 target:** 85%	Percent of work orders that are completed within 120 day, 84% Assessment. Goal met

PROGRAM 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 miscellaneous environmental concerns.

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

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
6.1.a Security system upgrade and anti-terrorism protection projects meeting milestones	FY 2006: met target for 1 system upgrade at HMSG FY 2007: NASM project completed Dec 06. NMNH project on schedule; construction 60% completed Oct 07. **FY 2008 target:** Complete 100% of NMNH perimeter security project. Complete 25% of construction of NMAH perimeter security	NMNH security project construction (less West and South perimeter barriers) has been completed. Approximately to 50% of the construction of the NMAH perimeter security has been completed. Assessment. Goal not met for NMNH.
6.1.b Crime rate (per million visitors) and intentional loss/damage to collections	FY 2006: crime rate 7 per million visitors; no loss or damage to collections FY 2007: No intentional loss/ damage to collections **FY 2008 target:** Maintain crime rate at less than 7 per million visitors; and rate of intentional loss/damage to collections at 0	4 incidents per million visitors and no intentional loss/damage to collections. Assessment. Goal met
6.1. c % incoming background checks completed: employees, interns, volunteers, and contractors.	FY 2007: OFEO responded to 18 IG recommendations – 14 closed and 4 pending closure. Directives 212 and 213 being revised. **FY 2008 target:** % incoming background checks completed: Employees – 100% Interns – 100% Volunteers – 100% Contractors – 50%	Completed 100% background checks for employees, interns, volunteers and contractors. Assessment. Goal met

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

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
6.2. Achieve a Zero Injury goal by reducing the SI's total recordable injury rate (TRIR) as part of the Presidential SHARE Initiative	Baseline: TRIR of 6.06 FY 2006: 9% reduction from baseline per DOL statistics FY 2007:achieved a 20% reduction **FY 2008 target:** 15% reduction from baseline	Achieved a 19% reduction in FY 2008. Assessment. Goal exceeded
Promote a healthier, safer, greener culture throughout the Smithsonian		• SI achieved a 19% reduction in SI recordable injuries in FY 2008 • Published new SI Safety Manual and briefed senior managers on contents and responsibilities. Created safety management plan on nine industry best practices. • Realized over $1M savings in FY 2008 as a result of hundreds of conservation measures in all facilities. • On track to achieve FY 2008 Federal goal of using 3% of SI total electricity requirements purchased from renewable sources. • Delivered SI Health Risk Management Program Concept briefing to all Directors at the Secretary's quarterly meeting in January 2008. Assessment. SI safety and environmental improvement efforts achieving success.

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

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
7.1.a Network Availability (email, file & print, directory, network servers and network switches and routers during normal business hours)	FY2005: 99.99% FY2006: 99.98% FY2007: > 99.99% **FY 2008 target:** 99.99% system availability	FY 2008 actual: 99.99% Assessment. Goal met
7.1.b Customer satisfaction with quality and timeliness of IT services	FY2005: 96% FY2006: 97% FY2007: 98% satisfaction with quality and 97% with timeliness of IT services **FY 2008 target:** 90%	FY 2008 actuals: Quality 99.13%; Timeliness 98% Assessment. Goal met
7.1.c Cost reduction for voice services -- VoIP Telephony	FY 2002: voice services costs: $8.3M FY 2005: cost reduced to $6.0 million FY 2006: cost reduced to $5.31 million	Maintained cost for voice services at $5 million

	FY 2007: cost reduced to $5 million **FY 2008 target:** Reduce cost to provide voice services to $5.0 million.	Assessment. Goal met
Complete server consolidation at the Herndon Data Center		• 152 of the 178 servers were co-located to the Herndon Data Center; 26 servers are in the process of being co-located; 29 servers have been decommissioned; 63 servers will be evaluated and moved in FY 2009; 44 servers will stay at Museum/ Unit location. Assessment. Significant progress has been achieved, although 26 servers were not relocated to Herndon by the end of the fiscal year as planned.

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

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

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
8.1.a Percent of SI senior-level (SL) and non-senior level employees whose performance plans link to SI strategic plan goals/objectives	FY 2005: 100% SL FY 2006: 100% SL FY 2007: 100% SL and 100% non-SL **FY 2008 target:** 100% of SL and 100% non SL	100% for senior level and 100% for non-seniors. Assessment. Goal met.
8.1.b Completion rate for senior-level (SL) and non-senior level performance appraisals	FY 2005:88.8% SL and 90% non SL FY 2006: 100% SL and 99.2% non SL FY 2007: 100% SL and 99.8% non SL **FY 2008 target:** 100% of SL and 100% non SL	100% for senior level, and 98.6% non-senior. Assessment. Goal partially met.
8.1.c Workdays to complete recruitment action against OPM 45 Day Hiring Model (announcement day to day of offer)	FY 2005: > 80 days FY 2006: 62 days FY 2007: 54 days **FY 2008 target:** Meet OPM 45 Day Hiring Model	Workdays: 52.7. Assessment. Improved from 2007, however, goal not achieved.
Complete selection, appointment, installation and orientation of a new Secretary		• The 12th Secretary of the Smithsonian assumed his position on July 1, 2008. Assessment. Goal met.
Complete governance reforms, including FOIA		• Completed 22 of the 25 recommendations in the Governance Report. • Developing a funding and staffing strategy to address the FOIA backlog. Assessment. Revamping of governance continues at a strong pace. Completion of recommendations anticipated in FY 2009

Complete review and begin implementation of SBV Task Force recommendations		• SBV formally became Smithsonian Enterprises (SE) on July 1, 2008. • The SE now reports directly to the Secretary through the Board of Regents Finance Committee. • Strategic Advisory Committee was formed and has held two meetings. • Businesses have been consolidated into three operating units: Retail, Media, and Licensing and Business Development. • A Smithsonian Directive was drafted to implement the new retail revenue share agreement Assessment. Significant progress continues to be made on implementing the Task Force recommendations.

PROGRAM GOAL 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 employment opportunity during the hiring process and throughout the employees' careers.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
8.2.b Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	FY2005: 64% (average for four units) FY2006: 69% (average for four units) FY2007: 72% (Smithsonian-wide survey conducted in September 2007) **FY 2008 target:** 65%	78% of employees are satisfied with working at Smithsonian per Institution-wide survey, September 2008. Assessment. Goal exceeded.
8.2.c Percent of minorities in the Smithsonian workforce *Increase diversity across Smithsonian operations*	FY 2006: (DC CLF/ SI) Amer. Ind./Alaskan Native 0.5%/ 1.8% Asian/Pacific Islander 7.1%/ 5.0% African American 24.0%/ 30.3% Hispanic 8.1%/ 4.9% **FY 2007: Total Workforce %** <table><tr><td></td><td>Target</td><td>Actual</td></tr><tr><td>Nat Am</td><td>0.5</td><td>1.9</td></tr><tr><td>Asian</td><td>7.1</td><td>4.9</td></tr><tr><td>Nat H'an/Pac Isl</td><td>0.1</td><td>0.2</td></tr><tr><td>Black</td><td>24.0</td><td>30.1</td></tr><tr><td>Hispanic</td><td>8.1</td><td>4.9</td></tr></table> **FY 2008 target:** Meet or exceed DC Metro Civilian Labor Force (CLF) statistics	• **Workforce Diversity:** – Executives: SI met the National labor force diversity goals for American Indian/Alaskan native and Asian, but continued to be under-represented in the Black and Hispanic/Latino groups, losing more than 50% of its Hispanic/Latino executives during the fiscal year. – Grades 13-15: SI exceeded the National level labor force goals for American Indian by 0.6% (1.7% actual vs. 1.1% goal) and Asian by 1.9% (5.7% actual vs. 3.8%). The increase of 11 Black/African American employees increased this group to 10.2% of workforce, only slightly below the goal of 10.7%. Hispanic/ Latino workforce is still severely under-represented (3.8% actl vs. 10.7% goal). – Grades 1-12: SI met the DC local workforce diversity goals for Black/African American, American Indian/Alaskan Native, and Hawaiian Native/Pacific Islander. The most significant diversity gain was in the Asian group, where number of employees increased by 24 (+0.4% over the prior year). Hispanic/Latino workforce remained under-represented. Assessment. Recruitment and retention of underrepresented groups at the mid and senior levels continues to be a challenge. There were significant losses of underrepresented groups in the senior ranks.

8.2.d Percent of minorities in the Smithsonian workforce in grades 13 to 15	**Grades 13-15 %**			– See above
		2006	2007	
	Nat Am	1.6	1.6	
	Asian	5.6	5.8	
	Nat H'an/Pac Isl	N/A	0.2	
	Black	8.8	9.4	
	Hispanic	3.5	3.5	
	FY 2008 target: Demonstrate incremental progress			
8.2.e Percent of women and minorities in the Institution's executive ranks (i.e., Top 200 positions)	**Executive Workforce %**			– See above
		2006	2007	
	Women	36.3	37.2	
	Nat Am	1.4	0.9	
	Asian	3.7	4.2	
	Nat H'an/Pac Isl	N/A	0.0	
	Black	4.2	4.7	
	Hispanic	4.7	4.2	
	FY 2008 target: Demonstrate incremental progress			

PROGRAM GOAL 8.3: FINANCIAL MANAGEMENT *(ties to Program Code 8300 in ERP)*
Modernize the Institution's financial management and accounting operations.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
8.3.a Business days after month-end to close out activities	FY 2005: 8 FY 2006: 8 FY 2007: 2 **FY 2008 target:** 5 business days	FY 2008 actual: 2 days Assessment. Goal exceeded.
8.3.b Business days to process unit service requests	FY 2005: 5 FY 2006: 5 FY 2007: 2 **FY 2008 target:** 5 business days	FY 2008 actual: 2 days Assessment. Goal exceeded.

PROGRAM GOAL 8.4: PUBLIC AND GOVERNMENT AFFAIRS *(ties to Program Code 8400 in ERP)*
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.

PROGRAM GOAL 8.5: PROCUREMENT AND CONTRACTING *(ties to Program Code 8600 in ERP)*
Modernize and streamline the Institution's acquisitions management operations.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
8.5.a Percent of total prime contracts awarded to minority- and women-owned business as set out in SI Supplier Diversity Program	FY 2006: (US Goal/ SI) SB (23%/51.4%) 8(a) SDB (3%/3.4%) Non-8(a) SDB (5%/21.2%) Women-Owned (5%/8.8%) HUB Zone SB (3%/1.3%) Service Disabled Veteran-owned SB (3%/0%) FY 2007: (US Goal/ SI) SB (23%/55.3%) 8(a) SDB (3%/5.7%) Non-8(a) SDB (5%/18.4%) Women-Owned (5%/15.3%) HUB Zone SB (3%/2.9%) Service Disabled Veteran-owned SB (3%/1.3%) **FY 2008 target:** Meet or exceed the government-wide goals	**Supplier Diversity:** Exceeded FY 2008 goals in all 6 Small and Disadvantaged Business Utilization (SDBU) goal categories. Approximately 41% ($82.3 million) of SI FY 2008 contracts were awarded to small businesses. The achievement of 3% in "Small and Disadvantaged Veteran-Owned Small Business" (SDVOSB) goal places SI among agency leaders for accomplishment in this category. Assessment. Goal exceeded.
8.5.b Percent of SI contract actions completed within Federal Standards Timeframes	FY 2005: 80% FY 2006: 87% FY 2007: 88% **FY 2008 target:** 89%	FY 2008 actual: 90% Assessment. Goal exceeded.

STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH

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

PROGRAM GOAL 9.1: DEVELOPMENT *(ties to Program Code 9XXX in ERP)* Secure the financial resources needed to carry out the mission.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
9.1.a Total dollar amount of (1) voluntary support (gifts) and (2) non-government grants and contracts to Smithsonian *Secure $100 million in new contributions and private grants/contracts*	FY 2005: $141.8 M + $17.5 M FY 2006: $119.7 M + $12.4 M FY 2007: $134.2 M + $15.9 M **FY 2008 target:** $100 million	• For FY 2008, a total of $135.6 million was raised in gifts and non-government grants, 17.9% above goal. Of this amount, a total of $58.9 million in restricted support was raised, and $9.0 million in unrestricted support. Assessment. Goal exceeded.

9.1.b Total dollar amount of federal, state, local and international govt grants and contracts *Secure $100 million in government grant and contract awards*	FY 2005: $126.2 M FY 2006: $105.5 M FY 2007: $104.3 M **FY 2008 target:** $100 million	• For FY 2008, a total of $119.3 million was raised in Government grants and contracts, 19.3% above goal. Assessment. Goal exceeded.
Develop new process with Regents for FY 2010 Federal and Trust budget strategy		• Recommendations and actions to improve Regents' involvement in the Institution's budgetary and planning processes were approved by the Finance Committee and by the full Board of Regents (May 2008). Assessment. Goal met.
Initiate planning process for Smithsonian-wide fund raising campaign		• Secured Regents approval in May 2008 to finance the initial phase of campaign planning ($2.5 million) using prior year unrestricted cash balances. • Established Campaign Director position. Recruitment in progress. • Issued Campaign consulting RFP. • Developed paper on Campaign planning structure. Assessment. Progress is being made.

PROGRAM GOAL 9.2: SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES *(ties to Program Code 01XX in ERP)*
Increase the net income of Smithsonian businesses.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
9.2.1 Dollar amount of SE net gain *Generate $26 million through business activities*	FY 2005: $36.1 M FY 2006: $23.5 M FY 2007: $26.6 M **FY 2008 target:** $26 million	• SE contributed $26.7M net gain for the full fiscal year 2008, exceeding budget by 2% despite severe challenges in the marketplace. Assessment. SE exceeded the goal of $26M despite budget shortfalls.

PROGRAM GOAL 9.3: INVESTMENT MANAGEMENT *(ties to Program Code 8310 in ERP)*
Improve the management of the Institution's Endowment.

KPIs and FY 2008 goals	Prior year data and FY 2008 performance targets	FY 2008 actual performance
9.3.a Dollar value of the Endowment portfolio *Strengthen endowment through improved investment strategy*	FY 2005: $779.3 million FY 2006: $843.8 million FY 2007: $995 million **FY 2008 target:** $965.7 million	• Endowment's market value decreased to $902 million. • As of September 30, 2008, the Endowment's trailing one year return of -14.1% had outperformed the policy benchmark return of -17.3% but not the -12.6% average return of the Endowment's peers. Assessment. Although the target goal was not met, the endowment performance exceeded policy benchmarks.

Acronym or Abbreviation	Full Text
A&I/ AIB	Arts and Industries Building
AAA	Archives of American Art
ACM	Anacostia Community Museum
AMSG	Arthur M. Sackler Gallery
CFCH	Center for Folklife and Cultural Heritage
CHNDM	Cooper-Hewitt National Design Museum
CIS	Collections Information System
CRC	Cultural Resources Center (NMAI facility in Suitland, MD)
CRC	Conservation and Research Center (NZP facility in Front Royal, VA)
DWRC	Donald W. Reynolds Center for American Art and Portraiture
ERP	Enterprise Resource Planning
FGA	Freer Gallery of Art
FSG	Freer & Sackler Galleries
GGHC	George Gustav Heye Center
HMSG	Hirshhorn Museum and Sculpture Garden
MCI	Museum Conservation Institute
MSC	Museum Support Center
NASM	National Air and Space Museum
NCP	National Collections Program
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
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCon&PPM	Office of Contracting & Personal Property Management
OD	Office of Development
OEC	Office of Exhibits Central
OEEMA	Office of Equal Employment and Minority Affairs

Acronym or Abbreviation	Full Text
OF	Office of Fellowships
OFEO	Office of Facilities, Engineering and Operations
OGC	Office of the General Counsel
OGR	Office of Government Relations
OHR	Office of Human Resources
OP&A	Office of Policy and Analysis
OPA	Office of Public Affairs
OPMB	Office of Planning, Management and Budget
OPS	Office of Protection Services
OSP	Office of Sponsored Projects
OUSFA	Office of the Under Secretary for Finance and Administration
OUSHAC	Office of the Under Secretary for History, Art, and Culture
OUSS	Office of the Under Secretary for Science
POB	Patent Office Building
Quad	Quadrangle Building
RG	Renwick Gallery
SAAM	Smithsonian American Art Museum
SAO	Smithsonian Astrophysical Observatory
SE	Smithsonian Enterprises
SCED	Smithsonian Council of Education Directors
SCEMS	Smithsonian Center for Education and Museum Studies
SERC	Smithsonian Environmental Research Center
SI	Smithsonian Institution
SIA	Smithsonian Institution Archives
SIB	Smithsonian Institution Building (Castle)
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
VERITAS	Very Energetic Radiation Imaging Telescope Array System
VoIP	Voice over Internet Protocol