

MINUTES OF THE JANUARY 17, 2014, STRATEGIC PLANNING AND PROGRAMS COMMITTEE MEETING

The Strategic Planning and Programs Committee (“the Committee”) of the Board of Regents of the Smithsonian Institution held a meeting in the Smithsonian Castle in Washington, D.C., on January 17, 2014. Participating were Committee Chair Shirley Ann Jackson* and Committee members Representative Tom Cole*, Steve Case*, Judy S. Huret*, John McCarter*, Paul Neely, and Alan Spoon*. Committee member Senator Jack Reed was unable to participate.

Staff in attendance included Secretary G. Wayne Clough; Chief of Staff to the Secretary Patricia L. Bartlett; Senior Advisor for Organizational Effectiveness Janet Abrams; Assistant Secretary for Education and Access Claudine K. Brown; Acting Inspector General Evin Christensen*; Director of Advancement and Philanthropic Giving Virginia B. Clark; Under Secretary for Finance and Administration and Chief Information Officer Al Horvath; Office of Communications and External Affairs Associate Director of Strategic Communications Pherabe Kolb; Under Secretary for History, Art, and Culture Richard Kurin; Assistant to Senator Reed Moira Lenehan*; Director of Communications and External Affairs Evelyn Lieberman; General Counsel Judith Leonard; Assistant to Representative Cole Sean Murphy*; Under Secretary for Science Eva Pell; and Chief of Staff to the Regents Porter N. Wilkinson.

CALL TO ORDER

Dr. Jackson called the meeting to order at approximately 10:00 a.m.

APPROVAL OF THE MINUTES OF THE MARCH 15 AND SEPTEMBER 26, 2013, COMMITTEE MEETINGS

Upon motion duly made and seconded, the draft minutes of the March 15 and September 26, 2013, Committee meetings were approved without modification.

ARTS AND INDUSTRIES BUILDING UPDATE

The primary topic of the meeting was to discuss the interim use of the Arts and Industries Building (AIB), which is in the final stages of its shell revitalization project. Legislation pending in Congress identifies the building as the preferred site for a future National Museum of the American Latino. It is estimated that it would minimally take seven years before construction could commence to adapt AIB for use as the museum, and funding has not been identified by the Federal government for either the proposed museum or a study of the AIB as a possible site. Dr. Jackson noted that the Executive Committee was briefed on the topic the previous day, and said that the Committee should establish the time and cost parameters that could inform the full Board’s response should the proposed legislation move forward.

Secretary Clough reviewed the work done to date on the building, as well as that not yet

* *participated by telephone*

completed, such as the installation of a new HVAC system. He noted that plans for the building's interim use would require physical and logistical flexibility as the timeline for the creation of an American Latino Museum could take more or less time than is currently estimated.

The Secretary outlined proposals for the building's programmatic use, and Under Secretary for Finance and Administration and Chief Financial Officer Al Horvath reviewed estimated costs, challenges, and concerns. Three options were presented for the building's interim use: (1) keep the building closed for regular use, (2) reopen a portion of the building, or (3) develop the space for use as an innovation pavilion. A team led by Office of Communications and External Affairs Associate Director of Strategic Communications Pherabe Kolb developed the latter plan, and a Memorandum of Understanding (MOU) with the U.S. Patent and Trademark Office (USPTO) was signed to support the development of an Innovation Pavilion comprised of temporary exhibitions and programming dedicated to the concepts of innovation and entrepreneurship. The space would offer multiple ways for visitors to see and experience recent inventions, meet innovators and entrepreneurs, and participate in innovation-based activities. In addition to the Innovation Pavilion, the plan also would support a Latino gallery, rotating exhibitions, and retail activities, among other things.

Each option would require the investment of additional capital. Secretary Clough noted that each was based on the presumption that Federal support would be extremely limited. In addition to funding from the MOU with the USPTO, potential revenue sources could include Smithsonian Enterprises' (SE) retail activities and operating support from the Smithsonian Channel, special events, and Federal funding for utility costs, as well as private support. Ms. Clark discussed potential revenue from philanthropic giving and sponsorships, noting that the concept of innovation, and especially 3D work, could be attractive to donors interested in providing equipment and programmatic support. Donors are generally not interesting in providing support for infrastructure, such as building operations or renovations.

The Committee was unanimous in its support for a Smithsonian space dedicated to innovation and education. Without a significant line of funding in sight, however, it also agreed to recommend to the full Board that the AIB be closed for regular use until a legislative opinion about the future of an American Latino Museum is determined and additional Federal funding is secured. It asked staff to continue to pursue ways to support the creation of an innovation space in the next two years, including exploring the possibility of securing corporate funding.

REPORT OF THE UNDER SECRETARIES

Assistant Secretary for Education and Access (ASEA) Claudine K. Brown discussed the impact of the Youth Access Grants (YAG) on the Smithsonian, partnering organizations, and targeted audiences of teachers and students. To date, YAG has made 68 grants totaling \$5,329,000 to date, each of which was equally matched. Programs cited included the National Museum of Natural History's (NMNH) Q?rius Center (which supports 21st-century digital needs, web access, and youth science guides); the National Postal Museum's (NPM) Byrne Education Loft

(which supports mission-based learning and is testing its curriculum in three Affiliate museums); the Smithsonian Astrophysical Observatory (which, with support from the National Science Foundation, published its findings on dyslexic scientists); and the Smithsonian Institution Traveling Exhibition Service's *Museum on Main Street* and *Hometown Teams* exhibitions. The National Humanities Council affirmed the *Museum on Main Street's* story-collecting app and seeks to apply it to all museums.

Under Secretary for History, Art, and Culture Richard Kurin discussed an emerging collaboration with the Bishop Museum in Hawaii, the anticipated impact on the Smithsonian Folklife Festival from the possible closure of the National Mall, and cultural recovery initiatives, as well updated the Committee on the status of the *Jefferson Bible* and "Gospel of Jesus's Wife" projects. Although the Folklife Festival will take place as planned in summer 2014, upcoming plans to renovate the National Mall and provide more green space may impact future festivals. The Smithsonian is trying to mediate a solution with the National Park Service, the Commission on Fine Arts, and the Trust for the National Mall. Recognition of the Smithsonian's expertise in cultural recovery efforts is growing as the program expands. The recovery effort in Haiti resulted in the establishment of a cultural conservation center in Port-au-Prince, and its success led to similar initiatives in Mali, Turkey, and Afghanistan, among other places. Collaborations with the U.S. Department of State, United States Agency for International Development (USAID), and the Pentagon are growing.

Under Secretary for Science Eva Pell reported on the pan-institutional collaborations under her purview. The Board will receive a report on the creation of a collaborative biodiversity genomics program at its next meeting. Prior reports to the Board have included updates on the Global Earth Observatories, MarineGeo, and the Smithsonian's biodiversity and conservation efforts. She also commented on the Smithsonian's strong relationship with USAID. The Smithsonian recently wrote a successful proposal that resulted in funding for a Bengal tiger conservation program in Bangladesh.

DIGITAL UPDATE

In anticipation of the January 27, 2014, Board meeting, Secretary Clough provided a preview report on the Smithsonian's digital action agenda, which aspires to enhance the in-person visitor experience, accelerate the digitization of the collections, make the Smithsonian's digital content easier to find and use, and increase public engagement and participation. Senior Advisor for Organizational Effectiveness Janet Abrams is providing leadership of the initiative, and the contributions of three Presidential Innovation Fellows have advanced the project. The initiative is demonstrating strong momentum.

Wi-Fi coverage is now available in all public spaces in both the Mall and Virginia locations of the National Air and Space Museum, and efforts are under way to expand coverage in the public areas of other museums. NPM's William H. Gross Stamp Gallery, NMNH's Q?rius Center, and Cooper Hewitt, Smithsonian Design Museum are expanding their digital offerings for visitors. NMNH's augmented reality experience, which has undergone beta testing, is generating

revenue with the support of SE.

Two rapid-capture pilot programs, the November 2013 conference on 3D digitization, and the partnership program with Gale Cengage have been very successful. The work of the Presidential Innovation Fellows demonstrated the need to enhance accessibility to the Smithsonian's digital content, as well as the need to link data between museums. One of the Fellows created a website for digital volunteers, which now has over 2,000 members. Volunteer efforts supported the launch of the Smithsonian Transcription Center in beta form.

STRATEGIC PLAN EXTENSION UPDATE

Secretary Clough presented a preliminary draft of the public document to support the extension of the strategic plan to 2017. The Board approved the extension of the plan at its October 2013 meeting. Members of the Committee provided feedback on the document, and it next will be reviewed with the directors. It is anticipated that the document may be finalized by June 2014.

EXHIBITION CALENDAR

The Under Secretaries reviewed the upcoming Smithsonian-wide exhibition calendar. Dr. Kurin commented on the upcoming display of the Star-Spangled Banner and the lyrics to the song written by Francis Scott Key. The lyrics will be on loan from the Maryland Historical Society; it will be the first time the two objects have been displayed together. He also commented on a planned National Museum of the American Indian exhibition on treaties. The Committee discussed the upcoming anniversary of World War II, and the development of related exhibition and programmatic activities. Dr. Pell reminded the Committee that, because of the October 2013 shutdown of the Federal government, the arrival of "the Nation's *T rex*" was postponed until April 2014. Two purebred bison will arrive at the National Zoological Park in July 2014. They will be on display and bred over the course of their two-year loan. Three female elephants will arrive from the Calgary Zoo in May 2014.

ADJOURNMENT

Dr. Jackson noted that the Committee would next meet on May 7, 2014. There being no further business to discuss, she adjourned the meeting at 11:50 a.m.

Respectfully submitted,

Shirley Ann Jackson, Chair