

## MINUTES OF THE JANUARY 16, 2013, 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 on January 16, 2013, at 4:00 p.m.

Participating were Committee Chair Shirley Ann Jackson and Committee members Steve Case, Judy S. Huret, John McCarter, Paul Neely, Senator Jack Reed, Alan Spoon, and Patricia Stonesifer.

Staff in attendance included Secretary G. Wayne Clough; Chief of Staff to the Secretary Patricia Bartlett; Assistant Secretary for Education and Access Claudine Brown; Under Secretary for History, Art, and Culture Richard Kurin; Chief of Staff to the Regents John K. Lapiana; General Counsel Judith Leonard; Special Advisor to the Secretary Alison McNally; and Liaison for Senator Reed Moria Lenehan-Razzuri.

### CALL TO ORDER AND APPROVAL OF MINUTES

Dr. Jackson called the meeting to order.

The draft minutes of the October 1, 2012, Committee meeting were approved without modification.

### REPORT OF THE UNDER SECRETARIES

Dr. Jackson noted that at each committee meeting, the two Under Secretaries with programmatic responsibilities are asked to present informal reports on events or initiatives of note in their respective areas. Before turning to Under Secretary for History, Art, and Culture Richard Kurin for a report, Dr. Jackson noted that Under Secretary for Science Eva Pell was unable to participate in the meeting because she was on a site visit with Smithsonian researchers in Kenya.

**Senator Daniel Inouye Tribute.** Dr. Kurin noted that Senator Daniel Inouye, who died in December 2012, was a longtime supporter of the Smithsonian and the National Museum of the American Indian (NMAI). His office, along with the staff of NMAI, is planning a memorial for the Senator later this year. Senator Inouye’s widow, Irene Hirano, has invited Smithsonian curators to review materials and objects collected by the Senator for possible donation from his estate. In light of the Senator’s interest in closer ties with Hawaii, Dr. Kurin also described outreach efforts between the Smithsonian and educational institutions in Hawaii, including a “super-affiliation” with the Bishop Museum. Dr. Jackson added that the Regents would be considering a motion recognizing and appreciating Senator Inouye’s contributions at their January 28, 2013, meeting.

***Inaugural Activities.*** The Smithsonian has organized a series of events across the Institution to celebrate the Presidential Inauguration on January 21. In addition to programming, many museums are serving as venues for inaugural balls and parties. Dr. Jackson suggested that staff develop better communications for Board members on important Smithsonian events outside the Regents' Room. Dr. Clough and Mr. Lapiana agreed to develop a more robust advance notice process.

***Cooper-Hewitt, National Design Museum Name.*** Dr. Kurin explained that the advisory board and staff of Cooper-Hewitt, National Design Museum, are currently evaluating options to change the name of the museum. He noted that the Smithsonian is legally required to retain "Cooper-Hewitt" in any new name, and said that the new name will likely be presented to the Regents for approval in 2013.

***Current Search Updates.*** Dr. Kurin provided the Committee with updates on the search process for new directors of the National Portrait Gallery, the Archives of American Art, the Center for Folklife and Cultural Heritage, and Cooper-Hewitt, National Design Museum.

In Dr. Pell's absence, Dr. Jackson invited Assistant Secretary for Education and Access Claudine Brown to brief the Committee on activities under her leadership.

***Youth Access Grants.*** Ms. Brown noted that the Youth Access Grants have been administered for two fiscal years and then described the grant application process. Applicants must describe how their proposals address the strategic plan's Grand Challenges, state and local teaching standards, and 21st-century learning skills. She also provided an overview of the types of grants awarded, including planning and implementation grants and consortia funding. Dr. Clough noted that all proposals are required to identify matching grants. In some cases, he added, some proposals have had "overmatches." In response to Ms. Stonesifer's question, Ms. Brown provided examples of how her staff is measuring the qualitative and quantitative success of individual grants. She also agreed with Ms. Huret's suggestion to better communicate the grants program both inside and outside the Institution.

***Waterways Initiative.*** Ms. Brown noted that an advisory group, consisting of participants in the leadership development program, has been evaluating available Smithsonian assets and potential partners for the "Waterways" initiative. The group assisted the initiative team to define the "four big questions and areas of research" *Waterways* will address: (1) where the waters we use come from and where it goes; (2) how fresh water affects plants and animals; (3) how human use and affect our waterways; and (4) how water and weather affects our lives.

***Americans All.*** Ms. Brown updated the Committee on a retreat conducted to plan the Americans All initiative. She also noted that the working name of the initiative—Americans All—is a registered trademark held by an outside group and that other names are being considered in the event that a name change is necessary.

***MySI.*** Ms. Brown reminded the Committee that the content of *Waterways* and *Americans All*

will be delivered through a web-based platform entitled “MySI.” She said the “MySI” prototype was completed by June 2012 and that pilot programs for the *Waterways* initiative are now being developed with the Smithsonian’s National Sciences Resources Center.

#### **PATENT AND TRADEMARK OFFICE PARTNERSHIP**

Dr. Jackson reminded members that the Committee has been monitoring the progress of the overall campus master planning initiative, as well as the interim planning process for the Castle and the Arts and Industries Building (AIB). She noted that in October 2012, Special Adviser to the Secretary Alison McNally briefed the Committee on negotiations with the United States Patent and Trademark Office (USPTO) to partner with the Smithsonian on programming in AIB. The building is expected to reopen in summer 2014.

Dr. Jackson noted that earlier in the day, the Smithsonian announced that a seven-year partnership agreement had been executed. Ms. McNally explained that the collaboration with USPTO will begin this year with an Innovation Expo in June at the USPTO’s headquarters. The Innovation Expo, which will be organized in partnership with the Smithsonian, will serve as a template for future expos to be held in an “Innovation Pavilion” at AIB (the pavilion will cover around 18,000 square feet of the 40,000 square feet of public space in the building). During 2013, she added, the Smithsonian will develop further designs for the pavilion and begin planning for exhibitions and programming.

#### **NATIONAL SCIENCE RESOURCES CENTER NAME CHANGE**

Ms. Brown provided a brief history of the National Science Resources Center (NSRC), noting that the National Academies ceded its co-oversight role to the Smithsonian in 2011. As a result, she said, the NSRC is requesting that the Committee recommend to the Regents that its name be changed to the Smithsonian Science Education Center to better reflect its mission and affiliation with the Smithsonian.

After brief discussion, the Committee approved the following motion:

**VOTED** that the Strategic Planning and Programs Committee recommends that the Board of Regents approve the renaming of the National Science Resources Center to the Smithsonian Science Education Center.

#### **DIGITAL SMITHSONIAN**

Dr. Jackson noted that at the October 15, 2012, Board meeting, the Regents encouraged Dr. Clough and his team to continue to increase the focus and boldness of digital outreach initiatives. She invited Dr. Clough to discuss the framework developed for a “Digital Smithsonian” that he will present to the full Board at its January 28, 2013, meeting.

Dr. Clough began his presentation by identifying the “key elements of our digital enterprise”:

- **Digitization.** He noted that Smithsonian collections are both massive and complex, consisting of 139 million objects with some as large as the space shuttle and some as small as a micro-organisms. Digitization, he explained, will allow for better inventory control of the collections; facilitate collections-based research; and create new possibilities for public access.
- **Digital access.** The Smithsonian hosts more than 270 websites and blogs , as well as a number of searchable data bases.
- **Digital publications.** Dr. Clough said that the Smithsonian is increasingly digitizing its publications and creating digital archives for them.
- **Digital engagement.** The Smithsonian is using a range of social media, including webinars, crowdsourcing, games, and platforms.
- **Mobile technology.** Dr. Clough said that people are increasingly accessing the Smithsonian through mobile technology. In response, he said, Smithsonian staff “is ramping up our efforts.”

Dr. Clough noted that at the leadership retreat he conducted in October 2012, Smithsonian directors recognized the importance of the digital enterprise, and identified the need for leadership to “take the Smithsonian to the next level.” He said that the directors are seeking (1) clearer strategic direction; (2) more emphasis on the development of meaningful metrics; (3) better communication and coordination across the Smithsonian; (4) more research about Smithsonian audiences and easier access to the market data already collected; (5) continued focus on the in-person visitor experience as the basis of digital programming; and (6) resources.

Since the retreat, Dr. Clough said, an Executive Committee on the Digital Smithsonian was established that is composed of Smithsonian leaders responsible for digitization, curation, and access; an external advisory committee chaired by Steve VanRoekel, the White House Chief Information Officer, also was created. Going forward, he added, the Smithsonian needs to develop a “common understanding of how museums and research units create, curate, and share content, and how the digital environment is changing and enlarging opportunities for broadening access. Dr. Clough noted that the external advisory group will meet in February 2013.

At Dr. Jackson’s request, Dr. Clough described a proposed contract with an outside vendor to digitize and a searchable database for academic audiences for the archives of *Smithsonian* and *Air and Space* magazines.

## STRATEGIC PLAN UPDATE

Dr. Jackson noted that in September 2009, the Regents approved the Smithsonian’s six-year strategic plan. Since that time, she added, the Committee and the full Board have had periodic updates on progress under the plan and its four Grand Challenges.

Dr. Clough noted that strategic plan “has proved to be a sturdy document” and a spark for forward momentum. In addition, he said, the plan works well internally as an organizing framework and externally as a tool to explain the Smithsonian’s relevance to prospective candidates, donors, and other stakeholders.

He noted that the plan serves as the basis for all of the case statements prepared for the national campaign. He reminded the Committee that the plan nominally ends in 2015, and that the campaign is expected to conclude in 2017. At the October retreat, unit directors strongly supported an extension of the plan to 2017 to coincide with the end date of the campaign. He agreed with Committee members that, should the plan be extended, work must be done on the plan’s goals and milestones. Moreover, Dr. Clough said, new strategic initiatives regarding digital enterprises would likely be added to take advantage of the new end date. A revised plan will be presented to the Committee for review at its September 2013 meeting.

### STRATEGIC PLAN REVIEW CALENDAR

The Committee concurred with the following proposed Committee review cycle for each of the plan’s major components presented by Ms. Bartlett:

- **Winter Meeting:** *Enabling Organizational Excellence/Strengthening Collections*
- **Spring Meeting:** *Revitalizing Education/Broadening Access*
- **Fall Meeting:** *Grand Challenges/Crossing Boundaries and the Secretary’s Yearly Overview of Progress*

Mr. Case suggested that Dr. Clough consider integrating regular reports on Smithsonian Enterprises (SE) initiatives in the Committee’s strategic plan reviews. Dr. Jackson asked Ms. Bartlett to consider how best to include SE activities, as well as the digital initiatives discussed earlier in the meeting, in future strategic plan updates.

### REGULAR EXHIBITION CALENDAR REVIEW

Dr. Kurin briefly reviewed the pan-Institutional exhibition calendar, noting that no history, arts, or culture exhibitions were undergoing an SD-603 review for sensitivity. He noted that the review process is generally instigated by unit leadership; he also underscored the balance between encouraging cutting-edge research with anticipation and management of potential controversy.

### PERIODIC CHARTER REVIEW

Dr. Jackson noted that all Regent committees are asked to periodically review their charters for currency and adequacy. She directed the Committee’s attention to the current Strategic Planning and Programs Committee charter in the meeting materials and invited members to

suggest changes. After brief discussion, the Committee reaffirmed the provisions of the charter.

## **ADJOURNMENT**

Dr. Jackson adjourned the meeting at approximately 5:40 p.m.

Respectfully submitted,

Shirley Ann Jackson, Chair