

## MINUTES OF THE SEPTEMBER 26, 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 in the Smithsonian Castle in Washington, D.C., on September 26, 2013. Participating were Committee Chair Shirley Ann Jackson\* and Committee members Representative Tom Cole, Judy S. Huret\*, John McCarter\*, Alan Spoon\*, and Patricia Stonesifer\*. Committee members Senator Jack Reed, Steve Case, and Paul Neely were unable to participate.

Staff in attendance included Secretary G. Wayne Clough; Chief of Staff to the Secretary Patricia Bartlett; Senior Advisor for Organizational Effectiveness Janet Abrams; Office of Facilities Engineering and Operations Nancy Bechtol; Chief Information Officer Deron Burba; Inspector General Scott Dahl; Under Secretary for Finance and Administration and Chief Information Officer Al Horvath; Office of the Regents Senior Writer-Editor Barbara Feininger (recorder); Under Secretary for History, Art, and Culture Richard Kurin; Chief of Staff to the Regents John K. Lapiana; Assistant to Senator Reed Moira Lenehan-Razzuri\*; General Counsel Judith Leonard; Assistant to Representative Cole Sean Murphy\*; and Under Secretary for Science Eva Pell\*.

### CALL TO ORDER

Dr. Jackson called the meeting to order at 2:06 p.m.

### UPDATE ON POSSIBLE GOVERNMENT SHUTDOWN

Mr. Horvath updated the Committee on the potential impact of, and planning for, a possible government shutdown at midnight on October 1, 2013. The Smithsonian, he said, has made all possible preparations. Daily calls have been held with the Office of Management and Budget to ensure that the Smithsonian’s preparations are aligned with those of other Federal agencies; Institution-wide lists of employees who would be excepted from a shutdown have been developed; and communications to furloughed employees have been prepared. Of the Smithsonian’s Federal employees, 688 have been identified as excepted. Mr. Horvath explained that the number of Smithsonian animal caretakers and facilities that must be managed and protected resulted in a higher average of excepted employees than anticipated in other Federal agencies. Trust employees who work in Federal facilities will telework, work in leased facilities, or else be furloughed; 88 Trust employees identified as excepted will continue to work in closed Federal facilities. Morale, said Mr. Horvath, is reasonably good. Representative Cole expressed his opinion that many members of Congress share an intense desire to avoid a shutdown.

### EXTENDING THE STRATEGIC PLAN

The primary goal of the agenda, said Dr. Jackson, is to provide guidance on the proposed two-year extension of the strategic plan’s timeline to align with the fiscal year 2017 conclusion of

\* *participated by telephone*

the national campaign. Dr. Jackson noted that staff have been developing new goals and milestones that are calibrated to the plan's extended end date. If supported by the Committee, a proposal to extend the plan would be presented to the full Board for approval at its October 21, 2013, meeting. The Committee's advance reading materials highlighted current and projected achievements of the plan and a projected timeframe.

The proposal to extend the strategic plan, noted Secretary Clough, is based on more than a year's efforts to assess progress made on the strategic plan to date. The proposal, he added, was strongly endorsed by the directors at their off-site retreat.

The extension can be done relatively easily, said the Secretary. The rationale for extending the plan includes its flexible framework. The strategic plan's goals are being updated to match the new timeline, support progress on key initiatives, and provide flexible scalability. The extension also will support the Smithsonian's digital action agenda.

The extension of the strategic plan will benefit the national campaign, the framework of which is based on the plan. Campaign messages also are based on the strategic plan. The plan's flexibility will support forthcoming leadership transitions, such as the Secretary's planned retirement in October 2014, and provide continuity and reassurance to key Smithsonian stakeholders.

The meeting materials highlighted goals that are scheduled to be accomplished by fiscal year 2015. The Secretary noted that the updated goals include digital activities. He said that senior management worked closely with the Under Secretaries and directors to identify goals expected to be accomplished by fiscal year 2017. Major components include digital activities and building up 3D collections. Secretary Clough said that metrics are being developed against the new goals and that, as has been done in the past, the Board will receive progress updates twice a year.

Secretary Clough noted that Committee member Steve Case, who was unable to participate in the meeting, had expressed his support for the extension of the plan and forwarded some additional goals for the Committee's consideration. Mr. Case's specific suggestions, said the Secretary, primarily addressed digital goals and included creating a network around the Smithsonian that maximizes collaborations with a wide range of technology and business partners; enhancing the Smithsonian's financial sustainability by increasing the role and contributions of Smithsonian Enterprises; expanding learning opportunities by collaborating with leading education and technology platforms and partners; enhancing the visitor experience through the creative use of digital technologies and embracing the Internet to reach more people in more places; and establishing the Smithsonian as the recognized leader in driving collaboration both within and outside of the Institution.

Mr. Spoon endorsed Mr. Case's suggestions, particularly with regard to collaboration, and proposed that the plan make explicit the Smithsonian's commitment to collaboration, and its desire to advance such initiatives. Ms. Huret commented on the numerous revenue-generating opportunities outside of Smithsonian Enterprises that exist throughout the Institution, and

suggested that the plan note the Smithsonian National Board's commitment to supporting such efforts.

Dr. Jackson asked the Secretary if he believes the extension of the strategic plan will enhance fundraising results for the Giant Magellan Telescope (GMT), a very challenging fundraising goal. Secretary Clough noted the innovative fundraising plan that has been developed by Smithsonian Astrophysical Observatory (SAO) Director Charles Alcock and Under Secretary Pell, but expressed concern about the Smithsonian's ability to meet the fundraising deadline for its current level of participation in the collaboration. Dr. Jackson proposed modifying the plan's language to note that the Smithsonian will raise money for its commitment to the GMT. Dr. Pell said that she recently attended a GMT partnership meeting. The entire partnership, she said, has decided that a scaled-down startup will be necessary for the telescope; it also strongly desires the Smithsonian's participation in the project.

Ms. Stonesifer noted that, in addition to the National Museum of the American Latino Commission, other groups have expressed interest in launching new museums affiliated with the Smithsonian. She said that the extension of the plan offers the opportunity to address diversity in ways more specific than within the workforce and/or with regard to the Grand Challenge "Valuing World Cultures." The plan's mention of digital museums was discussed, and Dr. Jackson said that the articulation of an integrated "digitization and diversity" strategy would enhance the plan.

After the plan's extension is approved by the Board, said the Secretary, a new public document will be drafted to reflect the progress made to date and refresh the language around the plan's priorities. The Board will review a draft document at its January 2014 meeting. Mr. Spoon and Mr. McCarter volunteered to participate in the review of the draft document. Dr. Jackson suggested that, if he is able, Mr. Case also participate, and noted that she would contribute to the review if he is not available.

Dr. Jackson asked about resourcing the extension of the strategic plan. The Secretary responded that the request to the Board will include a plan for resourcing the strategic plan through fiscal year 2017. The funding approach to major initiatives will be structured to account for uncertainties in both Federal and private funding. He noted that resourcing digital initiatives will require creative approaches, such as the development and expansion of volunteer corps.

Understanding that the specific goals of the revised strategic plan are not yet final, the Committee expressed its support for the Secretary's development of its extension.

## **RENAMING COOPER-HEWITT, NATIONAL DESIGN MUSEUM**

Dr. Jackson reminded the Committee that Dr. Kurin previously briefed it on a proposed name change for Cooper-Hewitt, National Design Museum, and that the decision to move forward on that action was postponed until the new museum director was appointed. As Cooper-Hewitt Director Caroline Baumann was appointed in June 2013, a formal proposal to rename the

museum was discussed.

Under Secretary Kurin said that the museum will benefit from a name that more closely identifies it with the Smithsonian: Cooper Hewitt, Smithsonian Design Museum. Signage for the museum, which is under renovation and scheduled to reopen in October 2014, will be developed to reflect the new name. The Office of Communications and External Affairs is advising on the redesign of the museum's logo.

The Committee then approved the following resolution:

**VOTED** that the Strategic Planning and Programs Committee recommends the approval by the Board of Regents of the proposed renaming of Cooper-Hewitt, National Design Museum to Cooper Hewitt, Smithsonian Design Museum.

### **STRATEGIC PLAN FOCUS: SUSTAINABILITY**

Dr. Jackson introduced the report on sustainability, and reminded the Committee that one of the goals of the strategic plan approved in 2009 is to cultivate the Smithsonian's leadership in sustainability. She asked Office of Facilities Engineering and Operations (OFEO) Director Nancy Bechtol to highlight the progress made by the Smithsonian over the past three-and-a-half years to create a more sustainable workplace and visitor environment.

The Secretary first expressed his appreciation to Ms. Bechtol, who now chairs the executive council on sustainability, for her leadership of the Smithsonian's sustainability initiative. What first began as an initiative focused on the Institution's physical infrastructure, he said, has been elevated to an initiative that also involves Smithsonian education, research, and outreach, among other things. The challenges to sustainability at the Smithsonian are unique and include the care of its collections, 24-hour environmental controls, visitor access, and historical facilities. The Secretary noted that the Smithsonian's collections include extinct species that epitomize the importance of sustainability. Human remains comprise the largest number of extinct remains in the Smithsonian collections, and Smithsonian researchers have demonstrated that climate change, and human species' inability to adapt to it, are the basis of most extinctions in their history.

Ms. Bechtol said that the Smithsonian follows Federal executive orders regarding sustainability, although it is not required to as a trust instrumentality. Participation requires multiple reporting mechanisms, examples of which were provided in the meeting materials. A sustainability scorecard is updated every six months. Significant progress has been made in making the Smithsonian more "green." Smithsonian-wide greenhouse gas emissions are tracked. Most emissions are related to the Smithsonian's facility footprints but transportation fuel usage, including that for the Institution's vehicle fleet and staff commutes, also are tracked. Ms. Bechtol reported that the Smithsonian's greenhouse gas reduction plan is on track.

Efforts to reduce energy are more problematic because of the 24-hour-a-day requirements of Smithsonian facilities that house environmentally sensitive collections. Progress continues to

be made to address these shortfalls. The Smithsonian also is committed to achieving more green-certified LEED buildings. The Smithsonian now has four LEED-certifications, and 15 more are under development. LEED-certified buildings include the National Museum of the American Indian, the new education facility at the Smithsonian Conservation Biology Institute in Front Royal, Virginia (certified LEED gold); the Arts and Industries Building (goal: LEED gold); and the Smithsonian Environmental Research Center's Mathias Laboratory (goal: LEED platinum).

The Smithsonian's sustainability program also includes operations and maintenance programs. Trash produced in all Smithsonian facilities is recycled, and almost 50 percent of all trash is recyclable, which is notable for an institution that welcomes over 30 million visitors each year. An aggressive composting program is in place. Ms. Bechtol noted that all waste was composted during the two-week-long 2013 Folklife Festival, resulting in over 20 million pounds of compost. The Smithsonian also is committed to maintaining a vehicle fleet that is as green as possible. Reductions in petroleum use are being achieved through the increased use of electric and alternative fuel vehicles.

Mr. McCarter asked how many square feet of Smithsonian facility roofs have been converted to solar. He also asked if OFEO had considered other third-party verification systems comparable to LEED standards. Ms. Bechtol said there are three ways to achieve outside certification for energy efficiency. The Smithsonian conducted research with the General Services Administration, the largest owner of Federal facilities, and determined that LEED certification is currently most congruent with the types of programs and statistics in use at the Smithsonian, as well as with executive orders. Other standards may be used in the future. The use of solar roofs, said Ms. Bechtol, is considered with every construction program. Life cycle costs and efficiencies are analyzed, and solar roofs are installed wherever practicable. The Smithsonian Environmental Research Center's Mathias Laboratory will have a full solar component. Mr. Spoon noted that many solar companies would likely be interested in investing in solar programs at the Smithsonian, and that alternative financing options could be available.

Ms. Huret suggested that OFEO share its sustainability knowledge base with the Smithsonian's affiliate museums, and Ms. Bechtol said that OFEO regularly reaches out and responds to the affiliates, among other groups. Ms. Stonesifer praised the comprehensive sustainability program that has been developed at the Smithsonian.

## **REPORT OF THE UNDER SECRETARIES AND EXHIBITION CALENDAR REVIEWS**

Dr. Jackson asked Under Secretaries Kurin and Pell to update the Committee on notable events or initiatives in their divisions.

Dr. Pell reported that the Zoo's new elephant and baby panda are both thriving. She commented on the excellent media coverage of the discovery of the olinguito, a previously unknown mammalian species. A potential collaboration with an outside agency promises significant progress in the Smithsonian's efforts to expand its biodiversity conservation program. The new director of the Tennenbaum Marine Observatories Network, Dr. Emmett Duffy, began on September 16, 2013, and new sites have been added to the network. Dr. Pell

noted that she was present for the casting of the third mirror of the GMT, and that MacArthur “genius grants” were recently bestowed on two researchers who conducted their post-doctoral work at SAO.

Dr. Kurin noted that another MacArthur Fellow was the physicist who helped the Smithsonian restore historic recordings by Alexander Graham Bell that are held in the national collections. Grammy Award–winning Grateful Dead drummer Mickey Hart and 2006 Nobel laureate George Smoot will screen their film *Rhythms of the Universe* at the National Air and Space Museum on September 29, 2013; the cross-disciplinary collaborators will discuss their interest understanding the universe through music and physics. The opening of the National Postal Museum’s William H. Gross Stamp Gallery was very successful. The Smithsonian recently collaborated with The Metropolitan Museum of Art, UNESCO, and the International Council of Museums to generate a web list to protect Syrian art and artifacts, and Syrians living outside of their country are being trained in the care of their country’s cultural heritage in the aftermath of civil war. The Smithsonian also is working with the National Museum of Mali to protect that country’s cultural heritage. The Smithsonian’s collaborations with the U.S. Department of State, said Dr. Kurin, will be enhanced with the recent appointment of former Regent Liaison Evan Ryan as the Assistant Secretary of State for Education and Cultural Affairs.

Dr. Kurin reported that reviews of upcoming History, Art, and Culture exhibitions do not reveal any potentially controversial shows. Upcoming exhibitions of note include the Smithsonian American Art Museum’s *Our America: The Latino Presence in American Art*; the Hirshhorn Museum and Sculpture Garden’s *Damage Control: Art and Destruction since 1950*; and the Sackler Gallery of Art’s *Yoga: The Art of Transformation*. Dr. Pell reported that the National Museum of Natural History will open its new education center, Q?rius, on November 6, 2013, and welcome a *Tyrannosaurus rex* skeleton on loan for 50 years from the U.S. Army Corps of Engineers on October 16, 2013. The Wankel *T. rex*, one of the most complete *T. rex* skeletons ever recovered, will be featured in the museum’s planned hall of prehistoric life.

During the Committee’s discussion, Mr. McCarter suggested that a future meeting agenda include discussion of differences in tiger conservation programs and the Smithsonian’s participation in such initiatives.

## ADJOURNMENT

There being no further business to discuss, Dr. Jackson adjourned the meeting at 3:08 p.m.

Respectfully submitted,

Shirley Ann Jackson, Chair