

MINUTES OF THE MAY 7, 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 May 7, 2014. Participating were Committee Chair Shirley Ann Jackson* and Committee members Representative Tom Cole*, Judy S. Huret*, and Paul Neely*; Board and Executive Committee Chair John McCarter* also participated. Committee members Steve Case, Risa Lavizzo-Mourey, Senator Jack Reed, and Regent Emeritus Alan Spoon were unable to participate.

Staff in attendance included Secretary G. Wayne Clough; Chief of Staff to the Secretary Patricia L. Bartlett; Assistant Secretary for Education and Access Claudine K. Brown; Chief Information Officer Deron Burba; Senior Executive Officer for the Under Secretary for Science Stacy Cavanagh; Acting Inspector General Epin Christensen*; Director of Advancement and Philanthropic Giving Virginia B. Clark; National Museum of American History (NMAH) Director John Gray; Smithsonian Environmental Research Center (SERC) Director Tuck Hines; Under Secretary for Finance and Administration and Chief Information Officer Al Horvath; Under Secretary for History, Art, and Culture Richard Kurin*; Assistant to Senator Reed Moira Lenehan*; General Counsel Judith Leonard; Assistant to Representative Cole Sean Murphy*; and Chief of Staff to the Regents Porter N. Wilkinson.

CALL TO ORDER

Dr. Jackson called the meeting to order at 11:03 a.m. She reviewed the meeting agenda.

APPROVAL OF THE MINUTES OF THE JANUARY 17, 2014, COMMITTEE MEETING

No modifications were requested to the draft minutes of the January 17, 2014, Committee meeting. A quorum was unavailable, and the draft minutes were subsequently approved by email ballot.

PROGRAMMATIC ENHANCEMENTS

NMAH Director John Gray and SERC Director Tuck Hines discussed enhancements to their respective units.

National Museum of American History

Mr. Gray briefed the Committee on NMAH’s vision and renovation of its West Wing, a project that grew out of the 2002 Report of the Blue Ribbon Commission on the NMAH. He first explained the history of museums. Whereas history museums have typically been about a physical place, such as a Civil War site, other types of museums — art, science, natural history, cultural — now engage communities both inside and outside of a physical space by exploring

** participated by telephone*

ideas and ideals. The NMAH vision and renovation is based on a commitment to reestablishing the relevance of history, increasing the public's understanding of the American identity, and encouraging public discourse through engaging exhibitions, programs, and research that explore ideas and ideals that are uniquely American.

The museum aspires to be fully renovated in 15 years. In addition to the West Wing renovation that is under way, preliminary plans for an East Wing renovation are under development. The West Wing will be thematically and idea based, and the East Wing will address collections and programs. New technology will enhance the visitor experience throughout the museum.

The theme of the first floor of the West Wing, scheduled to reopen in 2015, is "Innovation." Mr. Gray defined innovation as the complex intersection of many social, cultural, financial, and legal systems in America. Ideas of revitalization and change will be emphasized in exhibitions that address American enterprise, education, the value of money, places of invention, and inventive minds. Centers for education and archives, as well as dynamic programming and performance areas, will animate ideas and engage visitors. The theme of the West Wing second floor, scheduled to reopen in 2016, is "The Nation We Make Together." The floor will support exhibitions and programming that demonstrate the nation's shared belief in the sovereignty of its people and the rich cultural diversity of the American population. Ideas of democracy, liberty, and civic discourse will be explored. "American Culture" is the theme of the third floor of the West Wing, which is scheduled to reopen in 2017. Exhibitions and programming will examine American cultural identity as expressed in attitudes and style. The revitalized Hall of Music will support programming by the Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society, as well as other programming.

An integrated fundraising strategy has been designed for the West Wing renovation. Each West Wing floor has an aspirational project budget of approximately \$50 million that is separate from the NMAH Smithsonian Campaign goal. Each floor's budget includes roughly \$25 million for exhibitions, \$10 for programming, and \$10 million for curatorial endowments.

In order to help NMAH visitors understand the interplay between American enterprise and innovation, Mr. Gray said that NMAH will offer a sophisticated presentation on the structure, cycles, and benefits of capitalism from a consumer's perspective. Because the museum's focus also includes the future, questions have been raised regarding the inclusion of the word "history" in the museum's name. Mr. Gray noted that planning for the upcoming NMAH 50th anniversary exhibition revealed that the same question was posed at the museum's founding.

Smithsonian Environmental Research Center

SERC Director Tuck Hines invited the Committee to attend the September 19, 2014, ribbon-cutting ceremony for the opening of SERC's Mathias Laboratory. The event also will anticipate the celebration of SERC's 50th anniversary in 2015.

SERC, which was founded with a property bequest in 1965, was established to advance understanding of the effects of environmental forcing factors on coastal systems, including the

impacts of weather and human behavior. Today, the work of SERC aligns with global studies on climate change.

SERC initiated a campus renovation plan approximately 10 years ago. Prior to this renovation, trailers hosted 65 percent of SERC's office space and 25 percent of its lab space. The new 69,000-square-foot laboratory and renovation of an existing 23,000-square-foot laboratory will support SERC's ability to help solve urgent environmental challenges and position the Smithsonian at the forefront of this effort. Mathias Laboratory also will be the Smithsonian's only LEED Platinum building, the highest level awarded by the U.S. Green Building Council, and is one of only a handful of LEED Platinum laboratories in the nation. (Mr. Horvath later noted that nearly all Smithsonian construction and design managers are LEED-trained.) The facility's forward-looking design and operations will support work in a sustainable environment while demonstrating the benefits of careful planning and a commitment to sustainability. Special features include a geothermal well field, solar power, and water re-use and conservation systems.

The facility will house space for new, cutting-edge research instruments; efficient sample processing, analysis, and storage; and multi-disciplinary, collaborative research and training. It will support SERC's ability to lead international networks that advance research on coastal ecosystems, as well as advance other signature Smithsonian initiatives, such as MarineGEO and ForestGEO. It will provide the resources and space to support grant-generating activities. The space will support an elastic operational model.

Dr. Hines said the SERC website will host an interactive building dashboard that, among other things, will reflect the facility's energy use.

TOP IT CHALLENGES

Dr. Jackson reminded the Committee that the scope of its oversight will be expanded to include the Smithsonian's technology initiatives. As a result, the Committee will have regular technology strategy reviews to discuss how infrastructure investments are necessary to implement the Smithsonian strategic plan, add value to its exhibitions and websites, impact overall performance, integrate initiatives, and add leverage across the Smithsonian. Chief Information Officer Deron Burba was asked to discuss two of the top technology opportunities and associated challenges facing the Smithsonian today.

Mr. Burba reported on the successful launch of three rapid-capture pilot digitization programs. The pilot programs use commercially available technologies to create high-resolution images that are stored in the Institution's enterprise digital asset management system (DAMS). Two pilots conducted in 2013 captured glass plate negatives and photographs, and a one-week NMAH pilot in March 2014 used transcription center volunteers to help capture information from over 3,000 proof sheets of the museum's numismatics collection. Forthcoming digital pilot programs include capturing pottery in the Freer-Sackler Galleries' collections and entomological specimens from the National Museum of Natural History's collections. Digital proofs will again

be posted on the web so that transcription center volunteers can transcribe information for the museums' collections records.

The primary challenge presented by the increased volume of digitization and high-resolution capture is the dramatic increase in the Smithsonian's IT storage requirements. Mr. Burba discussed current storage technology, projected storage usage, and efforts to find long-term storage alternatives. The projected growth in storage needs will require an anticipated \$1.5 million annual investment in expansion storage. Funding for digital asset management is included in the fiscal year 2016 Federal budget request.

Mr. Burba discussed opportunities to improve the visitor experience with optimized WiFi. Technology is under development that will enhance indoor maps and location services, as well as support indoor "wayfinding" in a manner similar to that provided by outdoor GPS systems. OCIO also is exploring developments in technology that are not WiFi-dependent.

One challenge to the implementation of WiFi in all of the Smithsonian's public spaces includes the age of some Smithsonian buildings. A pilot WiFi program at the National Air and Space Museum (NASM) revealed issues related to the accurate placement of wireless access points, the existence of multiple WiFi frequencies in buildings, and the limited number of implementation experts in the industry. Preliminary WiFi designs have been developed for all of the Smithsonian's public spaces, and reviews of the NASM pilot will inform estimated costs of a total implementation plan.

REPORT OF THE UNDER SECRETARIES

Report of the Office of the Under Secretary for Science

Senior Executive Officer for the Under Secretary for Science Stacy Cavanagh presented the report of the Office of the Under Secretary for Science (OUSS) on behalf of Interim Under Secretary for Science John Kress. Ms. Cavanagh updated the Committee on the internal launch of the pan-institutional biogenomics initiative in summer 2014, and the public launch in October 2014. The biogenomics initiative benefits from significant academic support and a global array of private and governmental partners. Ms. Cavanaugh also commented on new genomics technologies that are being tested across the Smithsonian, including a pocket-sized micro-genome sequencer.

MarineGEO is developing additional monitoring sites in Hawaii and California. The Tennenbaum Marine Observatories Network (TMON) organized an inaugural workshop in Hawaii with over 40 scientists, educators, and community leaders. The event resulted in the establishment of two new TMON sites, a steering committee, a MOU with the University of Hawaii, a draft research plan, and potential sponsors. A new TMON monitoring site in the San Francisco Bay resulted from a workshop organized by TMON, San Francisco State University, and the National Oceanic and Atmospheric Administration's San Francisco Bay National Estuarine Research Reserve System.

Recent conservation and sustainability initiatives include a March 2014 trip to Myanmar by Smithsonian Conservation Biology Institute (SCBI) conservation biologists. SCBI scientists worked to bring together international and national representatives from government, industries, universities, and NGOs to assist the Myanmar government in the development of a 10-year strategy for implementing a national biodiversity strategy and action plan. Collaborative opportunities from this effort will allow the Smithsonian to partner with other organizations to submit a Global Environment Facility grant that will strengthen efforts to protect the Myanmar's biodiversity. The trip also advanced biodiversity inventory initiatives.

The Smithsonian leads the North American Orchid Conservation Center, a partnership with the United States Botanical Garden and other organizations. Smithsonian scientists and conservations hosted a two-day planning session for a long-term project to conserve orchid species native to North America. The group launched a website in 2013, and is developing plans for seed and fungal banks, the propagation of native orchids, education and outreach initiatives, and fundraising.

The National Museum of Natural History's *Deep Time* exhibit will include the Smithsonian's first complete fossilized skeleton of a *Tyrannosaurus rex*. The "Nation's T. rex," which arrived at the museum just days before this meeting, will be the centerpiece of the exhibit when it opens. An augmented reality dinosaur exhibit is under development that will help maintain public interest until the renovated space reopens.

The use of "Leafsnap," an iPhone tree-identification app developed by Dr. Kress and colleagues, has gone global. To date, nearly 1.5 million "snaps" have been taken by 500,000 people in 172 countries across the globe.

Ms. Cavanaugh also reported that the Smithsonian recently signed a contract with a local marketing firm to help brand the Smithsonian's unique niche in bioconservation work across the world. The Office of External Affairs, Boston Consulting Group, and the Office of International Relations have contributed to this effort.

Report of the Under Secretary for History, Art, and Culture

Under Secretary for History, Art, and Culture Richard Kurin reported that a new director of the Hirshhorn Museum and Sculpture Garden (HMSG) will likely be selected within the next few weeks. Secretary-elect David Skorton has been included in discussions about the HMSG directorship.

A draft Memo of Understanding (MOU) is under development between the Smithsonian and the National Park Service regarding the future of the Folklife Festival on the National Mall. Draft legislation to form a commission on the potential creation of a national women's history museum has been submitted in Congress. The Arts and Industries Building has been discussed as a potential site for the proposed museum; the building also is under consideration for a future National Museum of the American Latino. Dr. Kurin discussed the potential creation of a traveling exhibition to support the mission and goals of the Smithsonian Latino Center for an

interim period. He updated the Committee on the National Portrait Gallery and the Smithsonian American Art Museum.

Dr. Kurin commented on Smithsonian due-diligence reviews of proposed Smithsonian Channel programming, including a potential program on the *Enola Gay*. He also updated the Committee on the “Gospel of Jesus’s Wife” program.

ADJOURNMENT

The meeting was adjourned at 12:51 p.m.

Respectfully submitted,

Shirley Ann Jackson, Chair