

MINUTES OF THE SEPTEMBER 8, 2016, STRATEGY, INNOVATION, AND TECHNOLOGY COMMITTEE MEETING

The Strategy, Innovation, and Technology Committee (“Committee”) of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) held a teleconference meeting on September 8, 2016. Participating were Committee Chair and Board Vice Chair Dr. Shirley Ann Jackson* and Committee members Senator John Boozman, Steve Case,* Michael Lynton,* Bob MacDonald,* and Board and Executive Committee Chair John W. McCarter, Jr.*

Also present by invitation of the Committee were Secretary David Skorton; Chief of Staff to the Secretary Greg Bettwy; Acting Assistant Secretary for Education and Access Patricia Bartlett; Office of the Regents Senior Researcher & Writer Jennifer Ehlinger (recorder); Liaison to Senator Boozman Toni–Marie Higgins; Under Secretary for Finance & Administration/Chief Financial Officer Albert Horvath; Acting Provost/Under Secretary Museums & Research Richard Kurin; Deputy Under Secretary for Finance and Administration John Lapiana; General Counsel Judith Leonard; Office of the Provost Executive Officer Amy Marino; Supervisory Auditor Joan Mockeridge; Liaison to Representative Cole Sean Murphy; Deputy Chief of Staff to the Regents Rachel Parker; and Chief of Staff to the Regents Porter Wilkinson.

CALL TO ORDER

Committee Chair Dr. Shirley Ann Jackson called the meeting to order at 10:03 a.m. and reviewed the agenda.

APPROVAL OF THE MINUTES OF THE MARCH 21, 2016, COMMITTEE MEETING

Upon motion duly made and seconded, the draft minutes of the March 21, 2016, Committee meeting were approved without modification.

NEW STRATEGIC PLAN AND VISION STATEMENT

Dr. Jackson welcomed Sant Director of the National Museum of Natural History Dr. Kirk Johnson, and thanked him for joining the meeting.

Dr. Jackson invited the Secretary to begin the discussion on the development of the Smithsonian’s new strategic plan and the creation of a complementary vision statement. The Secretary has assembled a Strategic Planning Committee (“Planning Committee”) led by Dr. Jackson and Dr. Johnson, and comprised of individuals from across the Institution. The Planning Committee is charged with drafting the next strategic plan for 2017 - 2022. As a part of the process, the Planning Committee will work to engage a broad section of the Smithsonian community in order to solicit input from staff, volunteers, and other stakeholders from across the Institution regarding the strategic direction for the Smithsonian for the next five years.

**Participated by telephone*

Next, the Secretary presented a draft vision statement for the Committee’s review. During the April 2016 strategic meeting, the Board provided its feedback regarding the future of the Smithsonian and how that could be reflected in a comprehensive vision statement. The Secretary compiled all of the Regents’ comments and drafted a statement. The draft statement includes four elements: a date for realization, an ambitious statement of institutional purpose, an emphasis on meaningful conversations, and accountability. The Committee discussed the draft and provided feedback, stressing the importance for the Smithsonian to be viewed as a convener, working to build important connections between the Institution and between other institutions for the benefit of the common good. The Secretary thanked the Committee for the constructive feedback. He will work with the Planning Committee to revise the statement and present an updated draft to the Board at the October 2016 meeting.

ARTS GRAND CHALLENGE

Acting Provost/Under Secretary Museums & Research Dr. Richard Kurin briefed the Committee on a proposal to amend the existing strategic plan by adding a fifth grand challenge that focuses on the Smithsonian’s ability to understand and encourage the transformative power of arts and design. The grand challenge parallels the existing challenges focused on the universe, biodiversity, world cultures, and the American experience. Like the other challenges, the new fifth challenge would be used by the Planning Committee to help formulate the Smithsonian’s new strategic plan. The Committee discussed the components of the fifth challenge and agreed that it should be presented to the full Board for consideration at its October 2016 meeting.

REPORT FROM THE ACTING ASSISTANT SECRETARY FOR EDUCATION AND ACCESS

Acting Assistant Secretary for Education and Access (“ASEA”) Patricia Bartlett briefly highlighted recent activities within the ASEA’s office. Ms. Bartlett updated the Committee about the successful launch and positive reception of the Smithsonian Learning Lab, created by the Smithsonian Center for Learning and Digital Access. The Learning Lab, launched in June 2016, is a free online toolkit that finds, customizes, and shares digital museum resources with others. The tools and resources offered within the platform can be used to simplify workflow, allowing users to create and share collections while sparking new ideas. The Learning Lab was recently featured at the Denver Education Forum and received high praise, particularly in comparison with other similar efforts.

The Committee was also informed of a potential new direction for the George Mason University Masters of History and Decorative Arts program partnership. Smithsonian and George Mason University are in the process of unwinding their partnership and the Smithsonian is considering the possibility of collaborating with another university in order to continue the program.

REPORT FROM THE OFFICE OF THE PROVOST

Dr. Kurin provided the Committee with an update from the Office of the Provost. The Committee was briefed on the upcoming events surrounding the grand opening of the National

Museum of African American History and Culture (“NMAAHC”), scheduled for September 24, 2016. Opening events will include musical performances, curated activities, and evening concerts with programmatic themes to explore and celebrate the museum’s rich content and stories. The public opening events are designed to accommodate the vast crowds that are anticipated. There will also be several preview days, prior to the official opening, during which sponsors and donors, the museum’s 100,000 members, media, congressional staff, and Smithsonian staff will have an opportunity to explore the museum and its exhibits. Once officially open, the museum will implement a timed pass system in order to address the high demand for visitor access during the opening, and in the months—and potentially years—that follow. The museum will also open with extended hours in order to accommodate as many visitors as possible.

EXHIBITION CALENDAR

The Committee reviewed the calendar of upcoming exhibits, with a focus on any exhibit that might generate greater than normal stakeholder interest. Dr. Kurin highlighted the exhibitions to be unveiled at the opening of the National Museum of African American History and Culture and the upcoming exhibition on historical Qurans from Turkey at the Sackler Gallery. The Committee was also updated on the Smithsonian Directive 603 (“Directive”), which covers the process for developing and reviewing exhibitions, including those expected to generate public controversy. The Directive is in the process of being revised to incorporate a new provision, which will add a review of legal and fiscal risk, and expand current coverage of solely exhibitions to also include public programs.

COMMITTEE CHARTER REVIEW

The Committee reviewed its Charter, per its mandate, to annually review and assess the Charter and evaluate Committee performance with respect to Charter requirements. One routine modification was proposed in order to more accurately reflect current Committee practice and ensure that the Charter is consistent with the charters of other Regent committees. Specifically, the proposed amendment would allow for the sitting Committee Chair to make membership recommendations to the Governance and Nominating Committee Chair at any time throughout the year, instead of requiring recommendations in the month of November. Additionally, the modification makes recommendations permissive instead of mandatory.

The Committee agreed with the proposed Charter amendment, and upon motion duly made and seconded, the following action was approved for recommendation to the Governance and Nominating Committee:

VOTED that the Strategy, Innovation, and Technology Committee recommends that the Governance and Nominating Committee recommend approval by the Board of Regents of the proposed amendments to the Strategy, Innovation, and Technology Committee’s Charter.

EXECUTIVE SESSION

The Committee then conducted an executive session, during which it received an update on the Smithsonian's strategic projects, including the potential plans for the Arts and Industries Building, and the opportunity for a Smithsonian presence in London. The Committee also conducted a member-only executive session to discuss membership.

ADJOURNMENT

The meeting was adjourned at approximately 11:54 a.m.

SPECIAL MEETING OF THE COMMITTEE: DRAFT STRATEGIC PLAN PRESENTATION AND DISCUSSION

The Committee conducted a special meeting on March 30, 2017, during which all Regents were invited to participate for a presentation of the latest draft of the Smithsonian's new strategic plan. The meeting was called to order at approximately 10:07 a.m. The meeting commenced with a presentation and overview of the new plan and the strategic planning process by Planning Committee Co-Chairs Dr. Jackson and Dr. Johnson. Committee members and Regent participants discussed the many facets of the new plan and provided feedback. The Committee members and Regents thanked Dr. Jackson and Dr. Johnson for successfully leading the charge to develop a comprehensive plan on an expedited timeline. The final draft of the new plan will be presented to the full Board for consideration at its upcoming meeting, scheduled on April 3, 2017. The special meeting of the Committee was adjourned at approximately 11:31 a.m.

Respectfully submitted,

Dr. Shirley Ann Jackson, Chair