

MINUTES OF THE SEPTEMBER 23, 2021, 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 videoconference meeting on September 23, 2021. Participating were Committee Chair Michael Lynton and Committee members Representative Doris Matsui, Michael Govan, Risa J. Lavizzo-Mourey, and Michael Crow.

Also present by invitation of the Committee were Senior Vice President for E-Commerce, Smithsonian Enterprises Kelly Beam; Director of Smithsonian Facilities Nancy Bechtol; Chief of Staff to the Secretary Greg Bettwy; Chief Information Officer Deron Burba; Under Secretary for Education Monique Chism; Deputy Chief of Staff to the Regents Kate Forester; Special Assistant to the Regents Mallory Gianola (recorder); Chief of Staff to the Deputy Secretary and Chief Operating Officer Ginny Gomez; Under Secretary for Museums and Culture Kevin Gover; Acting Under Secretary for Administration Doug Hall; Chief of Staff to Senator John Boozman, Toni-Marie Higgins; Inspector General Cathy Helm; Head of Digital Transformation Becky Boutwell Kobberod; President of Smithsonian Enterprises Carol LeBlanc; General Counsel Judith Leonard; Chief of Staff to Representative Doris Matsui, Jeremy Marcus; Assistant Secretary for Communications and External Affairs and Chief Marketing Officer Julissa Marengo; Deputy Secretary and Chief Operating Officer Meroë Park; Director of the Office of Government Relations Vernon Simms; Assistant Secretary for Advancement Rob Spiller; Under Secretary for Science and Research Ellen Stofan; and Chief of Staff to the Regents Porter Wilkinson.

CALL TO ORDER

Committee Chair Michael Lynton called the meeting to order at 10:00 a.m. and reviewed the agenda. He welcomed Dr. Monique Chism to her first Committee meeting in her new role as Under Secretary for Education. Mr. Lynton also welcomed Becky Boutwell Kobberod, the Smithsonian’s new Head of Digital Transformation.

REVIEW OF THE MAY 3, 2021, COMMITTEE MEETING MINUTES

Upon motion duly made and seconded, the draft minutes of the May 3, 2021, Committee meeting were approved without modification.

STRATEGIC PLANNING

A majority of the Committee meeting focused on a two-part strategic discussion on the Secretary’s Our Shared Future vision for the Smithsonian and implementation of strategic focus areas. Deputy Secretary and Chief Operating Officer Meroë Park began the discussion on strategic planning implementation and highlighted the Secretary’s vision that Americans have a shared opportunity and responsibility to move our nation forward. To further Our Shared

Future as a nation and an Institution, over the coming years, the Smithsonian aspires to ensure every home and classroom have access to the Smithsonian’s digital content; work together to build a nimble and effective Smithsonian; be a trusted source that explores and grapples with what it means to be an American; harness Smithsonian science to elevate science in the global discourse; and build and enrich a national culture of learning by engaging with educational systems nationwide. To formally coordinate the implementation process across the Smithsonian, the Secretary and Deputy Secretary formed a small Strategic Planning Implementation Team that will support, measure, and track the progress of a core group of 25 pan-Institutional initiatives that will move forward each of the Secretary’s Strategic Focus Areas.

The Committee explored two case studies that have each been identified as pan-Institutional initiatives and are advancing the Our Shared Future vision: the Smithsonian’s Climate Action Plan and Pre-K through 12 Curriculum. Under Secretary for Science and Research Ellen Stofan and Director of Smithsonian Facilities Nancy Bechtol outlined how the Smithsonian plans to activate a Climate Action Plan to further museum collections and facility sustainability, scientific research, and climate education. Under Secretary for Education Monique Chism explained how the Smithsonian is prioritizing direct engagement with pre-K through 12 classrooms nationwide to support an evidence-based approach to providing services and resources that support a well-rounded education, cultivate creativity and imagination, and ignite a passion and appreciation for lifelong learning. For each initiative, the Committee discussed the main objective, major programming activities, milestones, timelines, and resources.

E-COMMERCE STRATEGY

President of Smithsonian Enterprises Carol LeBlanc and Senior Vice President for E-Commerce Kelly Beam updated the Committee on initiatives that are advancing the Smithsonian's innovative, audience-focused digital transformation. Smithsonian Enterprises (“SE”) is developing a modern, digital-first e-commerce business that will reflect the diversity and strength of the Smithsonian, expand access to Smithsonian-inspired products and gifts beyond the National Mall, and establish Smithsonianstore.com as a meaningful sales channel that drives revenue for the Institution. Ms. Beam reviewed key accomplishments and goals for fiscal years 2021 and 2022, including museum integration, customer acquisition, and an updated online sales platform. The Committee also discussed how to align SE’s e-commerce goals with the Institution’s audience-focused digital transformation.

EXHIBITIONS AND PUBLIC PROGRAMMING

Under Secretary for Museums and Culture Kevin Gover provided an update on proposed revisions to Smithsonian Directive 603: Exhibition, Program Planning, and Educational Content (“SD603”). The proposed revisions include changes to address the Institution’s new reporting structure; the inclusion of educational and virtual content available outside the Institution’s physical facilities; and updated guidance to align with current Smithsonian responsibilities and

procedures. Mr. Gover informed the Committee that a final revision will also be added to make explicit that research generated across the Institution will be included in the directive.

Next, Mr. Gover reported on exhibition openings and public programming activities following a full reopening of the Smithsonian since closing to the public in March 2020, with the exception of the historic Arts and Industries Building (“AIB”) and the Arthur M. Sackler Gallery. Mr. Gover noted that in November, AIB will open to the public for the first time since 2004 with a new exhibition, “FUTURES,” in honor of the Smithsonian’s 175th anniversary. The Sackler Gallery will remain closed until November for exhibition construction. Mr. Gover also briefed the Committee on the recent exhibitions that had been subject to SD603 review, the Smithsonian’s internal review process designed to help identify in advance any potentially sensitive and/or controversial aspects of an exhibition.

ADJOURNMENT

With no further business to consider and no request for an executive session, the meeting was adjourned at approximately 11:25 a.m.

Respectfully submitted,

Mr. Michael M. Lynton, Chair