

U.S. House of Representatives
Committee on Appropriations
Subcommittee on Interior, Environment, and Related Agencies
Smithsonian Institution
Dr. G. Wayne Clough, Secretary
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Thank you for this opportunity to testify regarding the Smithsonian Institution's new strategic plan, implementation of governance reform, our facilities maintenance and revitalization program and our plans for the future. As always, we are grateful for the continued support of the Congress for all that we do. I have had the privilege to serve as Secretary of the Smithsonian for a year and a half. It is an honor for me to work with so many dedicated people committed to excellence in science, history, art, culture and more.

The Smithsonian Institution is truly a unique national and world treasure. It now has 19 museums and galleries, 20 libraries, numerous research centers, and the National Zoological Park. All except two of the museums are located in the Washington, DC metropolitan area: Cooper-Hewitt, National Design Museum and the George Gustav Heye Center of the National Museum of the American Indian are located in New York City. As an international institution, it offers the world a picture of America and America a picture of the world.

The Smithsonian serves the public in many ways, including through our museums. Attendance is up significantly, and we received a remarkable increase of 6 million visits in fiscal year 2009, bringing total visitation to nearly 30 million. All of our museums are open 364 days a year and we are particularly proud to provide this experience free of charge at a time when so many Americans are under financial strain. I would like to take this opportunity to thank the staff of the Smithsonian for their hard work in accommodating visitors to our museums, public programs, traveling exhibits, websites, and in sharing the Smithsonian with the public in many other ways.

We have started a new era. As you know, last October the Smithsonian embarked on a year-long strategic planning process designed to provide focus for the many different parts of the Smithsonian and explain how they can work together to achieve an outcome that is more than just the sum of the parts. I am pleased to say because of the work of hundreds of people over the course of the past year, our new strategic plan has been approved by the Board of Regents and is now being implemented. Our process of developing the plan was unique in the history of the Smithsonian in that it was inclusive and considered the input of nearly 1,500 internal and external stakeholders who shared valuable insight into our future.

While we will certainly continue with the core activities of the Smithsonian, exhibitions, collections, preservation, scholarship and research, we now have new opportunities to better serve the American people. In addition to our museum visitors, we know there is a much larger underserved audience for what we have to offer. Our strategic plan will

allow us to expand our reach to hundreds of millions more people in the future, especially in rural areas, minority communities and other underserved populations.

The plan sums up the role of the Smithsonian as “inspiring generations through knowledge and discovery” and sets our new vision as “shaping the future by preserving our heritage, discovering new knowledge and sharing our resources with the world.” It provides a focus we have not had before by organizing our activities in four themes or “grand challenges:” 1) Unlocking the Mysteries of the Universe, 2) Understanding and Sustaining a Biodiverse Planet, 3) Valuing World Cultures, and 4) Understanding the American Experience.

The umbrella of the grand challenges provides a focus for the efforts of the many different units that make up the Smithsonian, allows us to build on what we already do well, and provides a basis for working across disciplinary and unit boundaries. To enable this interdisciplinary work, we will develop a set of “centers” designed to facilitate and promote interdisciplinary activities within and across the themes. The plan also is a call to action to broaden access to our content and revitalize education at the Smithsonian. These are transformative areas of opportunity for us that will enable us to combine the power of our museums and science centers with new technology to reach new and diverse audiences across the country and the world.

Federal funds will be one element financing the strategic plan. The plan will support a major capital campaign that we hope will greatly increase philanthropic contributions to the Institution. I also believe that the strategic plan will greatly improve the Smithsonian’s ability to compete for and win grants and contracts, and that greater exposure to our expertise and our collections will create new business opportunities. I am fully committed to doing my best to raise the needed funds in all these ways to minimize the cost of the plan to the Federal government.

I am hopeful that five years from now, we will be able to look back at this plan and say we got it right, and that we accomplished great things because we focused and worked together across disciplines in new and creative ways.

This is a challenging time for our country, and we understand that as one of our nation’s key institutions we must look for ways in which we can improve our service to the American people. To do this, we must be innovative, focused, nimble and more self-reliant than in the past. We will seek excellence in all we do, and with the continued support of the American people we will achieve it. We are optimistic about the future.

This past summer more than one million visitors enjoyed the 43rd annual Smithsonian Folklife Festival on the National Mall. We have 165 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people throughout the country each year. Every year, the Smithsonian Associates (TSA) presents more than 1,000 programs featuring renowned scholars, celebrated personalities, and opinion leaders who share their innovative ideas and

scholarship. The Institution's reach is further expanded through the Emmy Award-winning Smithsonian Networks, which now reaches millions of households.

The Institution has worked hard to attract new audiences and engage visitors while they are here. Last year, we opened 90 new exhibits that were remarkable in their range and diversity. The National Museum of American History reopened last November after being closed for two years and has seen more than 4.6 million visitors since that time. This represents a significant, 40 percent increase in visitation over previous years. This year was made even more eventful as we celebrated the Presidential Inauguration, the premiere of the movie "Night at the Museum: Battle of the Smithsonian," the 40th anniversary of the landing on the Moon, as well as the opening of a new public viewing observatory at the National Air and Space Museum. Smithsonian scientists discovered new planets that look like the Earth and a number of new living species, including a giant three-foot rat in Papua, New Guinea.

Museum visitation is a visible part of our traditional role, but we are steadily exploring uses of technology to allow us to broaden access and reach new and larger audiences. Our collections, more than 137 million artifacts, works of art and scientific specimens, document our history and represent the natural and cultural diversity of our world. The Smithsonian protects our nation's treasures: moon rocks, tiny fossils, giant squid, the Star-Spangled Banner, Edison's light bulb and Morse's telegraph, the Wright flyer, the Apollo 11 command module Columbia, Lewis and Clark's compass, Mark Twain's self-portrait, and much more. We received more than 188 million visits to our various websites in fiscal year 2009, and we must use all the tools of modern technology to increase that number and bring these treasures to a broader, more diverse audience—especially students and teachers.

In February, we held a free two-day Internet seminar on Lincoln for teachers and students all across the country—and around the globe. More than 6,000 organizations participated in the virtual conference from more than 2,000 different cities and towns in all 50 states and more than 80 countries on six continents.

In October, the Smithsonian Center for Education and Museum Studies (SCEMS) and our Office of the Chief Information Officer offered our second free online educational program. The second program was about climate change, an issue that fits well within the second grand challenge area, protecting the biodiversity of the planet. SCEMS set up the program, advertised it, coordinated it, and worked with the Chief Information Officer to create the on line structure for it. The program itself was composed of lectures and panel discussions by Smithsonian experts from seven of our units and drawn from the fields of archeology, art history, conservation biology, environmental education, history, paleontology, and marine sciences, among others.

It was a resounding success, with 4,500 participant organizations taking advantage of the opportunity to blog and ask questions live. The participants were from all 50 states and more than 100 countries, including hundreds of universities, NGOs, and non-profit organizations. Several universities had classes participate and even web cast the program

on their networks. Teachers are already talking about lesson plans they are going to develop from the material, and the program continues using archived sessions that allow new participants to join in the ongoing dialog. This program illustrates how we delivered a powerful message concerning a current event by assembling and coordinating the remarkable team that came from multiple disciplines at the Smithsonian.

These and other programs are indicative of our ability to help improve education. For example, the Smithsonian American Art Museum (SAAM), in partnership with the Department of Defense Education Activity, provides professional development, curriculum resources and videoconferences for K-12 teachers and students in schools for children of military service members located on bases in the US, Europe, and the Pacific. The Smithsonian American Art Museum is also using social media to expand education opportunities, including online games. This July, the Museum co-presented with Cisco Systems Inc. at the National Educational Computing Conference and offered a three-day workshop for educators in Los Angeles. The National Museum of African Art has been recognized for its award winning website, notably the children's page.

In addition to the physical museum visitors and those who go to our web site, we are using social media to build communities that are entry points for engagement with the Institution. Social media enable us to tell Smithsonian stories to our fans and followers in different and dynamic ways: videos, photos, Web sites and blog posts. Since October 1st, we have had 133,917 video views on YouTube, 34,000 Facebook Fans and 16,000 Twitter followers, where we rank among the 5 most visited museum sites.

The Smithsonian Latino Center has received outstanding reviews for the opening of its "virtual museum" using Second Life, where visitors can see our Latino collections and experience music and oral history with the touch of a computer mouse.

To generate more new ideas to use technology to reach new audiences, we held a "Smithsonian 2.0" digitization and social media conference and listened to 30 outside technology entrepreneurs offer their fresh ideas. We plan to digitize more of our collections and increase access to our expert scholarship. Roughly 1% of our collections are on display, and we need to increase rapidly the collections available online. We are making incremental progress. For example, the National Museum of Natural History makes accessible more than 5 million catalog records and 640,000 digital images via the Web for students, scientists, and government officials from around the globe. With a grant from the Terra Foundation for American Art in 2005, the Archives of American Art has undertaken a six-year digitization effort which will result in approximately 1.2 million digital collection images made accessible via the Web by the end of 2011.

The National Postal Museum's Arago website currently features more than 13,000 philatelic and postal history objects from the Museum's collections, using the Internet to permit more than 100 expert volunteer researchers to contribute original research and cataloging of the objects presented. The Freer and Sackler Galleries recently launched the first 2.0 Web catalogue of the Museum's collections, featuring 900 Mainland Southwest Asian ceramics, color images, detailed curatorial notes, a library of

commissioned essays and translations, and a bibliography of more than 1,300 citations. Ceramics enthusiasts and scholars from around the globe were introduced to the new online catalogue in June during the Galleries' first international webinar. The interactive Field Notes section of the catalogue enables researchers and the public to post their own comments and findings, creating a worldwide community of scholarship.

Smithsonian museums, archives, and libraries have collaborated to create the Collections Search Center, a one-stop-searching center for the public of Smithsonian collections. This fast growing Collections Search Center currently contains 2.3 million records with 280,000 online media, including images, sound files, videos, and electronic journals.

These and other programs utilizing web-based technology will be built into a more formal, and broad-based approach to deliver educational activities by the Smithsonian because the strategic plan identifies "revitalizing education" as a major Smithsonian priority. The Smithsonian has an important role to play in inspiring new generations about science, history, art and culture and can be a partner in collaborating with formal education in these areas. To help coordinate strategies and efforts, with the help of a generous donor, we are creating a new pan-institutional position of Director of Smithsonian Education to oversee these efforts. It is hoped that this new Director will be in place by early 2010.

Nearly 4,000 teachers participated in person in Teachers Night events in fiscal year 2009 in Washington, DC and Durham, Nebraska and another 1.5 million received educational publications from the Smithsonian. Our education web site, SmithsonianEducation.org won the People's Voice Webby Award for best cultural site for the second year in a row. In addition, the Council of Chief State School Officers (CCSSO) and the Smithsonian Institution continue to work together to develop new instructional materials and offer teachers professional development that addresses common core state standards.

Our efforts in science education are growing. The National Museum of Natural History has embarked on an ambitious effort to produce a web page for all living species that can be used by science teachers, scholars, researchers, and others around the world for free. More than 190,000 species pages are already posted on this "Encyclopedia of Life" and in 2009 alone we have had more than five million hits.

For the past 24 years, the Smithsonian's National Science Resources Center (NSRC) has leveraged the research and expertise of the Smithsonian and the National Academies to develop much needed science education materials for the classroom in partnership with government agencies, academic institutions, corporations, and museums. NSRC materials are now used in K-12 science programs in more than 1,200 school districts, representing 30% of the U.S. student population, or 19 million students.

More than 500 Smithsonian staff scientists, assisted by approximately 500 fellowship appointments and hundreds of international collaborators, work on astrophysics, reproductive biology, forensic anthropology, invasive and endangered species, paleontology, marine biology, wildlife conservation and more—including climate change

and biodiversity. In addition, the Smithsonian has more than 1,300 interns working on research, as well as all operational areas of the Institution.

Relevant Smithsonian research using our collections and long-term databases illuminates past and present climate change, potential mitigation strategies and human adaptations. Our research includes measuring atmospheric pollutants and greenhouse gases from space; studying the effects of increasing CO₂ gas on Chesapeake Bay plant communities and Florida coastal wetlands; and creating vast, linked observatory networks for measuring climate change impact on flora and fauna at our centers in Virginia, Maryland, Florida, Panama and worldwide through collaborations with others. Funds provided in the fiscal year 2010 appropriation help support our newest initiative in this area, the Smithsonian Institution Global Earth Observatories (SIGEO). The initiative is a global collaborative network of 34 plots feeding key environmental data into a common database so we can track changes in forests around the world. One of those collaborators is the University of Washington at Wind River.

In the Arctic, our anthropologists work with native people to understand their adaptations to increasingly unpredictable weather and shrinking sea ice. Our strengths in this area and our convening power allowed us to hold our recent symposium on tropical deforestation, which received media attention around the world. Recognizing our strong leadership in observational science, the Smithsonian National Zoological Park's 3,200-acre Conservation and Research Center in Front Royal, Virginia, has been selected as a core site for the National Ecological Observatory Network, or NEON, a planned continental-scale ecological observatory. NEON is a project of the National Science Foundation.

The Smithsonian Environmental Research Center (SERC) is a leading national and international center for research in the area of non-native species invasions in coastal ecosystems. A primary goal of SERC's research on non-native species invasions is to advance the fundamental science, which is critical to developing effective management and policy. Our research aims to address gaps between science and policy, providing the scientific understanding necessary to inform and evaluate management strategies for invasive species. For example, while surveying the hulls of boats in San Francisco Bay, a SERC researcher recently discovered Wakame (wah-kah-may), a large golden-brown kelp native to the waters off Korea, China and Japan. Wakame may pose a potential threat to California's native algae and its rapid growth and fouling-potential could also cause economic problems for marina operators and oyster growers. While much of the marine invasion research has focused on commercial vessels, SERC colleagues are trying to go beyond that to tackle the role of recreational boats as well.

Smithsonian scientists examined the feather remains from the January 15th US Airways Flight 1549 bird strike near LaGuardia airport that resulted in the plane landing in the Hudson River near New York City. The scientists determined not only the species (Canada goose), but also that the birds involved were from a migratory population. This knowledge is important to aid the development of future mitigation strategies at airports. This is the first time that molecular genetic tools and other detailed analyses have been

applied in a forensic case to provide essential, detailed data on the species involved and their geographic origin.

Beyond research in the sciences, our scholarship extends to art, history and culture. As our country becomes more diverse, it is important to support and strengthen the cohesiveness of our society. The Smithsonian helps reinforce the elements of cohesiveness through our history, traditions and aspirations. Our artifacts and specimens tell wonderful stories illustrating the unique contributions of the people who make up this great nation. We tell the story of what it means to be an American.

As mentioned, the revitalized National Museum of American History has welcomed more than 4.6 million visitors since it reopened last November. The centerpiece of the renovation is the Star-Spangled Banner Gallery, with a new home for the flag that flew over Baltimore's Fort McHenry during the War of 1812. Visitors are also flocking to exhibitions such as: *Abraham Lincoln: An Extraordinary Life*; *America on the Move*; *The American Presidency: A Glorious Burden*; and *The Scurlock Studio and Black Washington: Picturing the Promise*.

The Scurlock exhibition is a product of the National Museum of African American History and Culture (NMAAHC). Funds provided in fiscal year 2010 have permitted us to sign the contract to begin the design for the museum. Through its historic place on the Mall, next to the Washington Monument and close to the White House and the Lincoln Memorial, and its compelling content, NMAAHC will tell an essential part of the American story. It will be told as only the Smithsonian can tell it—through its collections, curators, and the American people.

NMAAHC is just one example of how we will expand our efforts to reach out to diverse audiences. The National Museum of the American Indian, the Smithsonian Latino Center and the Smithsonian Asian Pacific American Program also help us develop exhibits, programs and strategies to tell the stories and celebrate the contributions of the various cultures that come together to create the American story.

Art offers us different ways to look at the world and the Smithsonian collections do so through the lenses of Asian, Latino, American, African American, Native American and contemporary perspectives. And you can learn about the art of design at our Cooper Hewitt National Design Museum in New York City. Visitors to our museums and web sites will see portraiture, performances, film and more that will surprise and inspire.

With the right resources we can do even more. Philanthropy is down for almost all charitable organizations. For the Smithsonian, we set our fiscal year 2009 fundraising goal, \$120 million, before the consequences of the economic downturn were realized. I am pleased to say that the Smithsonian ran counter to the national trend and exceeded our goal by 5.5%, ending the year at almost \$127 million. The Bill & Melinda Gates Foundation contributed \$10 million to the National Museum of African American History and Culture to support its capital campaign and the National Museum of Natural History received \$10 million from the John D. and Catherine T. MacArthur Foundation

for the Encyclopedia of Life consortium. This is the second \$10 million grant by the MacArthur Foundation for this project.

In all we do, we remain committed to the highest ethical standards. The Smithsonian's Board of Regents established an aggressive governance reform agenda to address the problems identified in 2007. The Smithsonian has implemented all 25 recommendations, though it will take more time to completely operationalize some of those reforms. Reforms included the creation of a new position for a Chairman of the Board and the establishment of an Office of the Regents separate from the Office of the Secretary. The General Counsel, the Chief Financial Officer and the Inspector General have direct access to the Board. We have developed a unified compensation approach for our senior leadership; all directors are prohibited from serving on corporate boards, and are on an earned leave system. The Regents have held two open public meetings that were well received by the public and the press. The 25 reforms are attached

We appreciate the independent review of the Government Accountability Office (GAO). We recognize that good governance is an ongoing process and, as mentioned, I am pleased that the 25 basic Governance Committee recommendations have been completed. That said, we agree with GAO that more always needs to be done. We are working aggressively to complete actions that flow from those recommendations as well as further recommendations made by GAO.

We also appreciate the good work being done by the Inspector General, and are working cooperatively with her to implement reforms in the various areas she has reviewed. Sound management practices are essential to the success of the Smithsonian, and we have a responsibility to ensure that our resources are managed wisely and effectively. With all these reforms, our goal is much more than to fix past problems; our goal is to become a leader in good governance. We are well on our way to achieving this goal.

As always, we strive to be as efficient as possible with every dollar we allocate.

The federal funding provided in fiscal year 2010 of \$125 million for the Facilities Capital Program and \$73 million for Facilities Maintenance will allow us to continue to improve the condition of the Institution's facilities, to design projects such as the National Museum of African American History and Culture, and to continue progress toward the National Academy of Public Administration (NAPA) and GAO-recognized annual goals of \$150 million for facilities revitalization and \$100 million for facilities maintenance, which are consistent with industry standards.

We are also moving forward with renovation of the Arts and Industries Building. With federal funds provided in the fiscal year 2010 Interior bill (\$12.6 million) and the American Recovery and Reinvestment Act (\$4.6 million), we are replacing the roof, repairing the masonry, removing hazardous materials and removing some interior partitions. In consultation with some of the most imaginative experts in the country, we have developed a comprehensive program for the content of the building, and are hard at work to actualize that program with dynamic and exciting designs. When it reopens,

hopefully in 2015, the Arts and Industries Building will serve as a gateway to the Smithsonian and provide an intersection between our education program and the four Grand Challenges identified in our new Strategic Plan. We have evidence of major donor interest, especially with regard to the innovative technology we will deploy in order to create a truly exciting experience for our visitors, both in person and online. I am confident the new language of the Legacy Fund will be a great incentive for donors.

The goal in the rehabilitation of this building is to learn from the past and make the building a showplace for the future, incorporating sustainable features for energy reduction, and use of natural day lighting and water capture from the 2.2 acre roof for reuse in garden irrigation.

In addition to the funding provided for the Arts and Industries Building, the Recovery Act also provided funding for infrastructure repairs at the National Zoological Park (\$11.4 million) and other infrastructure repairs across the Institution (\$9 million). Total Recovery Act funding for the Smithsonian was \$25 million. We have obligated \$22 million of that amount, or 89%, and the remainder is reserved for contingencies. These additional funds are being directed to critical repair projects that will further improve the safety and efficiency of our buildings.

I would like to thank the committee for the additional flexibility you've provided by extending the availability of the fiscal year 2010 Salaries and Expenses appropriations an extra year. The two-year availability will help us strengthen internal controls as necessary and will allow us to manage our resources more effectively and efficiently.

The Smithsonian is fortunate to have some of the brightest minds in the world. The passion, dedication and creativity of our 6,000 employees (of which 4,000 are federal civil servants and 2,000 are trust employees) and 6,000 volunteers are unprecedented. Our recent employee survey found that 92% of our staff believes their work is important.

The Smithsonian is entering a new era. We know we can help our nation and the world face many of the grand challenges that lie ahead in science, education, and issues of national identity. We have the capacity to tell the story of America and all its hopes, struggles, triumphs, creativity, contradictions, and courage. In today's challenging times, our mission is more important than ever. The Smithsonian looks to the future with a combination of realism and optimism, and appreciates the support of this Committee and Congress.

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