

**STATEMENT OF DR. G. WAYNE CLOUGH
SECRETARY OF THE SMITHSONIAN INSTITUTION
BEFORE THE
SUBCOMMITTEE ON INTERIOR, ENVIRONMENT, AND RELATED AGENCIES
COMMITTEE ON APPROPRIATIONS
U.S. HOUSE OF REPRESENTATIVES
ON THE FISCAL YEAR 2011 REQUEST**

April 14, 2010

Mr. Chairman and Members of the Subcommittee -

It is my privilege to appear before the Subcommittee to testify on behalf of the Institution's FY 2011 budget request, and share with you the future direction of the Smithsonian Institution as outlined in our Fiscal Year 2010-2015 Strategic Plan. I would like to express my appreciation for your continued support of the Smithsonian and its activities.

Over the next decade, the Smithsonian is committed to becoming more engaged than ever before with the great issues of our day. The Institution completed an unprecedented, year-long, planning activity resulting in a Strategic Plan that is interdisciplinary and entrepreneurial, and which has been embraced by both internal and external stakeholders. It calls for us to broaden access and reach new audiences by bringing the resources of our museums and research centers to people where they learn and live. It was approved enthusiastically by the Smithsonian's Board of Regents.

The plan identifies four "Grand Challenges" that bring focus to what we do, and allow for cross-cutting activities to flourish within the Institution and with external partners. These challenges are: *Unlocking the Mysteries of the Universe*; *Understanding and Sustaining a Biodiverse Planet*; *Valuing World Cultures*; and *Understanding the American Experience*. Our aspiration is to shape the future by preserving our heritage, discovering new knowledge and sharing our resources with the world.

We have structured our FY 2011 budget request around these themes and we have re-positioned our organizational structure so that we can achieve our ambitious goals.

As the largest museum and research complex in the world, the Smithsonian is uniquely positioned to meet the challenges and goals spelled out in the plan. The Institution is supported by authoritative scholarship that connects Americans to their cultural heritage and also acts as an international leader in scientific research and exploration. The Smithsonian consists of 19 museums and galleries, a system of 20 libraries, numerous research centers, and the National Zoological Park. All but 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. In addition, the Smithsonian has research

facilities in eight states and the District of Columbia, and has activities in nearly 100 countries, at sites ranging from the equator to both poles.

The Institution's collections include a remarkable 137 million artifacts, works of art, and scientific specimens. The Smithsonian preserves and displays many of our nation's greatest artistic, scientific, and cultural treasures, including objects that speak to our country's inquisitiveness, bold vision, creativity, and courage: Edison's light bulb, the Wright flyer, Lewis and Clark's compass, the only national collection of presidential portraits outside the White House, the world's largest meteorite collection, the only Neanderthal skeleton in this hemisphere, and Mark Twain's self-portrait.

To experience our unique collections, nearly 30 million individuals from across the country and around the world came to the Smithsonian during the past fiscal year (six million more than in 2008), and more than 188 million visited our various websites. This is our highest visitation level since FY 2000, and offers an indication that the Smithsonian plays a key role in the lives of Americans during difficult economic times. High visitation levels continue in 2010. The millions who make the effort and travel long distances to visit our museums speak to the quality and relevance of the 90 new exhibitions the Smithsonian launched in 2009, and the hard work of everyone — staff, carpenters, curators, security officers, scholars, scientists, and historians — to make the Smithsonian an exciting, inspiring place.

The Smithsonian has more than 6,000 employees, including approximately 650 scientists and scholars, and more than 6,600 dedicated volunteers. Additionally, the Institution has built a network of 167 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama so we can share our collections and expertise with others. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people throughout the country each year. This combination of volunteer support, philanthropic support, and our national and international reach makes the Smithsonian's activities a very good value for the appropriations invested by the federal Government each year. The support of the Administration, the Congress, and the American people is vital to all Smithsonian activities and the success of our mission.

I believe that our FY 2011 request is a strong budget that, when combined with our fund raising, business activities, and increased grant activity, will allow us to make great strides toward fulfilling of our Strategic Plan. If we are able to do this, we will make strong inroads towards our intention to significantly increase the audiences we reach and the people who look to us as a trusted source of information.

The Smithsonian's total request for FY 2011 is \$797.6 million. After addressing most of our non-discretionary needs with an increase of \$13.8 million for items such as legislated pay raises and inflation-related increases in rent and utilities, the requested Salaries and Expenses increase for programs and support activities amounts to \$14.6 million. These increases are partially offset by savings from an Institution-wide buyout and a small maintenance reduction that, together, total \$4.4 million. We also seek \$136.75 million to continue our Facilities Capital program.

Salaries and Expenses

For FY 2011, the Institution's Salaries and Expenses request includes four new line items that are tied directly to research and program activities embodied within the Grand Challenges of the Strategic Plan. The Four Grand Challenges articulated in the plan are intended to allow integration of the work of many disciplines. To make the most of our intellectual capital, we are creating centers, or consortia, to advance each of the Grand Challenges. These consortia are not new programmatic units, but leanly staffed offices that will focus and coordinate the work of existing museums and research centers to facilitate innovative scholarship and outreach. We set the expectation for them to attract additional funds in the form of grants, contracts, private contributions, and build partnerships with other research entities so we can leverage the federal funding we hope to receive.

Focusing on Grand Challenges

Unlocking the Mysteries of the Universe

Since the late 1800's the Smithsonian has played a lead role in developing the understanding of the fundamental nature of the universe, dark matter and galaxy formation. The Smithsonian, particularly the Smithsonian Astrophysical Observatory, will focus on applying the integrative research of its scientists to today's big questions regarding the origin and evolution of the Earth, planets, stars, galaxies, and the universe, thereby harnessing the collaborative energy of scientists, scholars, and cultural experts.

For FY 2011, we are seeking an increase of \$500,000 to conduct research through the "Universe theme" interdisciplinary consortium, using the Smithsonian's world-class collections and scholarly resources. Areas of specific focus will be the study of the origin and evolution of the Earth and solar system; the effects of geologic and meteoric phenomena on Earth's atmosphere and biosphere; research into the discovery and characterization of exo-planets in the habitable zone; research using our rich collections, including the national meteorite collection; and research into the next generation of ground- and space-based astronomical telescope mirrors and instrumentation that will enable the next generation of research.

Understanding and Sustaining a Biodiverse Planet

The FY 2011 request includes an increase of \$2 million for research that will be conducted through the "Biodiversity theme" interdisciplinary consortium, using the Smithsonian's world-class collections, field stations, and scholarly resources. Research will focus on such questions as: how to sustain a biologically diverse Earth; how does this diversity change across geography and through time; and how do we better understand the life-sustaining services of ecosystems and best sustain their contributions to human well-being locally and globally?

The Smithsonian's request also includes \$4 million to address global climate change issues that support many strands of the U.S. Global Change Research Program (USGCRP) by providing baseline data, measurements, and monitoring of change to the biosphere and atmosphere. These funds will support observation and monitoring capabilities to ensure a long-term, high-quality, and high-resolution record of the state of the natural variability and change in climate; improve our understanding of the natural and human-induced forces of change; and increase the accuracy of environmental models and projections of future conditions. Within this \$4 million request for Global Change Research, \$2 million will be focused on forests through the expansion and sustainment of the Smithsonian Institution Global Earth Observatories (SIGEO) network. SIGEO is a leader in the world in forming international partnerships involving twenty countries that have joined together to promote large-scale environmental monitoring and maintain banks of data allowing for sophisticated analyses. The request also would allow \$1 million to develop an important marine analog to SIGEO, with a global array of assessment sites focusing on coastal marine environments, and \$1 million for additional USGCRP priorities. SIGEO is also supported by about \$20 million in in-kind and financial support from government, private and international partners.

The FY 2011 request includes a \$1 million increase to maintain the Smithsonian's leadership in DNA barcoding. The Smithsonian is a leader in this international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. The new technique uses a short DNA sequence from a standardized position in the genome as a molecular diagnostic for species identification. As the recognized U.S. leader in DNA barcoding, the Smithsonian seeks to increase its capacity in research and training. The funds requested are part of a larger funding strategy that includes private support and collaboration with other Government agencies and international science funding agencies. The requested funds will allow us to make ongoing commitments to core infrastructure, which will also leverage external funding for more research activities. These activities directly support the biodiversity theme of our Strategic Plan, and also link to access initiatives, such as the *Encyclopedia of Life* and SIGEO.

This request includes a \$1 million increase to support the *Encyclopedia of Life*, (EOL at www.eol.org), an ambitious project at the National Museum of Natural History (NMNH), which will become a key repository of scientific information about virtually every form of life on Earth. The EOL is a Web-based, online database, which has financial, logistical and research support from numerous partners including private foundations. It is expected to encompass the 1.9 million known species of animals, plants, and other life forms in about 10 years. The database will be configurable for all types of audiences, from students and scientists, to policy makers and the general public, and is intended to allow free access to all. The NMNH is uniquely positioned to contribute to this global effort of documenting every known species currently living on Earth, through its extensive and broad collections as well as through the scientific staff who provide the context for these specimens. The specimens require scientific expertise to provide related ecological and evolutionary information.

This unprecedented research initiative is designed to broaden access to Smithsonian collections and knowledge, and share these resources with America and the

world. It includes collaboration with other parts of the Smithsonian and leading institutions across the country and abroad. The first phase of this initiative was developed with support from the MacArthur and Sloan Foundations, and currently provides access to 180,000 species pages, as well as 20 million pages of literature related to biological diversity, through the Biodiversity Heritage Library. The next phase of this project will expand information to 500,000 species pages and some 50 million pages of literature, as well as develop resources for students and teachers across the nation over the next three years.

Valuing World Cultures

Globalization has brought peoples and cultures of different backgrounds around the world closer together, heightening the need and the desire for greater mutual understanding, appreciation, and communication. The United States is increasingly engaging people around the world through cultural exchange and partnerships in an effort to promote human rights and democratic values, a major cornerstone of which is respect for a diversity of people and cultures. Leaders of museums and cultural institutions around the world look to the United States, and particularly the Smithsonian, for expertise and aid in preserving their own cultural heritage — from preserving the manuscripts of Timbuktu, the treasures of ancient Mesopotamia in the Baghdad Museum, and Indus Valley archaeological sites in Pakistan, to documenting dying languages and the knowledge systems they carry among indigenous peoples of Africa, the Pacific, and the Americas. The Smithsonian, with its position of respect, its unparalleled collections of cultural artifacts from around the globe, its breadth and depth of cultural expertise, and its capacities as cultural convener and instructor, can help our Government help others safeguard world cultural treasures, document and preserve priceless knowledge, and participate in forums for intercultural dialogue. Currently, for example, we are taking a lead role and working closely with the U.S. Department of State, the President's Committee for Arts and Humanities, and numerous American and international cultural organizations to help rescue and preserve Haiti's cultural heritage — the artwork, artifacts and archives severely endangered in the aftermath of the earthquake.

Our FY 2011 request includes an increase of \$500,000 that will allow the Smithsonian to focus more attention on manuscript preservation, materials science, site preservation, and knowledge systems, with expertise in Asian, African, and Latin American cultures at the National Museum of African Art, the Freer and Sackler Gallery, the National Museum of Natural History Department of Anthropology, the National Museum of the American Indian Latin American Research unit, the Center for Folklife and Cultural Heritage, and the Museum Conservation Institute. Specialists will work on the preservation of Smithsonian collections, energize their colleagues, and provide support for international exchange and engagement by expanding preservation knowledge through training and professional activities with cultural institutions around the world, particularly with those in Asia, Africa and the Americas.

Understanding the American Experience

The United States continues to evolve into a more diverse society, where no single racial, ethnic, or religious group will constitute a majority, and where the impact of global

movements of people and ideas is felt across the country. Understanding how diverse peoples have become one nation; how that nation has been shaped by various communities, individuals, leaders, inventors, heroes, and artists; how it has changed over time; and how our history, art, and culture connect to the world are of vital concern today. Exploring these issues helps us assess current challenges and opportunities and become responsible members of society.

As holder of the national collections — invaluable American art works; historical and technological artifacts and images; and extensive photographic, sound, and documentary archives — the Smithsonian is at the forefront of research institutions interpreting the American experience. The fourth Grand Challenge of the Smithsonian's Strategic Plan is to better document, interpret, and publicly present the rich and diverse cultures that have forged a national heritage that is uniquely American.

The FY 2011 request includes an increase of \$1 million to expand the Smithsonian's research activities in history, art, and culture in areas that have not kept pace with the demographic changes in the United States, and the increasing knowledge of the varied accomplishments, achievements, and stories of diverse communities which both historically and today form the fabric of America. The resources will provide curators and scholars greater opportunity to conduct the research and acquire the collections, where they presently lack artifacts and artworks, photographs and documentary records that represent varied communities. Additionally, the development of an Institution-wide center for *Understanding the American Experience* will enable the Smithsonian to support and coordinate efforts across Smithsonian museums and research centers; encourage interdisciplinary teams; foster partnerships with other scholarly organizations; develop new strategies for disseminating research results; and develop new sources of research funding. With these enhanced capabilities, the Smithsonian can develop a comprehensive approach to major research questions, creating exhibitions, symposia, publications, and on-line offerings on such topics as the Civil War and Civil Rights, Immigration and Migration, American Landscapes, American Democracy, and U.S. Aerospace History.

In addition to the increases for research in our Four Grand Challenges, the FY 2011 request includes increases in three other broad areas that support our plan: *Broadening Access* to all of our activities, collections, and technology, *Strengthening Collections*, and *Mission Enabling* activities that support the Institution's overall mission.

Broadening Access

The Smithsonian has the potential to become one of the most trusted and referenced sources of information on the World Wide Web by taking advantage of new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. Key to achieving this potential is developing enterprise systems, common processes, and shared resources and services to create and deliver digital assets. We have already tested pilot activities that have demonstrated the considerable value of online learning techniques. The FY 2011 request includes \$1.5 million to build the underlying systems and processes to create

a framework for future content delivery that will enable users everywhere to experience the national collections at the Smithsonian through technology.

The requested funding will allow us to continue building the infrastructure needed to digitize our resources, and to make existing digital assets more open and available; and will help guarantee that all digitization efforts move in concert toward the ideal of a unified, digital Smithsonian. As the Institution embraces the potential of sharing our knowledge and collections virtually, our Digitization Strategic Plan will ensure that digital assets are created and managed to maximize access and use, both internally and externally.

Also in the area of Broadening Access, our request provides an increase of \$100,000 for Latino programs. This increase will allow the Smithsonian to increase support for research, collections, public and educational programs, and exhibitions that will generate and advance knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, culture, arts, music, and science at a national level.

There is an increasing awareness at the Smithsonian of the need to ensure diversity and equity by including Latino perspectives, and of the opportunities inherent in such diversity. Latinos are the nation's fastest-growing minority and, consequently, the Smithsonian's potentially largest new constituency. Latino scholars, writers, scientists, and artists are making extraordinary contributions to our common fund of knowledge and culture. The increase will be applied to projects that are currently underfunded, and also initiate additional projects that reach a national audience. The requested increase will also allow the production of more virtual and traveling exhibitions and public programs, and offer more opportunities for participants in fellowship programs throughout the United States.

Strengthening Collections

This request includes a \$2.5 million increase for Collections care funding needed to improve the quality of preservation, storage, documentation, and accessibility of collections across the Smithsonian. Collections play a central role in carrying out the research and program activities in each of the Grand Challenges. Collections serve as the intellectual base for our scholarship, exhibition, education, and public programming activities. It is, therefore, imperative that we ensure that collections are properly preserved, stored, documented, and made accessible for researchers around the globe, federal agencies, and the general public.

Thousands of works of art, historical artifacts, and natural science specimens have been stabilized and catalogued with funds provided in previous years. Examples of progress made include the archival rehousing of the Apollo and Lunar Orbiter photographic collection, major improvement in the storage of spacesuit collections at the National Air and Space Museum, and inventory and preservation of the U.S. Armed Forces uniform collection at the National Museum of American History. In 2009, the Institution piloted the first survey of collections conditions across units. This request provides essential resources to address some of the identified needs. The request allows the Institution to meet professional standards of collections care and reduce the percentage of collections at risk of deterioration. The request includes funds for the National Museum of Natural

History to replace substandard storage that is currently detrimental and hazardous to collections and staff, and to digitize original handwritten collection ledgers, thereby increasing their accessibility for scholarly use. In addition, the request includes resources to improve animal welfare and safety for the living collections at the National Zoo, which is critical to maintaining the Zoos' accreditation by the Association of Zoos and Aquariums and compliance with the Animal Welfare Act. Our collections care initiative and FY 2011 request reinforce the Institution's commitment to the stewardship of federal scientific collections in support of the Smithsonian's strategic goal of Strengthening Collections and maintaining America's excellence and leadership in science and technology.

Mission Enabling

The Institution's request for FY 2011 includes an increase of \$700,000 to complete implementation of a revised, comprehensive security staffing plan that began in FY 2010. The new plan increases overall security staffing by creating positions for lower level gallery attendants and also addresses attrition problems by creating mid-level positions that help to provide a clear career ladder for the security force. It provides for an increase in security staffing without a permanent increase in cost. The plan will also allow us to attract candidates with skills better aligned for security officer positions. The request also provides \$620,000 to strengthen the Institution's governance and financial internal controls, as recommended by the Board of Regents.

Buyouts

The Smithsonian implemented an Institution-wide Buyout program as part of our effort to restructure our workforce in accordance with the Institution's Strategic Plan, and to help fill the anticipated gap in funding for salaries and benefits and other fixed expenses. Savings of \$3.7 million realized from the buyout in FY 2011 are included in the request as a partial offset to total increases.

Facilities Capital Program

The FY 2011 budget request of \$136.75 million for the Facilities Capital Program will improve the deteriorating condition of some of the Institution's oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. The FY 2011 request includes baseline revitalization requirements of \$106.2 million, as well as \$10.6 million for facilities planning and design, and \$20 million for design of the National Museum of African American History and Culture.

Major projects in our request for Facilities Revitalization include \$11.45 million to upgrade the utilities infrastructure and Sea Lion support systems at the National Zoological Park, and \$17.6 million to continue long-term renovation of the National Museum of Natural History building on the Mall. The request includes \$5 million to complete the alteration of the Museum Support Center Pod 3 in Suitland, Maryland, to provide appropriate storage for art and anthropological collections.

The request also includes \$16 million to begin renovation through replacement of an outdated facility and trailers with a reconfigured laboratory facility at the Smithsonian Environmental Research Center in Edgewater, Maryland, and \$7 million to continue the conversion of an uninhabitable school house at the Smithsonian Tropical Research Institute in Panama into urgently needed research and laboratory facilities. Together, these projects will provide more than 120,000 square feet of code-compliant laboratory and support space. The improved facilities will incorporate sustainable technologies and building methods that will reduce energy and maintenance costs.

For FY 2011, the Institution requests \$18 million to continue revitalization of the National Museum of American History building on the Mall by replacing components of the HVAC and power-distribution systems, and concluding the conversion of existing garage space to office and swing space for future revitalization projects. The request also includes \$8.9 million for the 64-room Carnegie Mansion, of the Cooper-Hewitt, National Design Museum in New York. The building was built between 1899 and 1902 and requires interior and exterior renovation work. Requested funds will upgrade the Museum's electrical distribution and emergency systems. The planned renovation and improvement of this facility is estimated to cost \$54 million, of which \$33 million is to be provided by private donations and the City and State of New York.

The Institution also requests \$22.3 million for critical revitalization projects which each cost under \$5 million.

In conclusion, this budget provides a strong impetus to our Strategic Plan so that we can better serve the American people and people around the world. It contains the first significant increase the Smithsonian has received for research in many years. We will use it wisely. The FY 2011 budget request supports our great exhibitions, museums, and research centers, and our passionate professionals who care so much about their work. The requested program increases will enable us to make even greater research contributions, and to enhance our relevance and expand our service to the country and the world.

We are grateful for the past support we have received and understand the need to use federal funding in the most effective way possible. To this end, we are in the process of conducting a study with McKinsey & Company to evaluate the need to improve our service delivery and to insure we are organized appropriately to meet the expectations of our new strategic plan. With your continued support, the Smithsonian can become a stronger resource for the American people and serve the millions who look to us for education and discovery. I am optimistic about the future of the Smithsonian. It is exciting to be part of that future and an honor for me to serve with so many people who are making a difference.