

ANNUAL OVERSIGHT OF THE SMITHSONIAN INSTITUTION

HEARING BEFORE THE COMMITTEE ON RULES AND ADMINISTRATION UNITED STATES SENATE ONE HUNDRED SIXTEENTH CONGRESS FIRST SESSION

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FIRST SESSION

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WEDNESDAY, MARCH 27, 2019

UNITED STATES SENATE,
COMMITTEE ON RULES AND ADMINISTRATION,
Washington, DC.

The committee met, pursuant to notice, at 10:30 a.m., in Room SR-301, Russell Senate Office Building, Hon. Roy Blunt, Chairman of the committee, presiding.

Present: Senators Blunt, Fischer, and Cortez Masto.

OPENING STATEMENT OF HONORABLE ROY BLUNT, CHAIRMAN, A U.S. SENATOR FROM THE STATE OF MISSOURI

Chairman BLUNT. The Committee on Rules and Administration will come to order. I want to thank my colleagues who will be joining us shortly and particularly thank Senator Cortez Masto who does a great job attending these oversight hearings, and others, Senator Klobuchar and others, will be here very soon.

I want to welcome our witness today, Dr. David Skorton, the Secretary of the Smithsonian Institution. Thank you Dr. Skorton for joining us. The Congress established the Smithsonian in 1846. It was a bequest by British scientist James Smithson, who generally left his estate to a country he had never visited, the United States. The purpose was to found an establishment for the increase and diffusion of knowledge.

So here we are almost 175 years later, the Smithsonian is now the world's largest complex of 19 museums, numerous global research and educational facilities, a zoological park, and a growing collection of 155 million objects and specimens. Dr. Skorton, the 13th Secretary of the Smithsonian Institution has guided the Smithsonian through several important milestones, including the 2016 opening of the National Museum of African American History and Culture. A successful fundraising campaign that raised nearly \$2 billion. He has also started implementation of the strategic plans for the institution, and of course that is one of the things we want to discuss this morning.

Regretfully, after 4 years of service, Dr. Skorton will be leaving this post in mid-June to lead another organization, but Dr. Skorton, on behalf of the committee I want to thank you for your service. In order for the Smithsonian to carry out its charge as an establishment for the increase and diffusion of knowledge, there are challenges that have to be addressed, including the aging facilities and a \$737 million deferred maintenance backlog that you will

probably want to talk about some today. Additionally, the lack of storage space for its continually growing collections.

Finally, the Smithsonian like many other Federal agencies also needs to strengthen and secure its information technology infrastructure. I certainly look forward to discussing your accomplishments, but also the challenges that you see, and we see ahead for the Smithsonian. Dr. Skorton, if you want to go ahead and make your opening comments, this would be the time to do.

**OPENING STATEMENT OF DR. DAVID J. SKORTON,
SECRETARY, SMITHSONIAN INSTITUTION, WASHINGTON, DC**

Dr. SKORTON. Thank you, Chairman Blunt, and Senator Cortez Masto, and Senator Fischer. It is a great honor to be here to discuss the state of the Smithsonian today and how I believe it can be an even more valued and effective resource for all Americans and the world in the years and decades to come.

As the chairman mentioned, my time at the Smithsonian is coming to an end in June. For the past nearly 4 years I have been fortunate to head this uniquely American institution, and as the chairman said, the world's largest museum, education, and research complex. I know that the Smithsonian will have many more opportunities to serve the American public and to capitalize on the strengths of the museum's research centers, libraries, and education centers, if we avoid potential pitfalls ahead. The extent of the Smithsonian's endeavor is really breathtaking. Our artistic, historical, cultural, scientific, and educational expertise, and programs, and collections are unparalleled.

Throughout the world there is really nothing like the Smithsonian. It all starts of course with our people, the researchers, collections management, exhibition staff, curators, facilities' administrative staff, and of course, our visitors. Today I would like to focus on our facilities. Many of these facilities are National historic landmarks that in and of themselves are actually part of our collections, and these buildings are imbued with historic and architectural value. Just as importantly, our facilities are critical to the experience of our 30 million visits. Our buildings need to provide safety and shelter for tourists, researchers, and employees alike. They need to function in order to enable our programs, exhibitions, research, and scholarship, and they must protect and preserve our collections held within. These collections in the aggregate are the Nation's collective memory and the Nation's collective identity.

At the Smithsonian, our buildings host millions of visitors each year, and each of these visitors, researchers, and staff relies on the facilities being operational and dependable. Thanks to you and your colleagues, and Congress's generosity, we have been able to begin, for example, a much needed revitalization of the National Air and Space Museum, the most visited museum in the United States.

There is still however much to do beyond the Air and Space Museum given the backlog that the chairman mentioned, and our 13.9 million square feet of leased and owned space, prioritizing the long-term care of these facilities is a sound and critical investment. Pennies spent on maintenance now can save dollars in the future. In their wisdom, Congress and the Administration have recognized

the need for that investment and have supported steady increases to our maintenance throughout my time as Secretary. In fiscal 2020, the President's budget includes \$84.5 million for our facilities' maintenance, which should be an increase of 6 percent above the enacted fiscal 19 level of roughly \$80 million. We are committed to continuing on this path toward a more sustainable level of care to our physical facilities, and thankful, very thankful, that you all and your colleagues have stood by us in this effort. In a short time, as was mentioned, our leadership will change, but our challenges will remain.

In the coming years it will be important not only to build on the progress we have made with your help, but to accelerate it. Our facilities are essential to the foundation on which our reputation was built and upon which our future success relies. Our growing maintenance backlog impedes that future in a number of ways. It requires us to react to maintenance problems instead of proactively maintaining assets. It forestalls our ability to take on ambitious projects proposed to Congress like new museums. It hinders our ability to preserve our ever-expanding collections, the source of wonder and inspiration for our visitors that underpins much of the critical research that we do.

Finally, it limits our ability to attract and retain our most underappreciated resource which is our intellectual capital. As my time comes to a close, I will be passing on to my successor the humbling responsibilities that come with leading this incredible organization. I will take many Smithsonian memories with me for the rest of my life but perhaps the most enduring, as the chairman mentioned, will be the opening of the National Museum of African American History and Culture. It embodies so much of what is special about our great American institution. It is a public square for Americans to have needed discussions about racial divisions and social inequities rooted in our shared values and experiences. The building itself, rising proudly on the National Mall in the heart of our Nation, symbolizes the strength that comes from diversity.

I thank you for your continued support. The Congress enables the Smithsonian to remain a dynamic institution that can and will adapt to the ever-changing needs of the American people. It has been my great honor to serve as Secretary.

Thank you.

[The prepared Statement of Dr. Skorton was submitted for the record.]

Chairman BLUNT. Thank you, Secretary Skorton. I am glad—again, we are glad you are here. I am sure there will be a time for multiple rounds of questions and there are lots of things that you brought up already and that we want to talk about that would be included in that. What would you think, as we approach this transition, you know, obviously transition planning, leave-taking is probably the hardest thing to do in leadership and I know you have given some thought to that.

But what would you see is the three biggest challenges for the next Secretary of the Smithsonian, assuming that they will serve in some portion of a decade or so, how would that—how would you see those challenges laying out for the person that I know the Search committee hopes to have in place before you leave but an-

ticipates that there will be some time without that top job being filled. What should that person be thinking about?

Dr. SKORTON. Thank you, Chairman. The first thing I want to say before I do answer a very important question that you asked is that the good news is that it is the people of the Smithsonian, the curators, the scientist, the researchers, the senior staff, some of whom you see sitting behind me, and the Board of Regents that are the glue that keeps the Smithsonian going. I have every confidence that those folks are going to make sure that any little ripples that might occur during the transition are smoothed out, and I have every confidence in the people who I just mentioned.

I do want to emphasize the Board of Regents is, to my knowledge, a unique governance system comprising nine private citizen, six Members of the Congress, three from the House, three from the Senate, the Vice President of the United States, and our Chancellor is the Chief Justice of the Supreme Court. They have a long view of the Smithsonian, and they will assure that we do not miss a beat going forward. But having said that, three things I will mention in no particular order.

One, because of the emphasis of my testimony, I am very concerned about the maintenance of the physical facilities. And of course every Federal agency has maintenance backlogs, and every place that I have worked in my career has had a maintenance backlog. I would never claim that we are unique, but I will say that the large press of American and international humanity that walks over our thresholds makes me concerned about their safety in the buildings. The animals at the National Zoo makes me concerned about their safety, and of course our staff and volunteers. We have that press of humanity that makes me very eager to follow the course that you all have set with us and that the President has recommended to continue to ratchet up the maintenance spending. So that is one.

Every time a suggestion is made for a new facility, and all these suggestions have tremendous merit, we are faced with the idea, if we are already behind on maintenance, 'how can we take on something that will eventually make us more behind?' So, I think it is a very important thing for the American people that working together we can find a way to close that gap as much as humanly possible. That is one. The second one is the issue of diversity, and diversity is a great strength of the United States as I mentioned. There is abundant academic research that shows that organizations and teams that are diverse make better decisions, do a better job, than teams that are not diverse. The cultural institution, industry if you will, and museums, and yes, even the Smithsonian, we have a long way to go to increase diversity.

We are making some progress. I am proud to tell you that in my time as Secretary, a fully 68 percent of our hires at the director level or above have been women or people of color, but we have a long way to go, and I think emphasizing diversity and diverse coverage in our public programs and exhibitions is enormously important. As our country becomes more and more and more diverse, our programs need to become more and more and more diverse. So that is the second one that I would mention. Then the third one, which I think is very, very important as well, has to do with the mix of

disciplines that we represent and operate at, if you will bear with me for a moment.

I am a physician and a biomedical scientist, and I have spent my career in the STEM disciplines, science, technology, engineering, and math, but as the chairman knows, I am very, very devoted to the idea that the Arts and Humanities and Social Sciences are critical to our country solving our thorniest problems. Interacting with people understanding the sociology of our great country is a way of solving problems that is necessary beyond the strict benefits of science. One of the enormous attributes of the Smithsonian is that we do everything from Astrophysics to Art History. We run the largest astrophysics group in the country in Cambridge Massachusetts with Harvard University. Then we have an enormous pool of art historians and others in the Arts and Humanities.

Focusing on the breadth as well as the depth in any one area is a challenge. It is a challenge at the Smithsonian. My predecessors have shown me the way to do that, and if I have accomplished anything at all in that regard, please take this as sincere, I have done it by following what Dillon Ripley did, what Wayne Clough did, what people who came before me did. I hope that the next leadership will see that as one of the great strengths, the combination of diversity, intellectual diversity, ethnic diversity on the one hand, and diversity of what we study and show the American public on the other hand.

Chairman BLUNT. Thank you. Senator Cortez Masto.

Senator CORTEZ MASTO. Thank you, Chairman Blunt. Doctor, thank you. Thank you for not only your service, I want to thank the staff. Incredible people that work at the Smithsonian along with the Board. You know, I am from Nevada, a Western State. It is always a treat and a unique opportunity when we get to travel to Washington and walk into the Smithsonian, any one of the buildings, for free and see the incredible history. It is very exciting for us, so thank you for all of the good work.

Doctor, you touched on really three issues and areas that I wanted to followup with you on, the first being the diversity. I so appreciate your comments there. I know, and I know you are familiar with this, I think it was in September 2018, UCLA published a report evaluating the Latino representation within the Smithsonian. I think right now there is what, a 5 percent of the employees are represented as Latinos and 6 percent Asian Americans. Have you put anything in place or any policies or protocols to increase that diversity when it comes to staffing, and particularly staffing in leadership positions in the Smithsonian? If you would talk a little bit about that, that would be great.

Dr. SKORTON. Thank you, Senator Cortez Masto. We have a long way to go with the Smithsonian regarding every ethnic group, and beyond the ethnic groups in terms of gender diversity and every other way. As I mentioned, and I do not want to repeat this too much, we have made some progress at the director level and above.

As I mentioned, two-thirds of our hires have been women or people of color, but that does not hide the fact that we have a long way to go. The UCLA report, like the report that we commissioned, 20 years ago of this, the report that ended up having a title of willful neglect, showed us a big problem that has not been entirely

solved. With all respect to my colleagues at UCLA, and I am UCLA person, there were some very helpful things in that report and unfortunately there were some things that were inaccurate.

For example, the amount of funds that they say we are spending, they say it is still \$1 million. It is actually \$2.5 million. In the new year, we hope it will be \$2.7 million and a bit more, but I do not want to argue about the fact that we need to do better. In terms—so that is in terms of the people aspect. In terms of trying to diversify an organization, a non-profit that is decentralized like the Smithsonian, in my earlier career I have tried many different expedience to do that. Many of them failed, and we are trying something new at the Smithsonian and it is too new to tell you whether it will rise or fall, but what I am doing is making the leadership accountable for two aspects of diversity.

First, I have asked the Board of Regents to judge me every year in part based on two aspects of diversity, the composition of the institution, and the climate of the institution. As you all know, and I feel foolish saying this to you because you are so aware of it but I will say it, that you can recruit all you want but if the climate of the institution is not one that allows someone from a group not well represented to feel safe and to feel the likelihood of success, then they will not stay and retention rates will fall and fall and fall. So, I have that as part of my job evaluation. The people, the nine people, who report to me at the top of the institution, so to speak, have that in their evaluations, and the provost, the Chief sort of Content Officer, or the person to whom the museum Directors report and the Research Center Directors report, he has charged each of them in their evaluations for being accountable for these two aspects of diversity. I do believe over the years that that direct accountability will yield benefits, but honestly it is too soon to say whether that is actually going to work.

The last aspect I want to make a very important comment on, specifically about the Hispanic and Latino programming, is separate from the leadership and separate from the rank-and-file staff and researchers and curators, the programs themselves have to reflect the growing diversity of America. I want to, I take no credit for what I am about to say now whatsoever, but since 1997 when the Smithsonian Latino Center was established, they have done an enormously, enormously effective job of increasing the coverage of culture, and science, and history, and other aspects related to the Latino and Latina experience. You may know the happy news that we have been able to establish a Latino Gallery, and a thanks to the family of the late C. David Molina, a physician in California, who developed a very prominent health care enterprise. The family has given us a wonderful \$10 million leadership gift.

So, we will have in the National Museum of American History the first physical space to cover Latino issues ever on the National Mall of the United States. I am thrilled and grateful to the Molina family because they allowed us to put wind in our sails to go forward, and I am especially thrilled that it will be in American history for two reasons Senator. One is that the fabulous foot traffic, if you will, over 4 million visitors a year, is an amazing chance for us to have people as they walk by see the Latino Gallery and walk in there. Then the other end of it is that I believe having the

Latino Gallery there will draw a lot of people who want to come and see that, and then will be able to enjoy many of the other wonders of the National Museum of American History. It is a job not finished yet. It is a job with a lot more to do, but I am very proud of my colleagues. I think we are making progress.

Now there has been for several Congresses, the introduction of a bill to establish a National Museum of the American Latino and of course, if Congress in its wisdom decides to do that, we will work with Congress and make sure that this is a museum an American can be proud of. My orientation right now is that we need to find some equilibrium about our maintenance issues, and while we are figuring that out, we need to push ahead vigorously with the diversity increase that we have mentioned, with the Latino Gallery, but also with all the other programs at the Smithsonian Latino Center.

I want to mention one other thing that is a National thing that that Center does. In addition to welcoming people to public programs and so on, the Latino Center for years and years has done its bit to train tomorrow's Latino leaders at various levels of their formal education. We have a very active group of alumni, if you will, who have been through some of the programs through the Smithsonian Latino Center, who are now beginning to populate the museum industry around the United States and begin to scratch the surface and make a difference throughout the country in covering these important areas.

So, thank you for a very important question.

Senator CORTEZ MASTO. Thank you.

Chairman BLUNT. Senator let us just go back and forth for a little bit. I will take a few minutes then you can have a few more minutes. Dr. Skorton, as you mentioned, the organization is unique, the structure is unique, the reporting to Congress is unique, the way you get funding and some of your restrictions even on how you can get private funding. You came to this job with an incredible background of leadership but again, the job is unique. What are a couple of things you know now that you wish you had known then?

Dr. SKORTON. Okay. Thank you, chairman. Thank you for asking me a tough question. I appreciate it. The first thing is that—so I am just rounding third base on my fourth year, and I have to admit to you that it is a rare week that goes by that I do not learn something that I did not know about the Smithsonian. This year of calendar 2019 is the year of music, and you probably are both aware of this, but many people are not aware that we have a record label, a nonprofit record label in its 71st year. It is fabulous. We have won seven Grammy Awards.

One thing that is a challenge is how various and variegated is the Smithsonian institution. Because of that variation, everything as I said from Astrophysics to Art History—you cannot run the Smithsonian as if it is a narrower kind of organization. Being College President, as you well know from your own experience as University President, has its own challenges but there is a common core of education that is the heart and soul of a college or university even though there is research, and athletics, and many other things.

The Smithsonian is so various, it almost defies comparison with anything else. One thing that I wish I knew when I came was to have many more healthy helpings of humility about how little I would know about the organization, and with respect to whoever follows me in this fabulous job, whatever she or he has as a background, they will also know sort of this much about the Smithsonian where there is this much to learn. That is one thing that I wish I would have known.

A second thing is that I have a long history of working on issues with which I have had the honor of interacting with the U.S. Congress and the executive branch, and even legislative branch, in the higher education sphere and in the research sphere. I was not aware of the extent to which I would have to understand the complexities of running an organization that is at one time a quasi-Federal organization and at the same time, if you will, sort of a non-profit, a private nonprofit. We are a trusted instrumentality as you well know it. It is sort of an unusual organizational setup, and I think had I been aware of the complexities of that, I would have availed myself of even more tutoring, if I can use that term, and I have had enormous tutoring, again, from these folks over my right shoulder. To this day they are trying to bring me up to speed, right up to about 5 minutes before the hearing started today. So that is a very important thing.

Then the last thing I would say is the fact that we can open our doors and accept tens of millions of people crossing our threshold, as the Senator said, free which is so fabulous, gives us this enormous responsibility not only to take care of the facilities, but to recognize that that visitor experience is the currency by which you would judge how we are serving the American people. In serving the American people who cross those thresholds, we have to serve those who have trouble seeing the exhibits, who have trouble hearing audio, who have trouble getting up a couple of steps, something that I have learned about in a temporary way with this injury. Part of our diversity work is also working on accessibility issues related to the organization. I wish I would have known before I came how much of a challenge that would be because of the, I believe it is fair to say, unprecedented and unmatched amount of visitors that we accept in.

Those are just some of the things, Senator, that I wish I would have known. Of course, I will be at the service of the Board of Regents and the new Secretary long after I am gone. I will just be across town and very willing to tell them all the things I wish I knew some 4 years ago. So, thanks for a great question.

Chairman BLUNT. That was a great answer, and hopefully your successor will look at it and think about it, and benefit from having that look back at what you would have known. Senator.

Senator CORTEZ MASTO. Thank you. So, Doctor, the maintenance backlog. Let us talk a little bit more about that. Did I hear you correctly, \$84.5 million was requested to address the maintenance backlog which is a 6 percent increase from the previous budget. Is that correct?

Dr. SKORTON. Yes.

Senator CORTEZ MASTO. Is that in total what you need to address the backlog?

Dr. SKORTON. Well, Senator it is a complicated answer so please, if you would bear with me—

Senator CORTEZ MASTO. Yes. If you would—and breakdown for this because I know there is always an ongoing cost from maintenance.

Dr. SKORTON. Right.

Senator CORTEZ MASTO. That is different than what we need for the backlog. If you could break that down, that would be helpful.

Dr. SKORTON. Sure. I would love to give you the context. Thank you so much for asking for that detail, Senator. So, our backlog, as the chairman mentioned, is hundreds of millions of dollars actually approaching \$1 billion of backlog. Now, forgive me for talking about such a thing as industry standards, but industry standards is to try to get somewhere between 2 and 4 percent of the replacement cost of the buildings in annual maintenance expenditures.

Now our replacement cost of our buildings is roughly \$8 billion, and I want to hasten to emphasize a detail Senator, that that is not a sort of a blue book value, so to speak. It is what it would cost to actually replace those buildings, \$8 billion. So, if you multiply that times 2 to 4 percent, you end up somewhere between, you know, \$160 and \$320 million. Now let's be optimistic and say we do get the \$84.5 million, that is going to be a little less than 1 percent or about 1 percent—call it 1 percent. So, it will be an increase and I would never be anything but enormously grateful for any increase that we would have. To stabilize the maintenance so that we do not continue to grow the backlog, will be somewhere between 2.3 and 2.4 percent of that \$8 billion.

To begin to make progress on reducing the backlog, in other words not just stay in equilibrium and not grow the backlog, but to begin to reduce it, we have to go above that 2.3, 2.4 percent. We have estimated obviously, you know, somewhat as an estimate, that a 3 percent goal would be terrific. Now I'm naive about a lot of things. I am not naive about saying that to change our maintenance budget to \$240 million a year which would be 3 percent of \$8 billion is a heavy lift for a country where there are so many competing demands.

That is why, as I mentioned in my testimony, oral statement, that I am so grateful that you all, during the time that I have been Secretary, have helped us to move slowly up that hill, but I do believe that eventually we are going to have to work with you all and your staff to begin to accelerate that rate of increase.

Senator CORTEZ MASTO. Even at 3 percent, what is the time-frame to cover the backlog? I mean—

Dr. SKORTON. Well it is going to take me to take a while, and I want—I know I am being sort of long-winded. I am not trying to run the clock down. I just want to make sure I give you the context—

Senator CORTEZ MASTO. Listen, it is only the two of us. We have plenty of time.

Dr. SKORTON. Well that is alright. That is alright. You know, it is March madness so wearing down the clock could be a cool thing anyway. But I do want to say that, again please forgive me for being redundant, I am endlessly grateful for the increase the President put in his budget and hopefully will realize this year, but one

of these days, for example, the castle, the oldest building, the iconic, if you will, Smithsonian building from which President Lincoln surveyed the Confederate troops from that tall tower. One of these days that building is going to fail catastrophically, and we will have problems.

What we do, what our maintenance professionals do with deciding where to put those precious dollars, that \$80 million hopefully plus dollars, is they break it into five different sort of segments of how urgent it is to do something. The most urgent segment being, if you do not do something there is an immediate risk of harm to people or to collections, and the fifth says you have, you know, maybe 7 to 10 years to do something.

The longer we wait, Senator, the more buildings begin to move up toward that more urgent end. Should you have time afterwards, in addition to some of our treasures from the collection, we also have some other things that I might not call treasures, which are examples of some of our maintenance challenges.

Senator CORTEZ MASTO. I know, I noticed. I am glad you mentioned that because I noticed you brought with you some artifacts and some art it looks like, predominantly from Missouri. Is there a connection here?

[Laughter.]

Dr. SKORTON. My Chief of Staff told me if such a question came up that I should talk about something else.

[Laughter.]

Chairman BLUNT. That is one of the great coincidences—

Senator CORTEZ MASTO. Oh, I see.

Chairman BLUNT. What is the—this is not your appropriations hearing so I do not want to go into a lot of depth on that topic. But what is the revitalization amount that you asked for every year, which is I actually think that Congress has been pretty generous on that item, and what is that money for?

Dr. SKORTON. It is fabulous. The National Air and Space Museum opened in 1976. Opened with the idea that we would in equilibrium have about 2.5 million visitors a year. The first year, we nearly doubled that and then we now have over 7 million visitors a year. So, the systems are worn out. Secondly, because of some construction ideas that did not turn out to be perfect, the cladding, the marble on the outside of the building is beginning to warp and needs to be replaced.

So, between replacing the systems, which we have known for years we have to replace because of the dramatic, dramatic visitorship, and between the somewhat surprising problem with the cladding, with the marble, we actually have to give America basically a new National Air and Space Museum.

Our estimates both our professionals and external consultations that we did at the time suggested that to do it right would be a \$900 million project. That about \$250 million of that would be money that we would raise philanthropically. Mr. Chairman, to redo all 23 galleries of the National Air and Space Museum, and \$650 million we hoped would be the contribution, enormous contribution of the taxpayer. You all have been unbelievably generous, just as you mentioned. You have used just the right word chairman. We are right on track. The project is on track and on budget,

and you have been stalwart in that. Roughly \$460 million has been committed to it by Congress to the current year that we are in right now, the enacted Fiscal Year 2019 budget, leaving us with \$190 million that presumably a \$100 in the next Fiscal Year and \$90 in the last fiscal year.

As you know by walking by the Air and Space or driving by it, we are at work right now. The museum will be open the whole time, but half of it will be closed for construction while the other half is being open and then vice versa. I want to thank you for something else that you have done for us. In order to deal with the precious artifacts that have to be put somewhere else during the revitalization and then long afterwards, you have given us funds to build a storage module out by Dulles. After the revitalization is over, that will still allow us enormous flexibility for continued collection storage.

I do want to emphasize if I might, I know it is a bit of a digression so please forgive me. The collection storage is another maintenance issue that we have quite separate and above and beyond the maintenance of those parts of the buildings where the people work. The collections, as you mentioned, you got the number exactly right, 155 million objects and specimens, is the completely irreplaceable part of the Smithsonian. We need to make sure that we are holding those collections, this is the collections of the United States of America, in conditions in which we know they will be there for the next generation and the next generation and the next generation, and we have some real issues there.

We have about 2.1 million square feet of collection storage all together, and we need to do something about roughly a million of those square feet, either replacement or, if you will to use your word, revitalization. I thank you on behalf of the Smithsonian for helping us begin to make a dent in what we have as a collection storage master plan.

Chairman BLUNT. With all those numbers that we just went through that—your maintenance backlog number again for the record is what?

Dr. SKORTON. Approaching \$1 billion.

Chairman BLUNT. Senator Cortez Masto.

Senator CORTEZ MASTO. Let me change subjects a little bit. Doctor, the strategic plan that was launched in 2017 includes technology as one of the means to expand the reach of the Smithsonian. As part of that goal, there is the idea of creating a research and development and testing lab designed to create and evaluate new applications and other technologies that will enhance the visitors' experience at the Smithsonian and museums all over the world. I just want to say I appreciate that the Smithsonian is establishing leadership in this area. In advancing museum related technology. Can you tell us a little bit more about that and how it is progressing?

Dr. SKORTON. Yes. Thank you very much. It is very, very important that we serve everybody, not just the lucky few, so to speak, who can come across our threshold. I want to say in passing that we have 214 affiliate museums in 46 states, and Panama, and Puerto Rico.

Those are locally owned and operated museums and other facilities who bare our imprimatur and who work with us. They help us and we help them. We also have the Smithsonian Institution Traveling Exhibition Service, and we have a subset of that service, Senator, called Museums on Main Street, MoMS. I love that acronym. We take things out to communities around the country with a median population of 8,000. The smallest community so far had a population of 845. I am a corny individual, but I love, almost brings tears to my eyes, to think that we are taking some from the Smithsonian to a community of 845 people and they get to enjoy some of this magic without having to get to Washington, which a lot of folks cannot afford to do.

The other way of getting there is through technology. We have websites. We have a social media presence, and so on. Over my shoulder is Julissa Marengo, who is our Assistant Secretary for Communications and External Affairs. Julissa and many other leaders are bringing us quickly into the 21st century by utilizing technology better. One thing that we have discovered, this will come as a big shock, is that we do not know everything at the Smithsonian. Because we realize we do not know everything, we are also working with partners, industry partners, and recently we had the honor of kicking off a project with Google at the National Air and Space Museum through the Google Arts and Culture Initiative.

We have found very gratifying interest in the tech industry of working with the Smithsonian. Why? Because the brand, if you will, of the Smithsonian is so stellar. People trust it. In an age where unfortunately Americans have lost certain trust in many kinds of institutions, museums and libraries and the Military tend to have high trust levels. We want to utilize that trust to work with industry, to learn from them, and to do things together. I want to give you a great example of that.

This year is the 50th anniversary of the magnificent landing on the moon, and we have as part of the collection at the National Air and Space Museum, the command module that was, you know, up there while the astronauts went down and touched on the moon's surface. You may or may not recall that the year after the actual moon landing, NASA, the National Aeronautics and Space Administration, took that capsule on a sort of a victory lap around America so everybody could have, you know, a chance to sort of be near that capsule.

Senator CORTEZ MASTO. I think I was six.

Dr. SKORTON. Sorry?

Senator CORTEZ MASTO. I said I think I was six when that occurred. I do not really recall that. I do recall the landing though.

Dr. SKORTON. Unfortunately, I was not six when it happened.

[Laughter.]

Dr. SKORTON. I was 20. I was 19 that year. By the way, when I was 19 I also thought I knew everything, but that lesson comes hard. But anyway, we are doing a mini, micro version of that, Senator, and we are sending it around to a few of our affiliates.

One of the things that we realized is that we want America to be able to enjoy that capsule without having to get close to it. So, we work with a company called the Autodesk, a computer aided de-

sign company and did an inside the capsule and outside the capsule three-dimensional scan so that we could buildup what computer people call a three-dimensional data structure, which then can be turned into an image that can be sliced, and diced, and rotated in 3D. Believe it or not, those folks, those geniuses who did that, our geniuses and the geniuses at Autodesk, found something that history had forgotten, some scribbles on the inside of the capsule by the astronauts while they were up there. How exciting that anybody can get access to those imagery. That is another example, besides our inside talent, how we are working with partners to learn what we can from the tech industry as a way to spread the wealth more broadly. So, it is a very, very important effort and we have a long way to go but we are making some terrific progress.

Senator CORTEZ MASTO. That is exciting. Thank you. Thank you again for all the good work that you have done.

Dr. SKORTON. Thank you, Senator.

Chairman BLUNT. So, Secretary—in an impressive way raised almost \$2 billion from 500,000 donors. Will any of that money go toward deferred maintenance?

Dr. SKORTON. First chairman let me say this as strongly as I possibly can, I take very little credit for that campaign. Wayne Clough, my predecessor, got that going. Had the courage to aim really high along with the people in our Office of Advancement and the Board of Regents. I sort of went from third base to home on that. So, I want to for the record say that this was—I just sort of did some of the cleanup at the end. But it was an amazing, amazing process. Almost \$2 billion dollars.

Most of that money, as any fundraising, as you all know very well, goes to a restricted purpose. So those funds went for things that are restricted. Some of them did go for facilities type things, but usually a person of whatever means will give something for a facility because of wanting to make some improvement in some area, like an exhibition, a gallery, something like that. In my experience, and I would never pretend that this is gospel, but in my experience it is relatively hard to get philanthropic support for real basic infrastructure.

Not to be facetious but it is hard to get someone to help us replace an HVAC implement. Now that does not mean you should not try. That does not mean when someone gives us money to name a portion of a building that we should not try and ask her or him to help us with maintenance, but the big broad-shouldered maintenance that has to occur everyday, sometimes every hour, I think it is not reasonable to think we could get that from philanthropy. I also want to say that opening a magnificent museum requires not only the place, requires not only the people who are the geniuses who make it possible to show the public what we have, and teach, and inspire, it also requires excellent professional security staff. It also requires a lot of other kinds of worker, and those are all part of the infrastructure of a running a museum, and those are also very, very hard. Now those are not counted in the strict maintenance backlog that we are mentioning, but those are all a part of what needs to be done with, I believe with all respect, with Federal support.

So, I think that we continue to be grateful. We continue to show you value for the dollars that you are investing in us and show you that we are not wasting the dollars and we are not being silly about how we prioritize maintenance, but I hope as time goes on, and perhaps you consider infrastructure spending in a general sense, that you will think about this little corner of America as a place that could use a little more help.

Chairman BLUNT. The parking facility at the zoo. I think we approved that on your recommendation and about a month later you decided not to do it. Now I am not in favor of doing things that you see flaws in that you did not see to start with, so I do not mean for this to be critical, but that was a fairly big decision on the part of you to ask for it in the Congress to do it. What was—is there a minute-and-a-half version of why that did not work out?

Dr. SKORTON. Sure. Let me take the first 15 seconds of a minute and a half to say that I think a critical piece of leadership is to realize when you have to change course and not to, you know, stubbornly pursue something that just does not make sense. We had a turnover in leadership. We had a turnover in thinking about it and in reassessing the idea.

Chairman BLUNT. You mean leadership at the at the zoo?

Dr. SKORTON. At the zoo.

Chairman BLUNT. Okay.

Dr. SKORTON. Also, just sort of thinking about it at the top of the organization. Any change in leadership is a chance to look at something a fresh, and nothing wrong with the first idea but on balance, we decided, I decided after listening to the new leadership and sort of reassessing it, that maybe it was not the best use of funds right now. That is basically what happened. The original idea of needing more parking and wanting to free up space that is currently being used for surface parking was still a good idea, but prioritizing all the things we need to do, we just decided it wasn't the highest priority.

Chairman BLUNT. Well there is no reason to pursue a priority that you decide should not be the top priority. I do not disagree with that. Senator, I know you have to leave in a little bit. Do you have another question?

Senator CORTEZ MASTO. One more. I know, Doctor, realizing the sensitivity of security initiatives, are you able to provide us with an update on the development of the strategic plan for security? I know there was a report on that previously.

Dr. SKORTON. Thank you, Senator. Security is a massive moving target in the world right now. Security for the Smithsonian breaks into various different categories. I will make this as quick as I can because I do not want to waste your time, and you have a lot to do today.

First of all, we have the physical security of the building. Unfortunately, we live in a time now where we have to take that more seriously, and we are asking for some help, additional help, in the 2020 budget to increase security, some increases that we would have hoped to have gotten in days going by and some increases that are more new.

I want to tell you that I am very, very grateful that you have been able to help us with security at the National Museum of Afri-

can American History and Culture. We do think we need more help than that. It also has to do with not just the quantity but the quality, and we are reassessing a lot of how we do the security, how the officers are trained, and so on, and that is all an ongoing effort. Then there is also of course cybersecurity which is massive. One of the things that I think is an important part of any organization is to audit how we are doing. We have the blessing of having an Inspector General.

The Inspector General Office for the Smithsonian has helped us to keep our eye on the ball in terms of all those kind of security that I mentioned, physical security, training of people, and cybersecurity. Again, it is a moving target. We will never be done trying to fine tune that security, but we are well on our way. I want to say again, as we talked about perhaps 45 minutes ago, that the continuity that the Board of Regents supplies cannot be overemphasized in its importance. They are keeping my feet to the fire and will, I predict, keep my successor's feet to the fire to keep thinking about all these security issues, the whole gamut, from physical security to cybersecurity.

Nothing is ever perfect in that domain as unfortunately we have learned, but we are doing well. I am proud of what we are doing, and I am proud of the fact that we are not satisfied.

Chairman BLUNT. Thank you, Senator, for your questions. I have about three more things to ask about, Secretary. One is on the information security front. I think one of the breaches was the information of who the donors were to the campaign. Am I right on that?

Dr. SKORTON. You know, I am going to have to get back to you, if you do not mind, to make sure I give you correct information. I wonder if I have exactly the breadth of that issue before I say something. It may not be correct. So, if you could bear with me, either later today or first thing tomorrow, we will give you chapter and verse on it.

Chairman BLUNT. Right. I think my information suggests that inadequate protection of the donors' personally identifiable information, and if that was a problem, it certainly is not a unique problem in the Federal Government. You know, we have had serious problems with this, and we have to deal with it Government-wide, but I think it is something that clearly you and your team have to pay attention to as we all do. There is way too much information out there without nearly enough thought as to how to protect it.

Dr. SKORTON. You bet.

Chairman BLUNT. Much of it given up way too voluntarily by the people that had it too and then not secured by others. On Air and Space, and then on the Fossil Hall Exhibit at the Natural History, what do you do to try to put information out to people coming to visit the Smithsonian of what might not be available that they would normally have expected, for instance, as some of that Air and Space collection has moved somewhere else while renovations are going on. How do you try to let people know that the thing they wanted to see and would normally be there, just might not be there when they come?

Dr. SKORTON. Well, I say this genuinely that as so often you have hit a really sensitive issue square on. This is an everyday issue for us not just because of the change in Air and Space and not just because of the imminent opening of Fossil Hall, but because we can only show a very tiny part of our collection any one time given the massive collection. The Directors at the individual museums try to do this. We have websites.

One of the things that Assistant Secretary Marenco, and I, and others, and the museum Directors are working on is a way to get more information out to people so they can plan their visit because that is really what you are talking about, Mr. Chairman, is planning a visit. Actually, we are stepping back a couple steps and taking on the job of reassessing the whole visitor experience at the Smithsonian, and that will include what you are talking about, Mr. Chairman, but will not be limited to that. That we want to make sure that the visitor experience starts the day someone dreams about coming and continues after they have left our premises.

One of the issues that we do run into is that not everything is available when they come, and even if it is available, how do you find it? Because people will sometimes, who are new to the Smithsonian, it is a great thrill to welcome someone who is new to the Smithsonian, they will think it sort of one place. You know, like where is the Smithsonian, and then they come and end up seeing that there is this big sprawling thing all over the place and even to New York City. We know that we need to do a better job of helping people plan their visits. We know that that is going to be done through technology largely, and through mobile technology at that.

We are on the path to doing that but far from the goal. One of the aspects of that, as you have mentioned, is someone comes thinking they are going to be able to see x, but x has been moved because of conservation, because of conservation of that entity. One of the difficult decisions that our curators make with the museum Directors to whom they report is what to have open to the American public. Some are there because of an actual exhibition on some topic, and then some are there because they are perennial favorites, like for example the first ladies' inaugural gowns is a sort of an evergreen exhibition people just love to see.

Chairman BLUNT. The last question I have for today and there will be other questions. The record will remain open for 1 week. I am sure I will have some other questions and members who were not able to come to the hearing will have some questions, but what about facilities like the Panama facility that are not in the United States? How many of those are there, and is that the biggest one? What do you do with those facilities located in other countries?

Dr. SKORTON. So, we do research in 140 countries, and in most of those places we do not have permanent capital facilities. The Smithsonian Tropical Research Institute to which you referred in Panama is our big overseas permanent research footprint. It is a fabulous place. If you have not had a chance to go there, Mr. Chairman, we would be honored to arrange a visit for you if you ever wanted to do that.

Those facilities are taken care of by a combination of local work, and work and expertise and advice from the facilities of professionals here in the United States. Anywhere we are a guest of the

country, if you will, we believe it is important to also work with local experts in that area, maintaining the same standards that we do here. I might take the moment that you brought that up to mention that we are working on our first permanent exhibition space overseas. That is a research space, and that exhibition space will be partnering with the Victoria and Albert Museum in London, in East London.

So, we work in a combination with locals and with the expertise of our professionals in our facilities. Mr. Chairman, we will get back to you right away on that campaign cybersecurity breach.

Chairman BLUNT. Alright. Well, thank you, Mr. Secretary. Thank you for the time you have spent today. As I said earlier, the record will be open for 1 week. We would like for you and your team to respond to any questions as quickly as you get them so that they can be put in that record.

[The information referred to was submitted for the record.]

Chairman BLUNT. It was great hearing, and I appreciate it. I am going to come down and look at the randomly selected material from the Smithsonian before I leave. The hearing is adjourned.

[Whereupon, at 11:33 a.m., the hearing was adjourned.]

APPENDIX MATERIAL SUBMITTED

**Statement of Senator Amy Klobuchar
Hearing on Annual Oversight of the Smithsonian Institution
Wednesday, March 25, 2019**

Thank you, Chairman Blunt.

I join you in welcoming Dr. David Skorton to the Rules Committee.

The Smithsonian Institution was founded more than 170 years ago, after a bequest from James Smithson, who wanted to create “an establishment for the increase and diffusion of knowledge.” This ideal has guided the Smithsonian Institution as it has grown over the years to become the global leader in research and discovery that it is known as today.

The Smithsonian Institution enhances our understanding of the artistic, cultural, scientific, and civic contributions that have shaped our nation and our shared American story. It is the world’s largest museum and research complex. With a presence in nearly every state and 145 countries, the Smithsonian is comprised of 19 museums, 21 libraries, 9 research centers, the National Zoo, and more than 200 affiliate institutions.

Minnesota is home to one Smithsonian affiliate institution, the Bakken Museum in Minneapolis. The Bakken features exhibits and STEM educational programs that are focused on electricity, magnetism, and Minnesota’s medical technology industry. It is also home to the beautiful Florence Bakken Medicinal Gardens. It’s certainly worth a visit.

And every year, millions do visit the Smithsonian museums. In 2018, the Smithsonian welcomed 29 million visitors at its museums and the National Zoo. And the museums on the National Mall are open 364 days every year and they welcome all of those visitors free of charge. Keeping the Smithsonian’s museums open and accessible remains a top priority.

The Smithsonian Institution faces several challenges, from revitalizing aging infrastructure and museums, to improving the diversity of its workforce and ensuring that all Smithsonian staff, researchers, interns and volunteers have a workplace that is free from sexual harassment and discrimination.

The backlog of deferred maintenance has reached a total of \$937 million dollars, and the overall assessed condition of Smithsonian’s facilities is “poor”.

The Smithsonian is working hard to address the backlog of maintenance. The most visible project today is the \$900 million dollar revitalization of the National Air and Space Museum, which will not be complete for another five years. That sounds like a long time, but not when you factor in that the museum will stay open to the public throughout the project.

In 2016, the National Museum of African American History and Culture opened, and it quickly became an architectural icon and one of the most popular museums on the National Mall.

One consequence of the great success surrounding the African American History and Culture Museum is that it adds even more pressure on the Smithsonian to expand. Today, there are efforts to build museums dedicated to the Latino American and Asian-Pacific American experiences and the history and contributions of women in America. I support these efforts and look forward to working with the Smithsonian on expansion while also ensuring that we address the maintenance issues facing existing museums.

The Smithsonian Institution is making progress to better protect its facilities, collections, staff and visitors from both physical and cyber threats but more must be done, and I will have a few questions on these topics later on in the hearing.

Finally, I'm looking forward to hearing from you, Dr. Skorton, on actions that the Smithsonian Institution has taken to improve how claims of sexual harassment, assault, and discrimination are handled.

When the victim of a sexual assault that occurred in 2011 continues to reach out and plead for change at the Smithsonian in 2019... eight years later...it raises deep concern. And it is unacceptable that a Member of Congress wrote to the Office of the Inspector General about the same assault case in 2016, and the decision on how to address that letter remains in question.

The Smithsonian Board of Regents has agreed to bring in outside counsel to review the Institution's training, policies and procedures.

This sounds like a positive step forward, but I want to ensure that this review will consider training, policies, and procedures not just from the employer's point of view but from the perspective of a victim of harassment. It's not enough to have policies and procedures in place, they have to be clearly written and comprehensive, and they need to be reinforced through effective training and informed managers.

Once the review is complete, I look forward to receiving a full briefing on it, including the recommendations it outlines.

To call the Smithsonian Institution a national treasure would be to ignore its global reach and the impact it has had since its founding. As the Smithsonian looks towards the future, I hope that we can work together to expand its reach and continue its success. Thank you, Mr. Chairman.

Written Statement of Dr. David J. Skorton, Secretary of the Smithsonian Institution**Testimony on the State of the Smithsonian****Committee on Rules and Administration, U.S. Senate****March 27, 2019**

Chairman Blunt, Ranking Member Klobuchar, and Members of the Committee, thank you for the opportunity to discuss the state of the Smithsonian today and how I think it can be an even more valued and impactful resource for all Americans and the world in the years and decades to come.

As you may know, my time at the Smithsonian is coming to an end in June. For the past three-and-a-half years, I have been fortunate to head this uniquely American institution, the world's largest museum, education, and research complex. As I transition into the next stage of my career, I know that the Smithsonian will have many opportunities to even better serve the American public and to capitalize on the strengths of our museums, research centers, libraries, and education centers—if we avoid potential pitfalls ahead.

So today, I would like to focus on what this cherished Institution means to me, what it means to the American people, and what its future holds.

The breadth of the Smithsonian's endeavor is breathtaking and unparalleled. Our collections are vast, representing an incredible scope and depth of artistic, historical, cultural, and scientific achievement. We are an internationally respected scientific and cultural institution that does cutting-edge research in many disciplines. Our 21 libraries collectively form one of the world's great repositories of knowledge. We have a vast array of educational material that learners of all ages can access online, in classrooms, and in our museums. Throughout the world, there is nothing like the Smithsonian. It all starts with our people, but I'd like to focus today on our facilities, many of which are National Historic Landmarks imbued with historic and architectural value.

Just as importantly, they are critical components of the visitor experience. We need to make them safe for tourists and employees alike. They need to function in order to enable our programs, exhibitions, research, and scholarship. And they must protect and preserve our collections held within—the nation's collective memory and identity.

The Smithsonian buildings host millions of visitors each year. Each of our visitors, researchers, and staff relies on our facilities being operational and dependable. Our Office of Facilities Management and Reliability has been able to maintain many of our critical systems beyond their intended lives, like those at the National Air and Space Museum. Thanks to Congress's

support, we have been able to begin a much-needed revitalization of this testament to American ingenuity and humankind's yearning to "slip the surly bonds of Earth."

With a deferred maintenance backlog of nearly a billion dollars, there is still much we must do beyond the Air and Space Museum. With our 19 museums and galleries, 9 research centers, and the National Zoo in addition to leased spaces for support functions, we must care for 13.9 million square feet of buildings.

Prioritizing the long-term care of our facilities is a sound and critical investment. Pennies spent on maintenance now can save dollars in the future. In their wisdom, Congress and the Administration have recognized the need for that investment and have supported steady increases to our maintenance throughout my time as Secretary. In FY 2020, the President's budget requested \$84.5 Million for our facilities maintenance; an increase of 6% above the FY 2019 enacted level of \$80 Million. We are committed to continuing on this path toward a more sustainable level of care to our physical facilities, and thankful that you all have stood by us in this effort.

In a short time, our leadership will change but our challenges will remain. In the coming years, it will be important to build on the progress we have made. Our facilities are the foundation on which our reputation was built and our future success relies.

The growing backlog forces us to make difficult choices. With a backlog of maintenance issues this large, we find ourselves having to focus on reacting to problems instead of proactively maintaining assets. Depending on the issue, reactive maintenance can be 10 to 100 times more costly than preemptive maintenance.

So far, we have been lucky to avoid some serious catastrophes. Recently at the Natural History Museum, an aging pipe from the 1960's that should have been replaced decades ago ruptured and flooded a collection storage area with hundreds of gallons of water. Miraculously, no artifacts or specimens were damaged. However, there are literally miles of pipe from the same era still in use there today.

At the National Zoo, we are constantly making emergency repairs to aging steam pipes that heat habitats that house some of the most endangered animals in the world. Our maintenance team has been incredible in their rapid response to these emergencies, but the need to constantly manage crises means that we fall further into a reactive state of operations.

Events beyond our control can also contribute to maintenance needs. Several of our buildings suffered damage in the 2011 earthquake, and the roof of one of our collections storage buildings collapsed in the infamous "Snowmageddon" of 2010.

Ultimately, moving from reactive care to preventive care would result in reduced overall maintenance costs, fewer breakdowns, energy savings, and decreased unplanned closures.

If things fall into severe disrepair, they can become much more costly capital projects, as we are currently seeing with the Smithsonian Castle. With Congress' support for our FY 2020 Facilities Planning and Design Request, we will begin design work for major revitalization projects including this iconic and historic site.

The choices will not get any easier in the years ahead, as a spate of museums built from the 1960s to the 1980s, like Air and Space, are also in need of revitalization and imminently require attention. The planning and design funding requested in FY 2020 will begin to address the future of the Arts and Industries Building and several other planned building projects. These projects, along with the Castle, represent the core components of our twenty-year plan for the South Mall, a series of capital projects required after decades of deferred maintenance.

As part of our planning process, we continually look for new approaches, materials, and designs to reduce the long-term maintenance needs of our buildings, improve their efficiency, and enable them to operate more sustainably.

All of these projects are necessary in some measure because of our continued popularity as a destination. The tens of millions of visitors from across the world who pass through our doors every year put wear and tear on facilities, and they come in greater volume than we could have ever anticipated. When Air and Space was built, we expected 2.5 million visitors per year, not the 7.3 million we see annually today. When Natural History was built in 1910, the thought of 6.9 million visitors per year was simply unfathomable.

Similarly incomprehensible was the fact that one day we would have 155 million objects and specimens in our collections needing to be stored, maintained, and prepared for research and display. To most of our visitors, the collections we have largely define the Smithsonian. That is because there is nothing like the real thing to inspire imagination and spark a lifetime of learning. Our collections span the breadth of human interest and knowledge. From the smallest insect to the Space Shuttle Discovery, from Georgia O'Keeffe's *Yellow Calla* oil painting to the biplane used to train the Tuskegee Airmen, our artifacts and specimens are what draw people to our museums. Our collections are a vital national asset, and we are always striving to improve storage conditions, striking a balance between preserving the collections and providing access to them.

The spaces that house and preserve our collections are not immune from deterioration either, with many deferred to the point of requiring capital projects. For example, we continue to use spaces in our Garber facility that were meant to be temporary when constructed in the 1950s. In FY 2020, we will continue design development for the new MSC-Suitland Pod 6 collections storage building that will include a jointly-funded storage space for the National Gallery of Art.

By partnering, we gain a shared facility that will address the needs of both the Smithsonian Institution and the Gallery at significantly lower cost than two independent facilities. Our collections space framework plan outlines a strategy for improving all our collections facilities, but it is a long-term plan and maintenance needs will continue as we work to implement it.

The collections are only the starting point for a voyage of discovery and inspiration. They are valuable resources for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey.

We use collections acquired a century or more ago to examine our changing planet, the spread of invasive species, and the loss of biological diversity. Federal, state, and local authorities use our collections to answer questions about volcanic eruptions, oil spills, and airplane accidents caused by bird strikes.

Our scholars, researchers, educators, and curators compose a part of the Institution that is equally important to maintain as our facilities and collections: our intellectual capital. The Smithsonian's big thinkers are tackling some of the world's most vexing challenges.

For example, to help mitigate the effects of the extinction of multiple species of coral, the Smithsonian Conservation Biology Institute is creating a large repository of frozen coral tissue. It is critical to the more than 1 billion people worldwide who rely on coral for food, medicine, and their livelihoods.

Smithsonian scientists work alongside public health officials to help prevent the next major pandemic. Veterinary scientists and pathologists from the National Zoo and the Smithsonian Conservation Biology Institute conduct regional wildlife pathology workshops to train biologists and conservationists to recognize, identify, and stop the next global health threat in its initial stages.

These and other Smithsonian projects foster international collaboration and bring together governments, foundations, and global thought leaders and scientists. We bridge cultural and scientific disciplines and borders, whether rescuing art from the rubble of damaged galleries and museums, helping to save endangered species, or inspiring tomorrow's artists, scientists, and leaders across disciplines.

For our continued success, the Smithsonian must continue to attract and keep the people who preserve and put our artifacts in context, interpret why they are important, and explain that to the world. We never know when something in our collections will lead to a new line of scholarly inquiry.

The Smithsonian's strategic plan outlines a path to achieving greater reach, greater relevance, and more profound impact, and technology is at the heart of that. One goal is to reach a billion

people annually with a digital-first strategy. Another is to understand and influence 21st-century audiences.

It is why we have put so much time and effort into enhancing the museum experience with technology and digitizing our collections at an accelerating pace.

And if we are to fully serve 21st-century audiences, we will have to be more inclusive, more accessible, and more diverse. Cultural institutions are uniquely equipped to inspire, and we can magnify that ability when we truly reflect the rich tapestry of humanity.

That spirit inspired us to begin the creation of the first ever Latino Gallery, and with the help of Congress, to establish the Smithsonian American Women's History Initiative. Each will draw from across the Institution for content and programming.

And our newest museum, the inspiring and thought-provoking National Museum of African American History and Culture, is the embodiment of the need to more fully represent our visitors and society at large.

I will take numerous Smithsonian memories with me for the rest of my life, but perhaps the most enduring will be the opening of that museum, a joyous celebration that seemed to overflow from D.C. to the rest of the nation. It was a moment long overdue, but one worth the wait.

The African American Museum has succeeded wildly in telling the full story of America through the lens of one people's experience. It is a public square for Americans to unite around our shared values and experiences while engaging in needed discussions about racial divisions and social inequities. It brings together artifacts, programs, and scholarship in a profound way. And the building itself, rising proudly on the National Mall in the heart of our democratic seat of governance, symbolizes the diversity and inclusion that strengthens the nation. Since its September 2016 grand opening, this museum has welcomed more than 5 million people.

I am so proud of my time here and the things accomplished by my colleagues during my tenure. We demonstrated that we can convene important conversations that enter the public consciousness. We showed that the Smithsonian is resilient and as relevant now as it has been during its first 173 years of existence. And we proved once again that our people are the real magic of this place. My colleagues' skill, curiosity, and dedication are unparalleled. Though there are challenges ahead, as with any institution, new and exciting opportunities await on the horizon.

Five decades ago, one of my predecessors, Smithsonian Secretary S. Dillon Ripley, wrote a statement to Congress about one of the defining moments of humanity that happened in 1969, the moment when Neil Armstrong became the first human being to set foot on another celestial body. As Ripley wrote, "Through the astronauts all of us have now somehow touched

the moon.” He noted that the Smithsonian had played a small part in the triumph, because his own predecessor, the fourth Smithsonian Secretary, Charles Walcott, had worked to create the National Advisory Committee for Aeronautics, the precursor to NASA.

In the next 50 years, who knows what advances await us? Perhaps we will colonize Mars, cure deadly diseases, or eradicate global famine. We may even discover life on another planet. If we do, it may be thanks to the Giant Magellan Telescope, a massive ground-based telescope our Smithsonian Astrophysical Observatory is helping develop as a part of an international consortium.

Efforts like these to answer life’s big questions and solve our thorniest problems will take a concerted effort from government, the private sector, individuals, and institutions. I believe it will also take the wisdom of the arts and humanities integrated with the sciences. I am confident that the Smithsonian will continue to be a critical voice in those efforts, adding valuable insights in the spheres of art, culture, history, science, and education.

Thank you for your continuing support. The Congress makes it possible for the Smithsonian to remain a dynamic institution that can adapt to the ever-changing needs of the American people. It has been my honor to serve as Secretary.

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Senate Committee on Rules and Administration
Annual Oversight Hearing on the Smithsonian Institution
March 27, 2019
Questions for the Record
Dr. David Skorton

Chairman Roy Blunt

The Smithsonian's Succession Planning:

- 1. Succession planning within an organization is important for stability and morale. As Secretary, what policies or programs have you established to assist with succession planning at the Smithsonian?**

As Secretary, I have continually stressed the importance of succession management as a vital part of our organization's overall human capital management approach. I established the Executive Succession Planning Program with both short-term and long-term components.

To address our short-term needs, we identified individuals who can step into leadership roles in the event of a sudden need, and we refresh that list annually so that we are prepared to make temporary leadership assignments should the need arise.

To complement that, we have leadership development initiatives that provide individuals with broad Smithsonian exposure in order to position them for leadership opportunities in the long-term. Programs like our Executive Leadership Development Program and our Palmer Leadership Development Program help the Institution build deeper bench strength to meet future long-term needs.

- 2. What is your plan to ease the transition and facilitate the success of the next Secretary?**

The Institution has already begun the process of preparing for the transition to the next Secretary, and an extensive set of briefing books and materials are being developed to help the next Secretary quickly develop the knowledge base needed to lead the Smithsonian.

The transition process is embedded into the search for the next Secretary, as candidates for the position are being provided with progressively more detailed background information as they progress through the stages of the search. The transition materials that will eventually be provided to the new Secretary will build on the materials the candidates received during the search and provide additional granularity.

Additionally, the Institution is planning for a prioritized set of meetings and site visits that we expect the new Secretary to do in various timeframes, such as the first month, the first six months, and the first year.

I also plan to be available to the new Secretary to provide any advice and guidance that I can. I gave the Regents six months notice of my departure, in the hopes that a new Secretary would be named before June 15. If that is the case, I will be able to engage with the new Secretary prior to my departure.

The Smithsonian's Five-Year Strategic Plan (2017-2022):

1. **The Smithsonian is currently in the second year of its five-year Strategic Plan, which is comprised of seven ambitious goals. How did the Smithsonian select these seven goals and what is the strategy to achieve them? What progress has the Smithsonian made toward achieving these goals in the last two years?**

The seven goals in the Smithsonian's strategic plan were developed by a team of Smithsonian leaders and Regents as part of an intensive strategic planning effort that involved over a thousand Smithsonian employees and stakeholders. After the goals were established, we led a series of management retreats and planning activities to help us begin the process of establishing strategies to achieve the goals.

With the announcement of my departure, we reframed our approach to the strategic plan, knowing that the next Secretary would want to shape some of our approaches and strategies for meeting our strategic goals. We are developing a set of short-term actions that advance the goals of the strategic plan, while permitting maximum flexibility to the Institution's next Secretary to set longer-term strategies and measures.

The Smithsonian has made significant strides in building a strong base of activities that will lead to significant future achievements. Programs like the very successful American Women's History Initiative and the Year of Music demonstrate our commitment to a "One Smithsonian" approach to content delivery. We have engaged with the District of Columbia Public Schools to engage with local students and teachers and eventually provide them with high impact, immersive experiences and professional development for the teachers. Ongoing programs like Earth Optimism and Solstice Saturday enable us to reach new audiences in new ways and engage the public through our science, research, exhibitions, and creative work. Core activities like collections management and digitization continue to support our daily work while serving as the base for expanding our digital presence and preserving our national heritage for decades to come. Our progress is not just limited to our programmatic activities either, as we have made significant changes to our special events policies and to our advancement structure and financing, and are beginning to look at improvements in key areas like facilities management and human resources.

2. Who at the Smithsonian is responsible for the implementation of the strategic plan? Does the Smithsonian have an office or staff dedicated to strategic planning?

The Board of Regents holds me responsible for implementing the strategic plan, and will do so for the next Secretary. I, in turn, hold all of my direct reports accountable for achieving annual goals that support the plan, as they do for their direct reports. As the senior leadership team for the Smithsonian, my direct reports and I bear ultimate responsibility for strategic plan implementation.

The Office of the Secretary is currently responsible for tracking and reporting on strategic planning progress against established goals, with the Chief of Staff to the Secretary leading a small team of people from several Smithsonian organizations. The team includes representatives from the Smithsonian Organization and Audience Research office who are experts in strategic planning.

3. What is the priority for the seven goals and how does the Smithsonian prioritize these goals with limited resources and competing needs such as facilities maintenance and ongoing renovations?

Our prioritization process is focusing on the major actions and achievements that we can accomplish through 2020. We are first emphasizing efforts and actions that can be accomplished within existing resource levels without redirecting resources away from facilities maintenance or construction or other high priority activities. Beyond that, we are actively raising philanthropic funds directed at specific goals.

4. What types of research and scholarly projects is the Smithsonian focused on in its Strategic Plan?

Smithsonian scholarship and research activities cover a wide array of subjects and topics, from those people have studied for centuries to new fields of study just emerging today. Our strategic plan allows us to highlight all of our world-class work, from exciting scientific moments, like capturing the first image of a black hole, to critical scholarship, like telling the forgotten stories of women who have shaped American history. We are also focusing on improving our ability to share our knowledge with people around the globe, and have begun work to better share our scholarship and highlight its impact, in part through a formal science communications plan. One goal of our plan leads us to develop more impactful research projects, including developing new and more robust partnerships, and we are pursuing that goal actively.

5. What does “Be One Smithsonian” mean? How does this affect the Smithsonian’s administrative infrastructure?

“One Smithsonian” recognizes that, to our many stakeholders, the Smithsonian is one institution and one brand. We envision a “One Smithsonian” approach to be one in which our very remarkable museums, research institutions and education organizations work together to amplify the power of the stories we tell, and that our collections, educational programming, and exhibitions can have greater impact, reach, and relevance when used together.

“One Smithsonian” is not just limited to our outward-facing activities, but also includes the vital support organizations that help drive our success. In order to engage new audiences and reach even more people, our centralized administrative operations will need to work in partnership with our museums, research centers, and education organizations to help support all of the actions being taken to implement the strategic plan. The actions being taken under goal seven of the strategic plan will help those offices enable the achievements in all of the other goals.

6. How does the Smithsonian plan to reach one billion people?

This is a true aspirational goal for the Institution, and underscores our intent to globalize our reach. With our collections, research, scholarship, and programming, we have a significant body of content to share with people everywhere. We need to use those resources to inspire people around the globe. To do so, we will need a better understanding of what our various audiences want and how they want to access that information. We would look for partners with expertise in these areas to help us better position the Smithsonian as a high-quality content provider with global reach, increasingly by using digital technology. Outreach activities like our traveling exhibitions, our Museum on Main Street, and our many other activities also help us reach people beyond Washington DC, and current technologies afford us even greater opportunities to exponentially expand our reach.

7. How will the Smithsonian balance preserving natural and cultural heritage with its need of asset storage?

The Smithsonian has a long history of maintaining an unparalleled collection while also continuing to expand it. Our collections are the basis of much of our work, and it is our duty to continue to expand our collections in order to preserve our heritage and explain it through scholarship, programming, and exhibitions. We also recognize that we must protect and preserve the collections we already have, and we have begun a collections master planning effort focused on collections space Smithsonian-wide.

Smithsonian Facilities Condition and Deferred Maintenance Backlog:

1. Is the estimated \$937 million in deferred maintenance backlog a reasonable amount? How concerned is the Smithsonian about the size of the backlog?

We are managing our backlog, but it is significant enough that it impacts strategic decisions. The Deferred Maintenance backlog is based on an annual Facilities Assessment process that reviews the conditions of 8 major systems in each building. It is estimated based on regular review of itemized system deficiencies, a method used by many federal agencies.

I am concerned, due to a history of deferred routine maintenance and repair, that our backlog has an upward trend. Without the continued support for increases in routine maintenance and repair, we will continue to fall behind. Over time, facilities will move from maintenance and repair to capital revitalization, but those major projects alone will not change the trend. Therefore, we continue to make measures to address our backlog as a high priority in our budget requests.

It is expected to always have some maintenance backlog as a function of unexpected issues that may arise and general wear and tear, but holding a large backlog over many years keeps us in a state of reactive repairs instead of proactive maintenance. Achieving a reasonable backlog requires further progress toward maintenance spending in line with industry standards of 2 to 4% of the replacement value of our buildings.

2. Is the Smithsonian working on improving the Facilities Condition Index (FCI) score? How does the Smithsonian prioritize deferred maintenance and capital revitalization projects?

Smithsonian Facilities is committed to optimizing our federal resources to address our most pressing needs and ensuring an accurate assessment of our facilities. To that end, in FY 2019, we are performing a complete physical reassessment of all 19 museums, 9 research centers and our zoo. Additionally, \$6 million of our routine maintenance and repair dollars, as well as a significant amount of our Facilities Capital appropriation, has been directed to reduce risk associated with our deferred maintenance backlog.

When setting priorities for projects, first and foremost any issue that risks life or safety of our visitors, staff, or the animals in our care is immediately addressed. Beyond that, priorities are based on a system that assesses the associated threats of deferring a maintenance item, and placing each maintenance item into one of five categories:

- **Priority 1: Catastrophic Failure and Critical Life Safety Requirements**
Emergency work required to avoid catastrophic failure or high risk to life safety; failure to complete on schedule will cause immediate irreversible damage to collections or facility; or work is coordinated with an urgent programmatic priority that must take place concurrently.

- **Priority 2: Imminent Failure and Code Compliance Requirements**
Emergency work within 1-2 years due to imminent failure and code compliance requirements; failure to fund as planned will cause damage to collections or facility; or, work is coordinated with a concurrent programmatic priority, such as replacement of a permanent exhibit that must occur within 1-2 years.
- **Priority 3: Predicted Failure and Mission Viability Requirements**
Predicted failure and mission viability requirements; currently moderate risk but likely to become emergency requirement in 3-4 years.
- **Priority 4: Moderate Risk Requirements**
Moderate risk; requirements critical in 5-6 years.
- **Priority 5: Programmed Future Requirements**
Emergent future needs in 7-10 years.

Once categorized, we can better understand which projects best achieve our objectives and demonstrate the best use of resources.

3. The Smithsonian's FY 2020 budget request includes \$219 million for major facility infrastructure repairs and replacements. If Congress provides the Smithsonian with this funding, how much of an impact would that have on the deferred maintenance backlog?

Between capital projects and maintenance funding, we expect to complete \$71 million worth of maintenance backlog issues. However, other items in the backlog will continue to deteriorate by another \$22 million, and the overall backlog total will increase due to inflation by an additional \$31 million. The net result is an estimated reduction of \$18 million (~3%) of priority one projects.

4. The Smithsonian recently concluded a fundraising campaign that raised an impressive \$1.88 billion from 535,000 donors. Will any of the \$1.88 billion be allocated to the backlog of deferred maintenance? If not, why?

Donors to the Smithsonian Campaign made possible the renovation of many exhibitions in halls and galleries; and, while we were successful in raising private funds to enhance revitalization projects - particularly with renovations where naming opportunities exist for gallery or exhibition spaces - equipment and building systems replacement due to end-of-life and failure were not projects that attracted donors.

5. **In light of the Smithsonian's current deferred maintenance backlog and ongoing major construction projects, can the Smithsonian handle the construction of additional museums at this time?**

When Congress and the Administration mandate the Smithsonian through public law to create a new National Museum, it does so with the expectation that the Institution will create a world class museum that will be there for generations of Americans yet to come. At this time, being directed to create any new museum would exceed our capacity to meet that expectation.

National Air and Space Museum Renovation:

1. **The National Air and Space Museum is currently undergoing its first major renovation since 1976, with a total project cost of \$900 million. Can you provide an update on this project and any lessons learned thus far?**

The revitalization of the National Air and Space Museum is going very well, in large part due to the ongoing support of Congress and the Administration. The most significant amount of the activity to date has been the de-installation and relocation of artifacts. Coordination between project teams has been extensive and has resulted in an efficient effort between construction, artifact moves, and museum operations.

The museum continues to draw visitors, host lectures, family days, and sponsored events within its reduced footprint. Our top priority throughout the project is the safety and security of visitors, staff, contractors, and our artifacts. Daily safety and planning meetings ensure the best possible visitor experience throughout the revitalization.

The most significant lessons learned revolve around pre-project planning. Before beginning the National Air and Space Museum revitalization, we considered our experiences with projects like the National Museum of African American History and Culture and the Renwick Museum. Additionally, we looked at other large scale projects on historic sites such as the Cannon House Office Building renewal and incorporated best practices into this design and procurement.

As a result, we did things like additional ground and building investigations, risk and sensitivity studies, and included the construction contractor in at 35% design to get direct input on design, construction feasibility and market costs. We also included purchasing of major materials like façade stone, steel, concrete, and windows early in the process to prevent cost increases over the course of the project. Implementing these lessons resolved many design issues early in the process, reduced construction risk, and gave us more accurate funding estimates.

2. How will the completion of this project impact the Smithsonian's total deferred maintenance backlog?

We estimate the project impact on deferred maintenance backlog upon completion would be a reduction of approximately \$199 million (~20%).

3. The National Air and Space Museum project requires \$650 million in federal appropriations. How is the Smithsonian ensuring that additional federal funds will not be needed to complete this project?

As previously mentioned, we performed multiple risk analyses and risk sensitivity studies during the design process to mitigate that risk. This approach has been confirmed by a GAO study examining the project. A key safeguard on costs was bringing the construction contractor on during the design which helped identify issues early on and provided the best assessment of cost fluctuations.

Our team meets daily to identify and resolve potential issues before they become costly problems. We also include contingency in our estimate in order to be prepared for any unexpected problems. We have a robust process for changes that keeps a tight control on project scope, and it provides an additional means of resolving problems early and within existing resources. While it's always possible to encounter an unexpected challenge, we have taken every conceivable precaution to prevent escalation in federal costs.

4. The National Air and Space Museum project requires \$250 million in private donations for its exhibit renovations. Please update the Committee on fundraising efforts.

The Air and Space Museum's "Ignite Tomorrow Campaign" was launched to the public in February of 2019. As of March 30, NASM has secured \$82 million in private donations in support of the Transformation of the National Air and Space Museum's downtown Museum. These gifts have been generously committed by individuals and corporations.

5. Have you seen a decrease in visitors and retail revenues at the National Air and Space Museum since the renovation project began in December 2018?

We have seen a decrease in visitors since the construction began. This period also coincided with the lapse in appropriations in January, which had clear impact that month and may have had some impacts that lingered since.

Year	January	February	March
2018	217,145	249,568	516,534
2019	21,306	192,670	444,880

Despite slightly lower attendance and the closure of one of the museum's stores, retail revenues have actually been running ahead of our expectations for February and March. Revenues are slightly behind this time last year, but this can be attributed to the temporary closure of our simulators while we relocate them to remain operational during the first phase of the revitalization.

National Museum of Natural History Hall of Fossils Reopening:

1. Is the museum's target date for reopening, June 8, 2019, still on schedule?

After five years of renovations, the National Museum of Natural History is on schedule to reopen "The David H. Koch Hall of Fossils – Deep Time" as planned, on June 8, 2019. This is the most extensive renovation to an exhibit hall in the Museum's history, and it could not have been completed without consistent federal support.

The return of dinosaurs and other ancient fossils to the museum will generate a lot of interest and an increase in visitation. To prepare for the expected increase and enhance the visitor experience, the museum will have an updated entry on Madison Drive to improve access for visitors in wheelchairs and strollers. We are also on schedule for expanded and updated dining areas to meet the expected demand.

2. What lessons has the Smithsonian learned from the closure and renovation of the fossil hall exhibit at the National Museum of Natural History? Can these lessons be applied to the current renovation project at the Air and Space Museum?

Every project demonstrates that the better the pre-project planning is the better the project is. This exhibit has gone smoothly as a result of early investigations of the facility, well-conceived design criteria, and defined scope development. We have learned to start coordinating infrastructure and exhibit designs as early as possible, to use modeling at the beginning of design, and to require mock-ups when designing complex systems. Lessons learned from any of our projects improve our knowledge for all future ones, and each of these has since been incorporated into the Air and Space Museum project as well.

National Museum of African American History and Culture Admission Issues:

1. With the successful opening of the National Museum of African American History and Culture in 2016, and the overwhelming visitorship the museum has received, what lessons has the Smithsonian learned?

The National Museum of African American History and Culture is continuing to share best practices with the greater Smithsonian. We have learned a lot about streamlining

crowd management, how to attract a diverse audience, and how to provide greater accessibility for audiences of all ages with cognitive and sensory challenges. The high visitation has led to refining our customer service procedures. Since our visitation demand exceeded our visitor capacity at opening, the museum exemplifies the need to serve local and global audiences through digital engagement. Finally, the museum showed the need for innovative programming, something that we began doing even prior to opening. The museum can be proud that many of these practices came to inform the Smithsonian's Strategic Plan.

2. How does the Smithsonian intend to deal with ticketing and admission policies in the future and how are those policies communicated to the public?

The National Museum of African American History and Culture uses free timed entry passes for general entry to the museum and for public programs. For example, other Smithsonian museums including the Hirshhorn Museum, National Air and Space Museum and National Museum of Natural History employ passes for admission to special exhibitions, films, and public programs as appropriate.

The museum has continually reviewed and refined the process for entry over the first two years of operation. Recently we made additional modifications delineating peak (March - August) season that requires passes daily and off-peak (September - February) season when passes are only required for weekend visitors. Additionally, a new Group Pass system launched in March 2019 to facilitate demand from school, church and community groups planning visits from all over the country.

Communications to the public include continuing updates to Smithsonian and individual museum websites and social media platforms as well as press releases, emails, marketing and a call center. The Smithsonian Office of Government Relations also includes such updates in communications directly to Congressional offices in order to assist when constituents have questions.

Smithsonian Zoo Central Parking Facility:

1. We understand that last Congress, the Smithsonian cancelled plans to construct a new parking facility after Congress passed a law authorizing the project. Without a new parking facility, how does the National Zoo plan to mitigate rising parking needs during peak tourist seasons this year and in the coming years?

While the plan to construct a parking garage would have increased our overall parking capacity, the larger purpose of a central structure was to consolidate existing surface lots. This would have allowed the zoo to reclaim some space for potential future exhibits. With a central parking facility, we would have reduced the number of days

where we reach our maximum capacity, but we would not have alleviated them entirely.

With this in mind, we continually look for ways to improve capacity and prevent traffic congestion in the surrounding neighborhoods. We encourage use of public transportation and have ongoing conversations with the District Department of Transportation (DDOT) on way to improve access for visitors.

We are also in a period with a rapidly changing urban transportation landscape. The increase in ride hailing services, bike shares, and new personal mobility devices is changing the way people come to the zoo. While there are many positives about these changes, they also present new challenges. Fewer people may park on zoo grounds, but there has been increased congestion from more vehicles dropping visitors off at our main entries. Through our relationship with DDOT, the Zoo's main entry on Connecticut Ave. is part of a pilot program designating pick-up/drop-off zones in the District of Columbia.

2. Should the Smithsonian revisit its plans for a central parking facility in the future?

Despite proximity to public transportation and an increase in ride-share and bicycle users visiting the zoo, the overall demand for parking in our peak season will continue to exceed our capacity.

With that in mind, we should not rule out the option of a future central parking facility. However, as previously discussed in testimony, the Smithsonian has a large list of facility issues that need to be addressed, and a parking facility at the zoo is not currently an institutional priority.

Collections Storage:

1. What is your assessment of the Smithsonian's storage needs?

In FY 2015, the Smithsonian completed a multi-year Institution-wide collections space planning initiative – culminating in the Collections Space Framework Plan (CSFP) – that included a first-of-its-kind survey of existing collections space conditions, representing more than 2.1 million square feet of space. The survey provided a snapshot of collections space conditions and rated the quality of collections space construction, equipment, accessibility, environmental conditions, security, and fire safety. The CSFP includes recommendations and a 30-year implementation plan for addressing current and projected pan-Smithsonian collections space requirements in a strategic, integrated, and collaborative manner. The Plan serves as a roadmap to guide short and long-term facilities, real estate, and collections care project decisions, providing renovation and new construction strategies that address unacceptable collections space

conditions, allow for decompression of overcrowded collections to make them more physically accessible, anticipate future collections growth, and reduce or eliminate reliance on leased space for collections storage. As outlined in the CSFP, the Smithsonian's storage needs are summarized below. We have an existing 2,189,134 square feet of collections space. Of that, 695,166 square feet do not meet acceptable standards. Over the course of the CSFP, we plan to replace 336,954 Square feet of unacceptable space, decompress 338, 877 Square feet, and reduce our reliance on leased space by 324,033 square feet. In total, that is 999,864 square feet of new space needed over the course of the plan.

- 2. The Smithsonian has a 30-Year Collections Space Framework Plan that would renovate almost 700,000 square feet of existing storage facilities and add an additional 1 million square feet of storage space for a total cost of \$1.3 billion. What is the status of this plan's funding?**

Since the completion of the plan, we have:

- Constructed a Swing Space Building 37 at the Suitland Collections Center (\$4M)
- Performed a Collections Pod 6 Feasibility Study (\$300K)
- Conducted a Suitland Collections Center Master Plan (\$1.5M)
- Abated hazardous material in Garber Buildings 15, 18 and prepared Building 16; decontaminated collections in each building and relocated to Building 37 (\$4.5M)
- Constructed the Dulles Collections Storage Module 1 - 98% complete (\$54.9M)
- Replaced Roofs in Pods 1,2, and 4 at the Museum Support Center - 50% complete (\$5.86M)

We have restructured our Budget Request to OMB and Congress to create a separate line item for major collections facilities projects. Our goal is to support a program of \$20-30 million annually to renovate and replace the unacceptable collections space delineated in the Collections Space Framework Plan.

- 3. In FY 15, the Smithsonian began requesting funding for two storage facility renovation projects: one at the National Museum of American History and the other at the Garber Facility. What is the status of these two projects?**

These two projects are intertwined as part of our ongoing collections strategy. The American History Museum project includes the decontamination of buildings and collection items in three buildings at the Garber facility in Suitland, MD that have greatly exceeded their life expectancies. To accomplish the decontamination, removal, and rehousing of the collections, we first had to undertake the second project, a temporary collections swing space at Garber, which was completed in 2015.

The decontamination and removal of collections from two of the buildings is now complete, while the third building is on hold until we secure more swing space. Another unused structure at Garber has been identified and we are in the process of renovating it to meet collections space standards. With its completion, we will be able to finish decontamination of collections currently housed in the third building storing American History Museum Objects.

The next project, planned for FY 2021, is to demolish and remove the old buildings to clear the way for the phased redevelopment of the Garber Facility. The first project of the Collections Master plan, construction of Pod 6 at the Museum Support Center, is now being designed. When complete, it will house all the objects recently moved into swing space, as well as at-risk collections currently housed within museums. In addition, Pod 6 will provide essential temporary swing space for a planned future renewal of the National Museum of American History East Wing.

4. In FY 15, the Smithsonian began requesting funding for two storage construction projects: one at the Suitland support facility and the other at the Udvar-Hazy Center. What is the status of these two projects? How will the status of the four storage facility projects affect the Smithsonian's collection storage space issues?

To address near-term collections space requirements, the Collections Space Framework Plan includes the construction of two storage modules and a hangar adjacent to the Udvar-Hazy Center. Its purpose is to support the continued relocation of the National Air and Space collections from substandard conditions at the Garber Facility and to provide temporary collections swing space for the NASM Mall building renovation.

The Udvar-Hazy Module 1 project is 98% complete and objects from the Air and Space revitalization project are now being moved in. The other project, the construction of Pod 6, is currently being designed in collaboration with the National Gallery of Art. This unique collaboration resulted from a request from the Office of Management and Budget and Congress to consider opportunities to partner with other local federal agencies to share collections space in an effort to reduce costs, be more efficient, and leverage the combined purchasing power of the agencies. The National Gallery space is in addition to the Smithsonian space and will not impact our space needs. The project will provide savings for both agencies.

All four projects combined will reduce unacceptable collections space by 200,000 square feet. The combination of all four projects enables strategic priorities such as implementing the Suitland Collections Center Master Plan, continuing to relocate Air and Space collections to the Dulles Collections Center, and beginning the phased redevelopment of the Suitland campus.

5. Does the Smithsonian have any additional storage facility projects underway or planned for the near future?

Currently we are replacing the roofs for Pods 1, 2, and 4 at the Museum Support Center (MSC), Suitland Collections Center. The next phases include replacement of the air handling units and various utility renovations throughout the MSC.

The Suitland Collections Center Master Plan will be complete in late 2019. It sets out a detailed master plan over the next few decades to replace the unacceptable collections space in the Garber portion of the Suitland Collections Center. The first facilities include an expanded utility backbone, circulation, parking, and collections storage buildings. The Master Plan also provides concept ideas for expanding the Dulles Collections Center.

Rental of Smithsonian Facilities for Special Events, Public Programs, Rentals, and Federal Use:

1. The Smithsonian just launched a three-year pilot program to increase the rental of museum spaces for special events. Why is the Smithsonian pursuing this pilot-program at this time?

Since the 1980s, the Smithsonian's Special Events policy allowed corporate donors to co-host with the Smithsonian private donation celebration events within museum spaces, subject to many restrictions on the types of activities that could occur at these parties, including, for example, no personal events. The number of co-hosted donor celebrations grew significantly since the inception of the co-hosted policy, with the Smithsonian co-hosting approximately 400 events per year across the Institution, prior to the recent policy change.

As the special events program became more robust, museums increasingly received requests from corporate donors, individuals, and associations to hold events that were prohibited by the former policy. Many museum directors requested the flexibility to allow a wider variety of events when space was available and not needed for museum purposes. The policy, therefore, was revised to expand the types of private events that outside organizations can hold.

2. How will the Smithsonian assess if the pilot program is a success and should be continued?

The policy includes a number of goals and priorities for use of space and will evaluate the program in light of those, including whether the program helps widen public understanding of the Institution's collections and research, attract new audiences, and raises revenue, without negatively impacting public access to the facilities, safety of the public, collections, and staff, and wear and tear.

- 3. What are the risks for this new policy and how does the Smithsonian plan to mitigate those risks when the special event policies vary for each museum?**

The policy manages risk by allowing museum directors the discretion to determine which types of events are most appropriate for their spaces. For example, one director may determine she has a space, such as a courtyard, appropriate for weddings while another may decline to rent for weddings. All renters, regardless of event type, are required by contract to have insurance, use insured caterers and other vendors, and comply with rules specific to the museums on how the events must be managed.

- 4. What is the pricing structure for special event rentals and how was it determined under the revised policy?**

The museums establish rates for their different spaces based on their experience under the former policy and the local market.

- 5. What does the Smithsonian plan to do with the new revenue earned from special event rentals?**

The funds raised through rentals go directly to the museum, as did the proceeds from events held under the previous policy.

Smithsonian Information Technology and Cybersecurity Infrastructure:

- 1. We understand that in FY 17, the Smithsonian's Office of the Inspector General contracted with an independent external auditor to evaluate the Smithsonian's information security program. The audit revealed significant weaknesses in the Smithsonian's information security systems and included nine recommendations to strengthen the Smithsonian's IT infrastructure. What progress has the Smithsonian made in closing out those nine recommendations?**

Of the 9 recommendations provided in the FY 17 report, 6 were resolved prior to issuance of the audit report. One recommendation has since been closed. Resolution of the remaining two recommendations is in progress and is expected to be completed this fiscal year.

- 2. In addition to implementing the audit's nine recommendations, what other steps has the Smithsonian taken to enhance its information security infrastructure and practices?**

Enhancements made to the Smithsonian IT Security Program since FY 2017 include:

- Migration to new perimeter security architecture (including replacement of firewall and intrusion detection systems)
- Implementation of enhanced vulnerability management procedures, scanning tools, software security update ("patching") processes, and a Software Review Board to remediate risky software.
- Finalized revision of security Assessment and Authorization (A&A) process and implementation of automated risk management system
- Implementation of security incident management system and enhanced incident response procedures
- Enhancements to security training and awareness, including routine phishing tests
- Implementation of numerous continuous monitoring alerts, dashboards, and procedures.
- Migration to next generation malware protection system
- Implementation of desktop encryption
- Automation of Plan of Actions and Milestones (POA&M) and Risk Acceptance (Waiver and Exception) processes
- Implementation of improved procedures and scanning for compliance with configuration standards
- Migration to enhanced, cloud-based, Disaster Recovery solution
- Implementation of system for performing Privacy assessments
- Extensive updates to policies and procedures
- Improvements to network account and access control procedures
- Implementation of SPF, DMARC, and DKIM for enhanced email security
- Deployment of Data Loss Prevention for email
- Enhancements to Payment Card Industry (PCI) Data Security Standard (DSS) compliance program
- Revised IT Security Program Plan and ISCM Strategy
- Inventories of systems and Personally Identifiable Information (PII)

3. Is the Smithsonian focusing adequate resources and time on information technology security?

The Smithsonian is making maximum use of the resources at its disposal for IT security. Between FY 2013 and FY 2018, the Smithsonian more than tripled the resources dedicated to IT security. In addition to dedicated resources for security, other staff such

as those involved in IT operations spend an increasing portion of their time supporting security improvements for systems they manage and security related initiatives.

Additional resources are needed to optimize the security program and have been requested through the federal budget process. The Smithsonian received its first federal budget increase in recent years for IT Security in 2018. Additional resources are included in the FY 2020 budget request for the Institution.

4. In light of the recent threats and breaches to both private companies and federal agencies, what is the Smithsonian doing to ensure it is adequately protecting its users and donors personally identifiable information?

The Smithsonian Privacy Office ensures that SI personnel and external partners comply with industry best practices for protecting Personally Identifiable Information (PII). The Privacy Office has established and implemented a structured set of policies and processes to govern the acquisition, access, use and disclosure of PII, and mitigate potential risks. The Privacy Office conducts a variety of oversight activities, including conducting privacy reviews/risk assessments on all new or proposed modifications to Smithsonian systems, processes, programs, and projects that collect, maintain, and/or disseminate PII to ensure the appropriate controls are in place to reduce risks to an acceptable level.

In 2018, the Smithsonian conducted a baseline, comprehensive, enterprise-wide inventory of the Smithsonian's PII holdings and mitigated PII where possible. The Smithsonian also developed and implemented a formal process to periodically test compliance with Smithsonian privacy requirements to safeguard PII in physical form. The Smithsonian provides annual privacy and security awareness training to its workforce with the goal of reinforcing privacy concepts and protecting PII from internal and external threats. The Privacy Office also conducts proactive outreach on various topics as determined by the results of internal reviews and risk assessment activities.

Senator Amy Klobuchar

The annual Smithsonian Employee Perception Survey does not include questions about the prevalence of sexual harassment or discrimination in the workplace, or questions about the level of confidence the workforce has in Smithsonian's managers and leaders to appropriately address harassment and discrimination claims. And, the survey doesn't ask employees if they believe the training they receive is adequate and appropriate to help them identify harassment, how to prevent it, outline options for reporting it and suggest strategies to intervene if a colleague is being harassed.

- **Dr. Skorton, Do you agree that these are important questions to ask and that the responses could be useful when looking to reshape policies? If you agree, will you work with senior leaders within the Smithsonian Institution so that they can work with the new Secretary once that person is selected?**

As Secretary I have been committed to fostering a workplace environment free of discrimination or harassment of any sort. Any questions that further that cause are important ones. I have already brought this issue to the attention to our Office of Human Resources and the office of Smithsonian Organization and Audience Research. The commitment to preventing workplace harassment is a priority of our Board of Regents and of all our senior leadership, ensuring that it will remain a priority for the next Secretary.

In the 2018 Smithsonian Employee Perception Survey, a question was asked related to how strongly Smithsonian employees agree with the statement, “arbitrary action and personal favoritism are not tolerated.” The response showed that just 48 percent of all Smithsonian employees answered “strongly agree” or “agree”, and 52 percent responded that they “neither agree nor disagree,” “disagree” or “strongly disagree.”

- **Dr. Skorton, do you have any insights into this issue?**

The Smithsonian Employee Perception Survey is a useful tool for identifying areas for improvement in the management of the Institution. In the above question, nearly half of respondents gave a positive response, 24% responded “neither agree nor disagree”, and the remaining 28% gave a negative response. Using data from the survey, we can examine the distribution of negative scores and investigate if this feeling is widespread or isolated to specific units and identify management strategies accordingly.

Recently, the Smithsonian announced a new pilot program allowing individual museums to determine the types of special events it would host.

- **What safeguards are in place to ensure that a museum is approving or rejecting events based upon the pilot program policy and not because the head of the museum or the events coordinator at the museum may disagree with a viewpoint or policy position held by an entity?**

We have provided the museums with extensive guidance and templates, such as applications and event agreements, to ensure they are complying with the standards in the policy.

- **Can you discuss how the Smithsonian plans to evaluate the success of the pilot program in terms of the data that will be collected and other factors that will be considered?**

The policy includes a number of goals and priorities for use of space and will evaluate the program in light of those, including whether the events helps widen public understanding of the Institution's collections and research; attract new audiences, and raise revenue in support of the Smithsonian's mission, without negatively impacting public access to the facilities, safety of the public, collections and staff, and wear and tear.

I wanted to follow-up on a question that Senator Cortez Masto asked with regard to the Strategic Plan that was launched in 2017 and the goal to use technology as one of the means to expand the reach of the Smithsonian. As a part of that goal, there's the idea of creating a research and development and testing lab designed to create and evaluate new applications and other technologies that will enhance the visitors' experience at the Smithsonian and museums all over the world.

- **Can you please provide us an update on this laboratory for research, development and testing of these new technologies to improve the museum visitors' experience?**

We are using a major "One Smithsonian" project – the American Women's History Initiative – as an incubator for establishing the Case Laboratory for Digital Innovation (CLDI). The Laboratory is being made possible in part thanks to a generous philanthropic donation, and exemplifies the power of the Smithsonian's public/private partnership approach.

The CLDI will be a place for prototyping new ideas, bringing together the best thinking in storytelling, technology, and design. With fresh thinking from artists, fellows, and important tech partners like the Digital Public Library, this nimble and agile Laboratory will find solutions that fundamentally change the culture of how the Smithsonian does it work.

The CLDI will grow and evolve over the next three years. In 2020, it will undertake a vigorous analysis of the Smithsonian collection to uncover unknown stories and better understand gaps in representation of women across all of our holdings. The Lab will experiment with image recognition software, artificial intelligence, and machine learning to illuminate lesser-recognized women in the collection and enhance and normalize our data about them. We will employ crowd-sourcing techniques to add nuances to the database, which we will then make available through a variety of platforms.

This work can then be spread throughout the Smithsonian to create new avenues to tell the complex and compelling stories of America.

The Smithsonian Institution is using technology to help connect more people to its exhibits and collections, including a new partnership with a company that has an app to allow blind or visually impaired individuals to communicate with a trained specialist who can describe the exhibit using a direct feed from the person's smart phone.

- **Dr. Skorton, are there similar initiatives or partnerships in other museums? Is each museum responsible for going out and finding technology solutions that will enhance the visitors' experience at that museum or is there a centralized office to do this work?**

We strongly believe that our mission of "the increase and diffusion of knowledge" cannot be achieved without making our buildings and collections accessible to everyone. Many of our museum colleagues recognize this as well, and we are seeing many other cultural institutions utilizing technology to enhance the experience of under-served audiences.

At the Smithsonian, each museum has unique challenges, requiring unique solutions. As such, each museum is empowered to find the technology solutions that will enhance the visitors' experience at that museum. Of course, each museum has the benefit of being part of the Smithsonian community and learning from the experience of others with different technologies as they seek to enhance their visitor experience.

A 2017 Government Accountability Office (GAO) report outlined the actions needed to address physical security risks on the National Mall. In that report, "Smithsonian officials" explain that a strategic plan for security is being developed but they couldn't identify a time for it to be completed.

- **Dr. Skorton, can you please provide an update on development of the strategic plan for security?**

The Smithsonian Office of Protection Services (OPS) completed their first Strategic Plan in November 2017. The plan covers the years of 2018-2023. Each year OPS anticipates developing specific action items based on the Strategic Plan. Actions items for FY 2018 and FY 2019 have been developed. Several FY 2018 action items have been completed and others were carried over into FY 2019. Progress is ongoing.

One of the key action items is the Security Management Review (SMR) which is a comprehensive audit to identify potential security risks and mitigation measures for your each unit and assists each unit Director with ensuring safe and secure working conditions for staff, visitors and collections.

The SMR is a part of our ongoing collaboration to address and mitigate risk across the Institution. This aligns with the Smithsonian Strategic Plan, Goal 7. C. "We will integrate risk management and mitigation into all our operations and decision making", as well as the OPS Strategic Plan, Goal 2. Collaborate: Manage risk as One Smithsonian.

That same GAO report discussed the importance of testing physical security initiatives, and that the Smithsonian could benefit from understanding best practices used by other agencies. The Smithsonian is already familiar with the Interagency Security Committee (ISC) program

related to risk assessment, and GAO suggests that the Smithsonian should utilize ISC to improve testing.

- **Dr. Skorton, has the Smithsonian worked through the ISC entities to enhance testing?**

OPS has partnered with several ISC member or associate member agencies (the National Gallery of Art, the Holocaust Museum, the National Archives and United States Park Police) to share best practices and experience. Through this partnership the Smithsonian and these agencies will develop an ongoing and shared Performance Testing Program. The first testing program is intended to develop standard visitor screening audit and testing procedures and is nearly complete. The testing procedures are based on an existing U.S. Marshall's (another ISC member) process. Other programs will be developed over time.

- **Smithsonian officials told GAO that additional testing would be helpful but resource constraints are preventing additional security testing. Is that still the case today?**

By partnering with other agencies, the resources needed to implement regular testing becomes shared among these agencies and reduces the individual burden on all of the entities on the National Mall. In a further attempt to share resources and experience, these partner agencies intend to test each other's security procedures and share common issues and lessons learned.

In addition to this partnership, OPS is developing in-house testing programs, audits, and performance metrics to measure the effectiveness of our security program.

The Smithsonian voluntarily complies with the Federal Information Security Management Act (FISMA), which requires annual reviews of an agency's information security program to ensure its adequacy and effectiveness. The most recent Smithsonian information security report is dated September 2018 and covers FY 2017. That report shows continued, slow progress being made, but the overall determination is that the Smithsonian did not have an effective information security program. In addition, in the letter responding to the report and its recommendations, Deron Burba, Chief Information Officer writes, "Management continues to have some concerns that the FISMA-based framework utilized for auditing the IT security program may not be the most appropriate approach for judging the effectiveness of the program."

- **Dr. Skorton, if the FISMA approach is not the most appropriate for the Smithsonian, what is the most appropriate approach? Are there concerns that go beyond those expressed in the management response to the report?**

While we agree with and follow many of the core principles of FISMA, the FISMA metrics have evolved to include many specific items that do not apply to the Smithsonian and for which implementation would be detrimental to performing the Institution's mission. We have therefore moved away from a FISMA-focused IT security program.

The effectiveness of a security program must be measured in how well the program supports the mission and objectives of the organization. Security is a tool in assisting the organization to perform its mission by appropriately managing risk. The Smithsonian's mission is primarily focused on external collaboration and information dissemination, which is often in conflict with rigid security requirements. Because of the unique and complex nature of the Smithsonian, which combines federal, educational, cultural, commercial, and other components, the IT Security Program has been deliberately designed to combine elements of federal guidelines, education industry practices, Payment Card Industry (PCI) requirements, and general security industry best practices into a customized approach that fits the Institution's business and security needs based on consideration of the risks that the Institution faces.

A true evaluation of the effectiveness of the security program must take into account an understanding of the mission and operation of the organization and reasons for the security decisions which the Institution has made. Assessments and recommendations should consider the real risk, impact, cost-benefit, and appropriateness to the Smithsonian mission.

Dr. Skorton, I mentioned in my opening statement the effort by the Board of Regents to bring in outside counsel to review policies, procedures and training related to harassment and discrimination, and that this Committee is looking forward to receiving a full briefing on that report.

- **When will this review begin? When is it likely to be finished and when will the findings be shared?**

The review began in February 2019. We expect the review to be completed and shared with the Regents in June 2019. We will be happy to discuss the findings with the committee when the analysis is completed.

In 2018, the office within the Smithsonian that would answer calls to the telephone hotline used by employees to report harassment changed. It went from being handled by the Office of Equal Employment and Minority Affairs, which reports directly to the Secretary of the Smithsonian, to being handled by the Harassment Coordinator, who reports to the Under Secretary for Finance and Administration. The stated purpose of this change was to promote the Smithsonian's zero-tolerance policy for harassment.

- **Can you explain how changing the office responsible for answering the hotline promotes "zero tolerance?"**
- **What is the role of the harassment coordinator and why isn't that position in the Office of Equal Employment and Minority Affairs?**

The Anti-Harassment Coordinator is an employee designated to staff the complaint hotline and to document any complaints received for management. The coordinator informs employees of

all avenues available to them, including management investigation and the EEO complaint process.

The move of the anti-harassment hotline from the Office of Equal Employment and Minority Affairs follows EEOC guidance for anti-harassment programs, which recommends that internal anti-harassment programs exist outside of the EEO office in order to avoid conflicts and to ensure a prompt, thorough, and impartial investigation, resulting in corrective action or discipline, when appropriate. As explained by the EEOC:

The EEO process is designed to make individuals whole for discrimination that already has occurred through damage awards and equitable relief paid by the agency and to prevent the recurrence of the unlawful discriminatory conduct. . . . The internal anti-harassment program, on the other hand, is intended to take immediate and appropriate corrective action, including the use of disciplinary actions, to eliminate harassing conduct regardless of whether the conduct violated the law.

See https://www.eeoc.gov/federal/model_eeo_programs.cfm

The Smithsonian publicized the change and distributed the Anti-Harassment Program flowchart to raise awareness of the Smithsonian's commitment to providing a safe and respectful workplace and to provide a reporting mechanism outside of supervisory chains of command, both of which promote the "zero tolerance" goal of identifying and stopping harassing conduct before it becomes pervasive and severe.

A process called "counseling" is the lowest penalty that may be assessed against a sexual harasser at the Smithsonian. In the 2011 case of the sexual assault I mentioned in my statement, it was determined that the appropriate penalty against the perpetrator of the assault was counseling. That counseling was conducted by the perpetrators sponsor, who was also a researcher. I'm told that counseling included telling the perpetrator to not repeat his actions, the perpetrator agreed and counseling concluded. The only record that this session occurred sits in the counselor's own file. I understand there's no requirement on the counselor to report back to the Equal Employment Office or the harassment coordinator or any human resources or equal opportunity officer.

- **Is that true? If so, how does the Smithsonian identify patterns of harassment or repeat offenders?**

As indicated on the Smithsonian's Anti-Harassment Program Flowchart, in matters of sexual harassment, the central Smithsonian's Labor and Employee Relations Branch is involved and advises on the appropriate corrective action or discipline. LER, therefore, is able to identify patterns and repeated misconduct. This process was followed in the 2011 matter, and the results of the management inquiry, which resulted in counselling, were communicated to OEEMA.

- **How can Smithsonian Institution ensure that similar penalties are being assessed for similar violations?**

The Smithsonian's Labor and Employee Relations Branch provides advice to supervisors on appropriate penalties for discipline to ensure consistency.

- **Smithsonian guidance states that written confirmation of the completed counseling session is maintained in the supervisor's file. If the supervisor to the counseled employee changes, is the new supervisor made aware of the counseling session? What happens to that supervisor's file if the counseled employee moves to another museum?**

Smithsonian policy does not require that a counseling memo "travel" with an employee or be provided to a new supervisor. It is up to the outgoing supervisor to determine whether the new supervisor is informed of a previous counseling.

The 2011 case revealed inconsistencies with regard to policies that impact Smithsonian Institution "affiliated staff".

- **Is it true that there are different training requirements for mentors, sponsors, supervisors, employees, researchers, interns, fellows and volunteers working at the National Museum of Natural History?**
- **Is it true that training required for that same group of workers may differ from museum to museum?**

As background, "affiliated staff" is a term used by the Smithsonian to describe people, including interns, fellows, and volunteers, who have a formal association with the Smithsonian, but are not Smithsonian employees. In general, affiliated staff have different procedural rights and responsibilities from Smithsonian employees; affiliated staff appointments can be terminated at the Smithsonian's discretion.

With regard to anti-harassment and EEO training specifically, Prevention of Workplace Harassment is mandatory for new employees and refresher training is required every three years after that. EEO training for Supervisors is mandatory for all new supervisory employees and refresher training is also required every three years.

For affiliated staff, there currently is no Institution-wide training requirement. Information on Equal Employment Opportunities (EEO) and Prevention of Workplace Harassment (POWH) is provided to interns, fellows and research associates at the Smithsonian in numerous ways, including with their appointment letter, in their handbook, on the Office of Fellowship and internships webpage, in a welcoming video, and an optional in-person orientation session.

The training and information described above are base-line institution-wide requirements. Individual museums may provide additional training or workshops to their employees and affiliated staff.

“Affiliated staff” are required to act in accordance with various Smithsonian policy directives including the harassment policy, equal employment opportunity, and others. And, affiliated staff may file formal complaints. However, not all affiliated staff will have standing as an employee.

- **If it is determined that a harassment victim does not have standing as an employee, what recourse does the victim have? Does that apply to a harassment victim working in any museum for facility of the Smithsonian Institution?**

Affiliated staff may avail themselves of the Smithsonian’s internal anti-harassment hotline or report misconduct through a number of other channels, including their sponsors, the ombuds, or the intern and fellowship coordinator in their museum. Regardless of the channel of communication, the Smithsonian investigates the complaint and takes appropriate corrective action to eliminate harassing conduct regardless of whether the conduct violates the law. This applies at any Smithsonian location.

- **Under Smithsonian policies, may “affiliated staff” be reprimanded for violating the policy directives?**

A reprimand is a formal notice to an employee of a conduct deficiency that, if not corrected, may result in an adverse action. Reprimands are a part of the Smithsonian’s progressive discipline system for employees, which is based on federal civil service rules, and provides employees certain appeal and response rights. These rules are not applicable to affiliated staff, whose appointments can be terminated immediately if the Smithsonian determines a fellow or intern has violated Smithsonian policy. There is nothing to prevent the Smithsonian from issuing a formal warning letter to affiliated staff, but it is not required by policy.