

## MINUTES OF THE JUNE 10, 2018, STRATEGY, INNOVATION, AND TECHNOLOGY COMMITTEE MEETING

The Strategy, Innovation, and Technology Committee (“Committee”) of the Board of Regents (“Board”) of the Smithsonian Institution (“Smithsonian”) held a meeting on June 10, 2018, at the National Museum of the American Indian. Participating were Committee Chair Michael Lynton and Committee members Representative Doris Matsui, Steve Case, Michael Govan, Shirley Ann Jackson,\* Bob MacDonald,\* and Greg McAdoo.

Also present by invitation of the Committee were Secretary David Skorton, Chief of Staff to the Secretary Greg Bettwy, Chief Information Officer Deron Burba, Provost/Under Secretary for Museums and Research John Davis, Deputy Chief of Staff to the Regents Kate Forester, Under Secretary for Finance and Administration/Chief Operating Officer Al Horvath, Chief of Content and Communications Strategy Effie Kapsalis, General Counsel Judith Leonard, Assistant Secretary for Communications and External Affairs Julissa Marenco, Office of the Provost Senior Program Officer Amy Marino, and Chief of Staff to the Regents Porter Wilkinson.

### CALL TO ORDER

Committee Chair Michael Lynton called the meeting to order at 4:31 p.m. and reviewed the agenda.

### REPORT OF THE PROVOST AND EXHIBITION CALENDAR

Provost John Davis briefed the Committee on two ongoing personnel searches. The search for the Dame Jillian Sackler Director of the Freer and Sackler Galleries is in the final stages of the selection process. The search committee for the next Elizabeth MacMillan Director of the National Museum of American History is starting the review of prospective candidates and plans to schedule first-round interviews later in the summer. Dr. Davis also informed the Committee that there will be a forthcoming announcement for the Director of the National Zoological Park and Smithsonian Conservation Biology Institute.

Next, Dr. Davis announced that six new curatorial positions have been funded and selected as part of the Smithsonian American Women’s History Initiative (“SAWHI”). The four-year curatorial positions include: Curator of Asian-American Women’s Cultural History; Curator of American Women’s Music; Curator of the History of American Women in Aviation, Spaceflight, Astronomy, and Planetary Science; Curator of American Women and Craft; Curator of American Women’s Content and Interpretation; and Digital Curator of the History of Smithsonian Women Scientists.

The Committee reviews major programmatic initiatives and evaluates their consistency with the Smithsonian’s mission. Dr. Davis presented three upcoming exhibitions to the Committee that may generate increased interest: (i) *Catalonia: Tradition and Creativity from the*

*Mediterranean*, which is part of the 2018 Smithsonian Folklife Festival; (ii) *Trevor Paglen: Sites Unseen* at the Smithsonian American Art Museum; and (iii) *Game Change: Elephants Prey to Preservation* at the National Museum of Natural History.

Dr. Davis then gave an update on the upcoming exhibition calendar. He called the Committee's attention to three upcoming exhibitions: (i) *One Year: 1968, An American Odyssey* at the National Portrait Gallery; (ii) *Special Olympics at 50* at the National Museum of American History; and (iii) *100 Faces of War*, an exhibition traveling to eight venues through the Smithsonian Institution Traveling Exhibition Service.

## **STRATEGIC PLAN: REACHING 1 BILLION PEOPLE**

The Smithsonian Strategic Plan defines seven goals for greater reach, relevance, and impact. The Committee's discussion focused on goal three of the strategic plan: reaching one billion people per year with a digital-first strategy. Dr. Davis highlighted three intersecting focus areas for the Committee's consideration, including determining appropriate metrics to measure reach and impact, enhancing the Smithsonian's strengths through strategic partners, and protecting a trusted reputation while building an online community.

Chief of Content and Communications Strategy Effie Kapsalis, the lead digital strategist tasked with developing the Smithsonian American Women's History Initiative ("SAWHI") digital strategy, presented a case study to initiate the Committee's discussion. Launched in February 2018, SAWHI is the first "digital-first" endeavor for the Smithsonian that strives to: amplify women's voices to tell a more complete American story; reach a diverse and international audience with a digital-first strategy; and empower people from all walks of life. The Committee discussed the technologies proposed to deliver personalized, captivating stories of women in history, including: storytelling and digital media, marketing and social media outreach, EdTech, augmented reality, virtual reality, and informatics. The Committee debated framework, priorities, and potential challenges, and agreed that achieving goal three is integral to the success of the strategic plan for 2017 – 2022 and the American Women's History Initiative.

Next, Chief Information Officer and head of the Smithsonian's Digitization Program Office Deron Burba presented the proposed digital transformation of the Institution as it relates to the strategic plan goal of reaching one billion people per year. Mr. Burba stated the magnitude of moving from in-person museum visitor metrics to digital visitation and online engagement, and the impact the shift will have on producing content that is relevant to broader audiences. The Committee discussed increasing the Smithsonian's relevance as a trusted online resource while maintaining its reputation as one of the world's foremost centers in science, the arts, and the humanities through various levels of engagement and potential strategic partnerships.

#### **APPROVAL OF THE MINUTES OF THE DECEMBER 12, 2017, COMMITTEE MEETING**

Upon motion duly made and seconded, the draft minutes of the December 12, 2017, Committee meeting were approved without modification.

#### **ADJOURNMENT**

There being no further business to discuss, and no executive session requested, the meeting was adjourned at 6:02 p.m.

Respectfully submitted,

Mr. Michael M. Lynton, Chair