

**Statement of Wayne Clough, Secretary of the Smithsonian Institution**  
**On the Fiscal Year 2013 Request**  
**Subcommittee on Interior, Environment and Related Agencies**  
**Committee on Appropriations, U.S. House of Representatives**  
**March 20, 2012**

Thank you for the opportunity to testify before the Subcommittee today on the Smithsonian Institution's fiscal year 2013 federal budget. Especially in these challenging economic times, we greatly appreciate the continued support of the Administration, the Congress and the American people.

Thanks to the bequest of English scientist James Smithson, who never set foot on U.S. soil, the Smithsonian was established by Congress in 1846 as an independent federal trust instrumentality, a unique public-private partnership that has worked well for 166 years. The federal commitment is the foundation for all that we do, and is especially helpful in attracting private support; donors tell us this consistently. We leverage our federal funding in order to enrich the lives of the American people in all 50 states—we have many ways to do just that.

The Smithsonian is a large and diverse institution encompassing art, history, science, and culture, all of which are based on discovery and education. We have 19 museums and galleries, 20 libraries, numerous research centers, the National Zoo, and 170 affiliate museums in 40 states, Puerto Rico, and Panama. We have physical facilities in eight states and the District of Columbia, and operate in nearly 100 countries. Our collections include 137 million objects and treasures, of which 127 million are scientific specimens, 335,000 works of art, plus 2 million library volumes, 137,000 cubic feet of archival material—and more than 2,000 live animals.

Our collections include moon rocks, tiny fossils, giant squid, Dorothy's ruby slippers, Lincoln's hat, Harriet Tubman's shawl, Nat Turner's bible, the Star-Spangled Banner, Edison's lightbulb, the Wright Flyer, Amelia Earhart's plane, the Hope Diamond, the Allende meteorite that is more than four billion years old, the desk on which Thomas Jefferson wrote the Declaration of Independence—and the soon-to-arrive Space Shuttle *Discovery*.

These treasures document our history and heritage, and represent the natural and cultural diversity of our world. Our collections are a vital national asset. Collections acquired a century or more ago are being used today to address the effects of climate change, the spread of invasive species, and the loss of biological diversity and its impact on the global ecosystem. Federal, state, and local authorities often look to our collections for answers, e.g. during flu epidemics, bird strikes, oil spills, and volcanic eruptions.

It's a new era at the Smithsonian. We are working to be more transparent, accountable, and efficient than ever before. We are focused on implementing our new Strategic Plan that centers on four "Grand Challenges" and is buttressed by four Consortia to promote interdisciplinary and Institution-wide collaboration. With your help, we're improving

facilities maintenance and collections care to be better stewards of America's treasures. We're working with new partners, federal, state and local, to avoid overlap and expand reach. Above all, we're determined to increase access to all we offer. We offer everyone a universal lens for learning, no matter where our audience lives—and it's free. Our plans are working and we're making progress.

We do so thanks to more than 6,000 dedicated employees, including approximately 700 scientists and scholars, curators, researchers, historians, experts in fields from astrophysics to zoology, more than 6,500 generous volunteers, and more than 1,000 interns. They care deeply for this great Institution and the service we provide. That's why the Smithsonian was, for the second year in a row, ranked as the 4<sup>th</sup> best place to work in the federal government by an Office of Personnel Management survey, and Forbes cited the Smithsonian as one of the best places for interns. The American College of Occupational and Environmental Medicine recently notified us that we will receive their 2012 Corporate Health Achievement Award for exemplary health, safety, and environmental programs. (Only one other federal entity has won such an award.)

I am immensely proud of all who work and volunteer here, but was especially so this past summer in our nation's capital. The response to back-to-back natural disasters, an earthquake and a hurricane, was extraordinary.

Across the Smithsonian, we recognize the national need to improve K–12 education in this country and are working with teachers and education leaders, developing new approaches to help engage learners of all ages. Last year we had more than 7.1 million education program attendees. Using technology, we are reaching all corners of our nation with distance-learning projects. Strengthening education and enhancing our nation's ability to compete globally are critical to our future, and we are responding to this need with inventive, formal (geared to state standards), and informal educational experiences which serve students and teachers in all 50 states, including remote rural areas.

For example, Smithsonian's History Explorer was developed by the National Museum of American History (NMAH) in partnership with the Verizon Foundation to offer hundreds of free, innovative online resources for teaching and learning American history. The site is designed for use by K-12 teachers and students, afterschool program providers, families, and individuals interested in lifelong learning. As one teacher from Mesa, Arizona put it, "I have been in the business...39 years, and now we have what teachers always wanted: Not only Standards Based Lessons, but Object Based Lessons, and it is FREE! Concise, Visual, to the point, and what every teacher needs to save time and keep their energy for the classroom. One stop shopping! We've come a long way!"

Our *Leafsnap* application, created at the Smithsonian with partners at the University of Maryland and Columbia University, won the Edward O. Wilson Biodiversity Technology Pioneer Award. It enables anyone to use leaves to identify trees no matter where they are. A 1<sup>st</sup> grade teacher in New Jersey was having her young students use iPads to identify trees using our *Leafsnap* app. One found a spider the teacher couldn't identify, so one little girl said "We need a bugsnap app!" More suggestions followed...flowersnap,

fruitsnap, shellsnap, birdsnap. The teacher wrote us, “Six years old and they already see the opportunities here! Thank you for opening the door to their future!”

The Smithsonian Center for Education and Museum Studies (SCEMS), which offers more than 2,000 web-based educational resources (including more than 700 lesson plans) in-line with state standards, launched “Water Matters,” the second year of SHOUT, the interdisciplinary Smithsonian webinar series sponsored by Microsoft Partners in Learning and focusing on environmental issues relating to water. More than 1,200 people participated in the first webinar in the series, held in February. We have two additional two-day webinars scheduled in March, broadcasting live directly from Smithsonian Tropical Research Institute in Panama and from the Smithsonian Environmental Research Center in Edgewater, Maryland.

*Oh Freedom! Teaching African American Civil Rights through American Art* at the Smithsonian is a new Web-based project developed jointly by the Smithsonian American Art Museum and the Smithsonian’s National Museum of African American History and Culture (NMAAHC). *Oh Freedom!* broadens the definition of the civil rights movement beyond the 1950s and 1960s, presenting it as a longer and more complex quest.

*Vanished*, a science mystery alternate reality game was very successful and attracted more than 6,000 middle-school-age children who interacted with Smithsonian scientists, online coaches, and each other as they solved problems. Supported by the National Science Foundation, the Massachusetts Institute of Technology and SCEMS are partnering on *Gadget*, a three-year project with three separate alternate reality games that focus on engineering challenges—one aerospace, one building, and one technology and communication. Our National Air and Space Museum (NASM), Cooper-Hewitt National Design Museum, and National Museum of American History (NMAH) Lemelson Center will lead the way.

The National Museum of Natural History (NMNH) is the leading partner in a global effort called the *Encyclopedia of Life* (EOL), an ambitious project that will become a key repository of scientific information about virtually every form of life on earth. EOL is an online database that has financial, logistical and research support from numerous partners including the MacArthur and Sloan Foundations. It is expected to encompass the 1.9 million known species of animals, plants and other life forms in about five years. Today, thousands of scientists, students, and teachers around the world use the EOL as a resource. The Biodiversity Heritage Library, the scientific literature component of EOL, is a consortium of 14 natural history and botanical libraries (including the Smithsonian Institution) that now has over 37 million pages available online.

For 27 years, the National Science Resources Center (NSRC) has leveraged the research and expertise of the Smithsonian and the National Academies of Science to develop science education programs. The impact of NSRC leadership development programs has resulted in more than 1,500 school districts representing 30 percent of the U.S. student population in 48 states now establishing effective science programs, including Delaware, Pennsylvania, Alabama, and Washington State. In 2010, the NSRC won a highly competitive five-year

\$35 million U.S. Department of Education Investing in Innovation Validation project. This project is providing the resources to conduct a major national research study for testing and validating the impact of the NSRC's leadership development programs with 75,000 rural and urban students and their 3,000 elementary and middle school teachers. This national study will provide additional evidence for scaling up NSRC reform efforts in additional regions and states throughout the United States.

Our annual free Teachers' Night offers the opportunity for teachers of all grades and subjects to explore new classroom-ready resources, materials and demonstrations of school programs. This event in Washington D.C. attracts 2,500 teachers of science, art, history, social studies, and language arts from the D.C area and 23 other states and provides them with updated information about the use of museum programs, artifacts, and exhibitions to complement school curricula and to meet national education standards.

We launched a Smithsonian Content Center on the ePals global network of 700,000 schools. In the first year, our content received 676,000 visits and had nearly two million page views. 3,000 educators have requested weekly emails that deliver Smithsonian content relevant to their curriculum, 100 educators submitted student work samples, and another 75,000 educators downloaded these examples of Smithsonian-inspired learning.

In addition to formal learning in the classroom, the Smithsonian is extensively involved in informal learning outside the classroom.

Our digital outreach is reaching larger audiences each year. Thanks to technology, today's learners have the world in the palm of their hands—and the Smithsonian is there. Online and through social media we are reaching new, diverse audiences and engaging the public in an ongoing conversation about exhibits, programs, and collections. The Institution has more than 600 social media sites, with millions of fans and followers. We are using multimedia to broaden public access—taking audiences behind the scenes through videos, slideshows, podcasts and “Tweet ups.” At last month's historic groundbreaking for NMAAHC, we reached almost five million people on Twitter—that day. There have been nearly 260,000 views to date of our 20 *Meet our Scientist* videos on YouTube and many more are being developed at our individual units.

In the past year, we have released seven mobile apps including an iPad version of Smithsonian Magazine, an app that collects oral histories from small towns and our visitor app that serves as a guide to the museums. This spring, we will launch our first mobile app designed for visitors with disabilities. It will accompany the American History Museum's *American Stories* exhibition and will rely on visitor volunteers to help interpret the exhibit for people with vision or hearing impairments.

Our refreshed website has a more modern look and is simpler for users to navigate. It won the 2011 People's Voice Webby Award for best Cultural Institution website. The public can now more easily find information about how to visit and engage with the Smithsonian, either in person or virtually. In fiscal year 2011, we had more than 91 million unique visitors to our more than 135 websites across the Institution.

We're continuing to implement our first Digitization Strategic Plan to digitize the collections and research of the Institution for the widest possible use by current and future generations, to increase public access and to expedite the work of researchers and educators worldwide. As of today, we have discipline-standard digital descriptive records for 17.3 percent of our total 139 million collection holdings (number includes two million library volumes), and we have discipline-standard digital surrogates (digital images, digital audio or digital video files) for 0.9 percent of those holdings. However, we also acknowledge that we do not need to have a digital surrogate for every single collection item in order to successfully pursue our mission. We currently estimate that of our total 139 million (number includes two million library volumes) collections, only about 13.9 million (or 10 percent) of those holdings will require a digital surrogate. Measured against that number, we currently have 9.4 percent of our eligible collections represented by digital surrogates.

We know there is no substitute for seeing the real thing, the iconic treasure. Last year we created more than 100 new exhibitions; there are 185 major exhibitions open now, and this spring we will open nearly 30 new exhibitions. In fiscal year 2011 we had more than 29 million visits to our 19 museums and galleries and the National Zoological Park, down slightly from fiscal year 2010.

Last month we celebrated NMAAHC's groundbreaking with an historic event. In addition to President Obama and the original sponsors of the legislation, Representative John Lewis and then-Senator Sam Brownback, there were nearly 600 guests. We were able to break ground on schedule because Congress provided \$75 million in the fiscal year 2012 budget. That federal funding is being leveraged to generate millions of dollars from private donors and corporations. Since the groundbreaking, aired nationally and featured in hometown newspapers, even more donations are coming in and our founding membership is now at 27,340. The Museum's 2015 opening will coincide with the 150<sup>th</sup> anniversary of the end of the Civil War and the adoption of the 13<sup>th</sup> amendment ending slavery, and the 50<sup>th</sup> anniversary of the Voting Rights Act.

Our museums are doing some exciting work to attract new audiences and celebrate what it means to be an American. At NMAH, we feature the exhibition *Jefferson's Bible: The Life and Morals of Jesus of Nazareth*. Jefferson assembled a private text in 1820, using excerpts from the Four Gospels of the New Testament in Greek, Latin, French, and English. In 1904, Congress commissioned a printing that began a tradition of providing new members of Congress with a copy of the Jefferson Bible that was followed for nearly 50 years. Smithsonian Books has released a first-ever, full-color facsimile. NMAH also worked with the Library of Congress and the Lawrence Berkeley National Laboratory to present a first hearing of the experimental sound recordings of Alexander Graham Bell from the 1880s.

For the 150th anniversary of the Civil War, we have a number of exhibitions, programs, and publications. The National Portrait Gallery (NPG) collaborated with *The Atlantic* magazine on a special commemorative issue. NPG Historian David Ward and Associate Curator of Photographs Frank Goodyear III selected many of the images and worked with

the editors of *The Atlantic* to place them in historical context. The issue also includes a short essay by President Obama about one of the NPG's prize works, the portrait of Abraham Lincoln by Alexander Gardner with the cracked photographic plate.

Next month, the NASM's Steven F. Udvar-Hazy Center located near Dulles International Airport will celebrate the fly over and arrival of the Space Shuttle *Discovery* into our permanent collection.

We tell additional inspiring stories at our array of art museums and galleries. *Annie Leibovitz: Pilgrimage* is at the Smithsonian American Art Museum through May 20<sup>th</sup>, *Perspectives: Ai Weiwei* at the Sackler Gallery opens May 12<sup>th</sup>, and *A Song for the Horse Nation* at the National Museum of the American Indian runs through January 2013. In just a few days the Hirshhorn Museum and Sculpture Garden's iconic building will be transformed into "liquid architecture," using a 360-degree panorama that will make the Museum recede into cinematic space with *Doug Aitken's: SONG I*. Art and science intersect in the Natural Museum of Natural History's exhibition *X-Ray Vision: Fish Inside Out*, striking x-radiographs of the museum's collection of fish specimens.

Our experts and artifacts are also accessible in cities and small towns nationwide. In fiscal year 2011, the Smithsonian Traveling Exhibition Service circulated 52 exhibitions to 492 venues in all 50 states, plus the District of Columbia, Guam, and U.S. military bases in ten countries where they were viewed by approximately five million visitors. Smithsonian Networks' Emmy Award-winning Smithsonian HD channel now reaches more than 14 million households, and hopes to be in 30 million by next year. *Smithsonian* magazine has subscribers in every state and several foreign countries, and nearly seven million people read each issue. Smithsonian Associates offers thousands of programs, lectures, and performances annually.

From New York City to Panama, \$1 billion in building and exhibition construction and renovation is planned and underway, with 40 percent to be raised from the private sector. Donors readily tell us how important the federal commitment is to their willingness to give.

Construction on the Arts and Industries Building structure revitalization project is moving forward and is expected to be finished by spring 2013. For the near future, we are developing plans to reopen the building to the public with Institution-wide programming and exhibits. The National Zoological Park's new Seal/Sea Lion exhibit will be finished in mid-2012. Both of these projects, and numerous others across the Smithsonian, have been made possible by the ongoing support of this subcommittee and Congress.

Congress has instructed us to be more entrepreneurial and we have been. Smithsonian Enterprises closed fiscal year 2011 at \$29.1 million—their fifth consecutive year of net gain growth. We continue to raise private funds to leverage our federal appropriations. We have plans to increase the levels of support from all our constituents. The Smithsonian raised more than \$182 million last year (four percent over our goal of \$175 million), \$158 million the year before, and \$126 million the year before that. We get

consistent feedback from donors that the Smithsonian's strong base of federal support is important to them; they know that they are investing in a strong institution because of our federal support. Charity Navigator, the country's leading independent charity evaluator, has awarded the Smithsonian its highest, 4-Star rating; up from our previous 3-star mark of many years. Charity Navigator's ratings reflect its evaluation of an organization's quality of governance, transparency, management, and fundraising efficiency. Only 26 percent of the charities Charity Navigator rates have achieved this score.

The country looks to the Smithsonian for groundbreaking scientific research and unparalleled collections. We've had an entomological partnership with the U.S. Department of Agriculture for more than 100 years. The results of our work can be seen everywhere. Smithsonian scientists keep aircraft safe from bird strikes, document and control invasive species, protect our soldiers from insect-borne diseases, and search the universe for planets similar to Earth. Our Smithsonian Biodiversity Genomics Initiative Next Generation Sequencing initiative enables scientists to generate millions of DNA sequences in the time, and for the cost, that it would take to obtain dozens of sequences using standard sequencing methods.

The Institution has an unmatched capacity to tackle biodiversity issues. For example, the Smithsonian Institution Global Earth Observatories network is a worldwide partnership of more than 30 institutions working to monitor the effects of environmental change on the health of 4.5 million trees (8,500 species) on 46 plots in 21 countries. This project alone shows how the Smithsonian leads through discovery and collaboration. Our scientists continue to be recognized for their ground-breaking research; most recently two were honored with the Presidential Early Career Awards for Scientists and Engineers.

At the University of Arizona, Smithsonian scientists are helping to construct the mirrors, 28 feet in diameter, for the Giant Magellan Telescope, which will be built at the Las Campanas Observatory in Chile, by an international consortium lead by the Carnegie Institute with the Smithsonian as a member. This powerful new telescope will allow us to see stars and universes ten times more clearly than the space-based Hubble Telescope. Future discoveries enabled by the Giant Magellan Telescope will speak to the origins of the universe and may well change the way we see ourselves and think about our planet.

Our consortium on Understanding and Sustaining a Biodiverse Planet just hosted a symposium on the 40<sup>th</sup> anniversary of the Club of Rome Report *Limits to Growth*, and in October will host another symposium on the Anthropocene, or "Age of Humans," and what it means for our future.

We are focused on implementing our new Strategic Plan that centers on four "Grand Challenges." We are working across disciplines within the Institution and reaching out to new partners outside the Institution to fund these exciting initiatives. We have received external funding for ten major proposals to date for a total of \$5.6 million for projects such as recovering endangered languages, a *Marine GEO* workshop with a diverse group of scientists on terrestrial, estuarine, and marine ecosystems (including representatives from National Oceanographic and Atmospheric Administration, U.S. Geological Survey, and National Science Foundation), and *Earth Matters*, an exhibition and interdisciplinary

project spotlighting art, culture, and conservation in Gabon that the National Museum of African Art is organizing. We're particularly proud of *Americans All*, which seeks to develop an accurate, diverse, and inclusive narrative of the peopling of the U.S., using the Smithsonian's past research on national and international migration, a national collecting effort, and active engagement with the public. In collaboration with local, national, and international partners, *Americans All* will probe the past and the present.

We will soon sign a memorandum of understanding with the National Park Service to make certain collections of natural history specimens from units of the National Park system significantly more accessible to the scientific community and American public as a result of the Smithsonian's assumption of custodial responsibility for these collections on behalf of the NMNH.

Through our "SI Redesign" initiative to reorganize the Institution, we are making the Smithsonian a more efficient, collaborative, open, accountable organization. More than 300 staff members from all parts of the Institution have participated in seven focused teams. We are piloting the first-ever Smithsonian Institution Performance Dashboard that includes metrics related to each of our priorities. The dashboard uses innovative technology that draws data automatically from our many collection systems. We have implemented more open and better-integrated annual processes for goal setting and budget development. In the finance function, we are launching the Smithsonian's first training and certification program for all finance staff and in procurement, we are improving systems to track all contracting actions, as well as simplified acquisitions.

During fiscal year 2011, the Institution competed for and won 525 new grant and contract awards totaling \$172 million that funded projects, partnerships and collaborations with agencies and universities. (This is a five percent increase over the grant and contract award total of \$163 million in fiscal year 2010.) Selected examples of these sponsored projects include: \$7.5 million from the Ford Foundation for NMAAHC to support the design and development of the "Beyond 1968 Gallery," \$3.3 million from the U.S. Department of Homeland Security for Smithsonian Environmental Research Center National Ballast Information Clearinghouse, plus \$10.2 million from National Aeronautics and Space Administration for the Operation of the Chandra X-Ray Center at Smithsonian Astrophysical Observatory.

The Smithsonian's fiscal year 2013 request totals \$856.8 million and includes \$660.3 million for Salaries and Expenses and \$196.5 million for Facilities Capital. Within the Facilities Capital request, \$85 million will allow construction of the NMAAHC to continue without interruption, and \$16.5 million will allow the Institution to repair damage to facilities sustained in the 2011 earthquake.

The request includes a \$3.3 million increase for pay-related fixed costs, including \$1.6 million for the proposed 0.5 percent government-wide January 2013 pay raise and \$1.3 million for benefits. In addition, \$0.6 million will move our Panamanian staff toward pay and benefit equity with their counterparts at the local U.S. Embassy. These amounts are offset by a decrease in worker's compensations costs of \$0.2 million. The request also



includes a \$1.2 million increase for other fixed costs, including \$1.0 million for increased software license fees and \$0.2 million for the higher costs of library resources and contractually required audit costs. Increases in rent are offset by over a \$1 million decrease in utilities costs due to rate and billing adjustments.

The fiscal year 2013 request includes \$1.5 million to broaden access to the Smithsonian's collections, exhibitions, and public programs, by enhancing the Institution's Digital Asset Management System and expanding the use of new media and social networking tools to deliver information in customized ways.

The popularity of our many exhibitions brings commensurate costs. The mere presence of tens of millions of visitors results in increased wear and tear on the displays within the halls, and increases the cost to maintain them. In addition, the increasingly interactive nature of today's exhibits increases maintenance needs. The request also includes \$0.3 million to ensure that the museums' exhibitions are clean and in good repair and that the media components are fully operational and up to date.

Smithsonian collections are fundamental to carrying out the Institution's mission and serve as the intellectual basis for scholarship, discovery, exhibition, and education. The requested increase of \$1.4 million provides funds to address the Smithsonian Inspector General's collections-related audit recommendations and to improve the preservation, storage, and accessibility of collections currently at risk of loss or damage. The request includes an additional \$0.9 million to support the welfare of the Smithsonian's living collection. Excellence in animal care is paramount for maintaining the Zoo's accreditation by the Association of Zoos and Aquariums, as well as for maintaining compliance with the Animal Welfare Act.

The request includes an increase of \$0.6 million to enable the Smithsonian's facilities maintenance staff to continue stabilizing and standardizing the overall condition of the Institution's facilities, and \$1.5 million to address high-priority operating, safety, and security requirements. This includes \$0.8 million to repair, maintain and make safe the Institution's vehicles and boats which are vital to scientific research and operations, and \$0.7 million to support mandated background investigations, required safety support services, and the establishment of a branch to oversee critical projects.

We are improving our governance and financial controls in areas specifically highlighted by the Independent Review Committee. The request includes \$0.3 million for the Office of the Comptroller to develop financial management policy/procedure documentation, and to plan and conduct policy compliance monitoring. The request also includes \$0.2 million to cover the salary of the Inspector General, which has been converted to a federally funded position. The Board of Regents determined that the duties and responsibilities are primarily federal in nature and the position should therefore be funded with federal appropriations.

The request provides \$0.4 million for a comprehensive training program focused on supervisor training on the rules, regulations, and policies governing employee supervision

and \$0.2 million to expand the Smithsonian's Office of Equal Employment and Minority Affairs' Supplier Diversity Program. The Institution is committed to using small, disadvantaged, women- and veteran-owned businesses whenever possible.

The request includes \$13 million for NMAAHC as it moves toward opening in 2015. This increase is overdue to support the professional and technical expertise needed for all aspects of this project. It is equally important to leverage the contributions of potential donors including collections, in-kind services, and funding, which include the Museum's ability to cultivate relationships while securing a firm financial base of private funding. This will continue the momentum essential to the private-sector fundraising campaign.

The Institution's fiscal year 2013 request for Facilities Capital is \$196,500,000. The amount includes \$85 million for NMAAHC and \$95 million for revitalization projects including \$10.8 million for planning and design of future projects. The Facilities Capital request also includes \$16.5 million to fund emergency repairs related to the August 2011 earthquake that caused severe damage at several Smithsonian buildings.

Major revitalization projects in the Facilities Capital request include \$1.4 million for renovation of the Carnegie Mansion at the Cooper-Hewitt, National Design Museum, the final increment of federal funding for this project. The request also includes \$11 million to continue renovation of the West Wing public space at NMAH and \$8.8 million to replace windows and upgrade heating, ventilation and air conditioning systems at NMNH. The request provides \$17.8 million for major renovation efforts continuing at the Zoo, which will be guided by the master plan to correct conditions at the Rock Creek Park and Front Royal, Virginia facilities.

Major revitalization also includes funding to continue needed upgrades to the Smithsonian's scientific research facilities including \$15.1 million to complete renovation of the Mathias Laboratory at the Smithsonian Environmental Research Center in Edgewater, Maryland, and \$7 million to complete work on the Smithsonian Tropical Research Institute's Gamboa Laboratory in Panama. Other priorities include \$4 million to begin a program to rectify contamination at the Smithsonian Collections Facility in Suitland, Maryland; \$10.8 million for planning and design of new capital projects; and an additional \$19.1 million for other revitalization projects that are smaller in scale.

The request includes \$16.5 million to repair damage from the 2011 earthquake, including \$5.2 million to repair skylights at the NASM and \$11.3 million to reseal roof beams and implement seismic upgrades to the seriously damaged Museum Support Center where many of the Smithsonian collections are housed.

For 166 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. Today, with its free museums, distinguished research and scholars, iconic American treasures and remarkable scope of information accessible from its websites, the Smithsonian Institution is an even more valuable resource for the American people.

The Institution is becoming more innovative, disciplined, focused, nimble and self-reliant. We are determined to expand access to all we offer to new and diverse audiences—regardless of where they live. We face a future that holds both exciting opportunities and imposing challenges. Working with the Congress and the Administration, the Smithsonian will aggressively address these challenges and take full advantage of many new opportunities.

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